



# Our Plan

Hilton Head Island  
South Carolina  
**2020 - 2040**



**2020 to 2040 Comprehensive Plan**  
for the  
**Town of Hilton Head Island, South Carolina**

Adopted by Planning Commission Resolution  
September 16, 2020

Peter Kristian, Chairman

Adopted by Town Council Ordinance 2020-25  
October 20, 2020

John J. McCann, Mayor

**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.**



Town of Hilton Head Island  
One Town Center Court  
Hilton Head Island, South Carolina  
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# Acknowledgments

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Beaufort County Economic Development Corporation (BCEDC)  
Beaufort County Heritage Tourism Corporation  
Beaufort County Parks and Leisure Services (PALS)  
Beaufort County Parks and Recreation Board  
Beaufort County Planning (Community Development) Department  
Beaufort County School District  
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The Children's Center  
Community Foundation of the Lowcountry  
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    The Greater Island Council Parks and Recreation Committee  
The Gullah Museum of Hilton Head Island  
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The Heritage Library  
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Hilton Head Island Airport  
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    Hilton Head Island Visitor and Convention Bureau (VCB)  
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La Isla Magazine  
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    Hilton Head PSD  
    South Island PSD  
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# Resources & Works Cited

A list of resources and works cited is located at the end of each section or chapter.

# Acronyms & Abbreviations

<b>AADT</b>	Annual Average Daily Traffic	<b>HXD</b>	Hilton Head Island Airport
<b>AASHTO</b>	American Association of State Highway Transportation Officials	<b>HUD</b>	Housing and Urban Development
<b>ACS</b>	U.S. Census Bureau American Community Survey	<b>LATS</b>	Lowcountry Area Transportation Study
<b>ADA</b>	Americans with Disabilities Act	<b>LCOG</b>	Lowcountry Council of Governments
<b>AIA</b>	American Institute of Architects	<b>LEED</b>	Leadership in Energy and Environmental Design
<b>AMI</b>	Area Median Income	<b>LID</b>	Low Impact Development
<b>APA</b>	American Planning Association	<b>LMO</b>	Land Management Ordinance
<b>ASLA</b>	American Society of Landscape Architects	<b>LOS</b>	Level of Service
<b>ATAx</b>	Accommodations Tax	<b>LRTA</b>	Lowcountry Regional Transportation Authority
<b>AV</b>	Autonomous Vehicle	<b>MAAS</b>	Mobility as a Service
<b>BAC</b>	Hilton Head Island Bicycle Advisory Committee	<b>MGD</b>	Million Gallons per Day
<b>BCEDC</b>	Beaufort County Economic Development Corporation	<b>MGY</b>	Million Gallons per Year
<b>BCEGS</b>	Building Code Effectiveness Grading Schedule	<b>MUSC</b>	Medical University of South Carolina
<b>BMP</b>	Best Management Practices	<b>NAICS</b>	North American Industry Classification System
<b>CDBG</b>	Community Development Block Grants	<b>NACTO</b>	National Association of City Transportation Officials
<b>CIP</b>	Capital Improvements Program	<b>NEPA</b>	National Environmental Policy Act
<b>COOP</b>	Continuity of Operations Plan	<b>NFIP</b>	National Flood Insurance Program
<b>CNAP</b>	Capital Needs Assessment Program	<b>NPDES</b>	National Pollution Discharge Elimination System
<b>CPF</b>	Capital Projects Fund	<b>NRPA</b>	National Recreation and Parks Association
<b>CRS</b>	National Flood Insurance Program Community Rating System	<b>NWI</b>	National Wetlands Inventory
<b>CTC</b>	Beaufort County Transportation Committee	<b>OCA</b>	Town of Hilton Head Island Office of Cultural Affairs
<b>DHEC</b>	South Carolina Department of Health and Environmental Control	<b>PALS</b>	Beaufort County Parks and Leisure Services
<b>DOT</b>	Department of Transportation	<b>PSD</b>	Public Service District
<b>DMS</b>	Debris Management Site	<b>PUD</b>	Planned Unit Development
<b>EOC</b>	Emergency Operations Center	<b>SAFE</b>	Sewer Access for Everyone
<b>EOP</b>	Emergency Operations Plan	<b>SC</b>	South Carolina
<b>EPA</b>	U.S. Environmental Protection Agency	<b>SCDOT</b>	South Carolina Department of Transportation
<b>EV</b>	Electric Vehicle	<b>SFA</b>	Sports Facilities Advisory
<b>FAA</b>	Federal Aviation Administration	<b>SoLoCo</b>	Southern Lowcountry Regional Board
<b>FEMA</b>	Federal Emergency Management Agency	<b>STIP</b>	State Transportation Improvements Plan
<b>FIRM</b>	Flood Insurance Rate Maps	<b>TCL</b>	Technical College of the Lowcountry
<b>FY</b>	Fiscal Year	<b>TIF</b>	Tax Increment Financing
<b>GDOT</b>	Georgia Department of Transportation	<b>USCB</b>	University of South Carolina Beaufort
<b>GIS</b>	Geographic Information System	<b>USFWS</b>	United States Fish and Wildlife Service
		<b>VCB</b>	Hilton Head Island-Bluffton Visitor and Convention Bureau

## Executive Summary

As the 2020 to 2040 Comprehensive Plan for the Town of Hilton Head Island, **Our Plan** is foundational for the Island's growth and development. It provides a baseline of existing conditions and outlines goals, strategies, and tactics for the future of the Town and Island community.

This document is crafted as a dynamic and informational guide that reflects integral components of the Island community fabric. It also serves as a tool for the Town and community leaders to strengthen and preserve the Island culture, image, character, and unique sense of place.

### Our Future and Our Plan

The Town's Our Future community engagement initiative developed the Vision for **Our Plan. Reinventing Sustainability... Again!** is the Island community's preferred future for Hilton Head island for the next 20 years. This means the Town will focus on the revitalization and modernization of its economy and infrastructure while building an inclusive and diverse community. A cross section of the environment, society, and the economy defines sustainability for **Our Plan**, where a community balanced in these three things has viable economic development, a resilient built environment, and equitable social conditions. **Our Plan**, the new Comprehensive Plan for Hilton Head Island, helps to usher this vision forward by directing the Town's focus and parameters for future policy and decision making. More details about the genesis of **Our Plan**, the key contributors, and its purpose are provided in *Section 1.0, Our Purpose and Process*.

### The Elements and Core Values

South Carolina's Local Government Comprehensive Planning Enabling Act of 1994 requires that all Planning Commissions develop a Comprehensive Plan to guide development and redevelopment of its municipality. It requires that the plan include at least the following elements:

- |                                |                                |
|--------------------------------|--------------------------------|
| <b>CR</b> Cultural Resources   | <b>ED</b> Economic Development |
| <b>NR</b> Natural Resources    | <b>LU</b> Land Use             |
| <b>Po</b> Population           | <b>Tr</b> Transportation       |
| <b>Ho</b> Housing              | <b>PI</b> Priority Investment  |
| <b>CF</b> Community Facilities |                                |

In 2005, the Town added a Recreation element. Each element is required to include an inventory of existing conditions, a statement of needs and goals, strategies for implementation, and time frames for accomplishing the goals.

While past Comprehensive Plans for the Town have been centered around the elements, the presentation of statements of need, goals, and strategies for **Our Plan** is structured around two elements and seven Core Values. Throughout **Our Plan**, these are all noted using the symbology shown in this summary.

**Ex Relentless Pursuit of Excellence**

According to the community, the Island is a unique and beautiful place that is worth protecting. It is evident the Town and the community seek and expect *Excellence*. The emphasis for this Core Value is community-focused and in celebration of the Island history, cultural and socio-economic diversity, and natural resources. The goal is centered on *Our Ideals of Excellence* and how to sustain excellence for our place, people, planning, and process.

**En Redefining Environmental Sustainability**

The environment and sustainability are foundation values of the Island community. As concerns grow over current or future conditions and environmental impacts, the Town is working towards a more resilient approach in policy and planning. A balance of environmental action is necessary to support all facets of sustainability.

**Ec Revitalizing and Modernizing the Economy**

Destination tourism and retirement are two of the biggest drivers for the Island economy. Changes in generational preferences for travel and work have started to affect many aspects of the economy. There is a renewed drive to build on the current strengths in the economy and show that the Island is a place for people of all ages, cultures, and income levels to visit, or live and work.

**Inc Fostering an Inclusive Multi-dimensional Community**

Fully grasping the Vision of **Our Plan** entails addressing socio-economic trends of present day Hilton Head Island that could be more sustainable and equitable. The *Inclusive* Core Value takes a closer look at these challenges and considers education, health, quality of life, the arts, and recreation. It encourages the Island's progression into the future with a multi-dimensional, equitable, and diverse society.

**Co Building a Connected and Collaborative Community Fabric**

Achieving a high status of connectivity for the Island entails investigation into the many facets that create community. This includes aspects of physical connectivity in the built environment, the human connection with others and through social capital, the natural environment, and recreational and cultural experiences. Community unification, with a commitment for progressive change, is important to the future growth and attraction of living, working on, and visiting the Island.

**Re Expanding to Embrace an Integrated Regional Focus**

The Island's shape and size control available space for development and land-based growth, while environmental, social, and economic influences extend beyond the physical controls. The economy, workforce, and population influences expand beyond Bluffton and southern Beaufort County into Savannah. Issues the Island faces as it looks forward to 2040 require a regional perspective with regional solutions, and an openness to continue and expand collaboration with regional partners.

**Inf Innovative Approach to Create 'Right-Sized' Infrastructure**

The increasing popularity of the Island has generated increased demands on its infrastructure. Climate change, advancements in technology, and economic and residential growth impact it as well. Developing sustainable solutions to address these demands and adapt to changes requires taking an innovative and holistic look at the economic, environmental, and social arms of sustainability. The innovation will be in the ability to discern and measure what is right-sized infrastructure for the Island.

The Core Values are derived from the Vision and represent the Town and Island community's priorities and future aspirations. Community members were instrumental, through their participation in seven work groups with a guiding Development Team, in helping to develop the goals, strategies, and tactics for each Core Value. These are presented in *Section 3.0, Our Core Values*.

The elements are still included in **Our Plan**. They are tied to goals and strategies for each Core Value through a series of comparative tables throughout the document. In *Section 2.0, Our Community*, **Our Plan** defines each element for the Town while presenting existing conditions, informational maps, tables, and data. This section connects **Our Plan** to prior versions of the Town's Comprehensive Plan to allow for consistency in the presentation of data from one version of the plan to the next. It serves as an overview and guide about the Town and the Island community.

The only elements **Our Plan** specifically addresses are *Recreation* and *Priority Investment*. These two elements are specifically addressed with larger sections in **Our Plan** because they represent significant interest areas and investments falling within the Town's jurisdiction and direct scope of work for the Island community.

## **Parks + Recreation**

The Town's *Recreation* element has been replaced by *Section 4.0, Our Parks + Recreation*.

### **PR** Parks + Recreation

The **Our Plan** Vision for the Town's parks and recreation is that Hilton Head Island is recognized for best-in-class parks and recreation by building diversity of recreational, arts, and quality of life offerings for all residents and visitors.

The **Parks and Recreation Master Plan, Part 1** (Master Plan) was initiated in 2019 as a priority of Town Council in concert with **Our Plan**. It was adopted in 2020 and is appended to this document. The purpose of the Master Plan is to evaluate the Town of Hilton Head Island's public parks and recreation system and submit recommendations designed to increase the level of service across the community for the next ten years. The purpose of *Section 4.0* is to tie the Master Plan into **Our Plan**.

A Parks and Recreation Task Group participated in the development of *Section 4.0* through the Town's 2020 Parks and Recreation Master Plan initiative. This entailed the assistance of a consultant, Lose Design, to conduct the community engagement, analysis, and assessment of the Island's parks and recreation system which comprise the Master Plan. The Task Group, with the Parks and Recreation Commission, were instrumental in the development of the Master Plan and its incorporation into **Our Plan**. The Master Plan is Part 1 of a larger process towards improving the Island's park and recreation system.

*Section 4.0* presents an overview of the Island's parks and recreation system with goals, strategies, and tactics for addressing the system through to 2040. It also includes the Master Plan recommendations with Town Action Items. The Action Items officially convey the findings and final recommendations in the Master Plan that will best serve the interests of the Town for current and future park planning.

## Priority Investment

In compliance with the South Carolina Priority Investment Act, the Town has developed the *Priority Investment* element in **Our Plan Section 5.0, Our Priority Investment**. This presents an analysis of the funds available for public infrastructure and facilities, with recommendations for projects to use these funds. The purpose of this section is to tie the capital improvements needs identified in **Our Plan** and other adopted Town plans to forecasted revenues for the current and upcoming fiscal years.

The goals, strategies, and tactics for *Priority Investment* address ways the Town's priority investments and capital improvements can continue to align with the community Vision and Core Values for the next 20 years.

## Goals, Strategies, and Tactics

The purpose of **Our Plan** is to provide policy guidance and direction for the future through goals and implementation strategies. This is accomplished through the presentation of goals, strategies, and tactics in each core value chapter in *Section 3.0* and in *Sections 4.0* and *5.0*.

The goals define aspirations for the community into the future. Strategies and tactics for each goal provide more specific action items or plans for accomplishing the goals. Many hours of volunteer and community dedication went into the formulation of these very important and foundational components of **Our Plan**.

For **Our Plan** these are defined as:

- **Goal:** an aspiration; a desired outcome.
- **Strategy:** a plan of action
- **Tactic:** a tool or action item

The Town manages implementation of many of the goals, strategies, and tactics through its Capital Improvements Program (CIP), which is described in the section about Priority Investment. Others are implemented through policy, operations, planning, and procedure development.

Based on the breadth of community input received throughout the process, reoccurring themes emerged. The following ten goals and themes from throughout **Our Plan** are representative of these key community values.

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 partner, not a competitor.
10. Foster a healthy, self-sustaining community that encourages economic, cultural, and demographic diversity.

### **The Our Plan Guide Book**

The **Our Plan** Guide Book presents a snapshot of **Our Plan**'s content, structure, and key themes. This guide is intended to help with interpreting the purpose and intent of the plan. It is available as a stand alone document, and is appended to **Our Plan**.

### **Our Plan is a Community Plan**

The Town's Community Development Department would like to thank the members of this community and the region for your contributions in the development of **Our Plan**, Island citizens for your participation at public meetings, and Town staff from all Departments for your input throughout the process. This is a plan built by the Hilton Head Island community for the Town and the Island towards reinventing sustainability again from here to 2040.

Our first step will be to use **Our Plan** together to expand or re-imagine valued aspects of the Town and the community: its history of leading innovative and sustainable development, care for the environment, great recreation facilities and pathways, historic and cultural preservation, tourism, volunteerism, and fiscal stewardship.



**section**

**1.0**

**Our Purpose &  
Process**





# Section 1.0 Our Purpose & Process

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## 1.1 Introduction

Hilton Head Island is the largest barrier island in the Southeastern United States and home to almost 40,000 residents. Located in the Lowcountry, at the southern boundary of South Carolina, the island has a beautiful natural environment and rich cultural history stretching back from Native American habitation and through the Revolutionary and Civil Wars. The remnants of this history are visible today in the many protected archaeological and cultural sites on the Island, and preserved in the living, native Gullah community.

Over time, many residents and business owners have found their way here— all drawn by nature, options for active living and healthy retirement, and growing economic opportunity. Many more visit and have bolstered a strong tourism and service industry for the area. Underpinning this historic and thriving human footprint on 42 square miles, is a place of natural beauty, encouraging sanctuary and discovery from the water, marshes, and beach to the woodlands and parks.

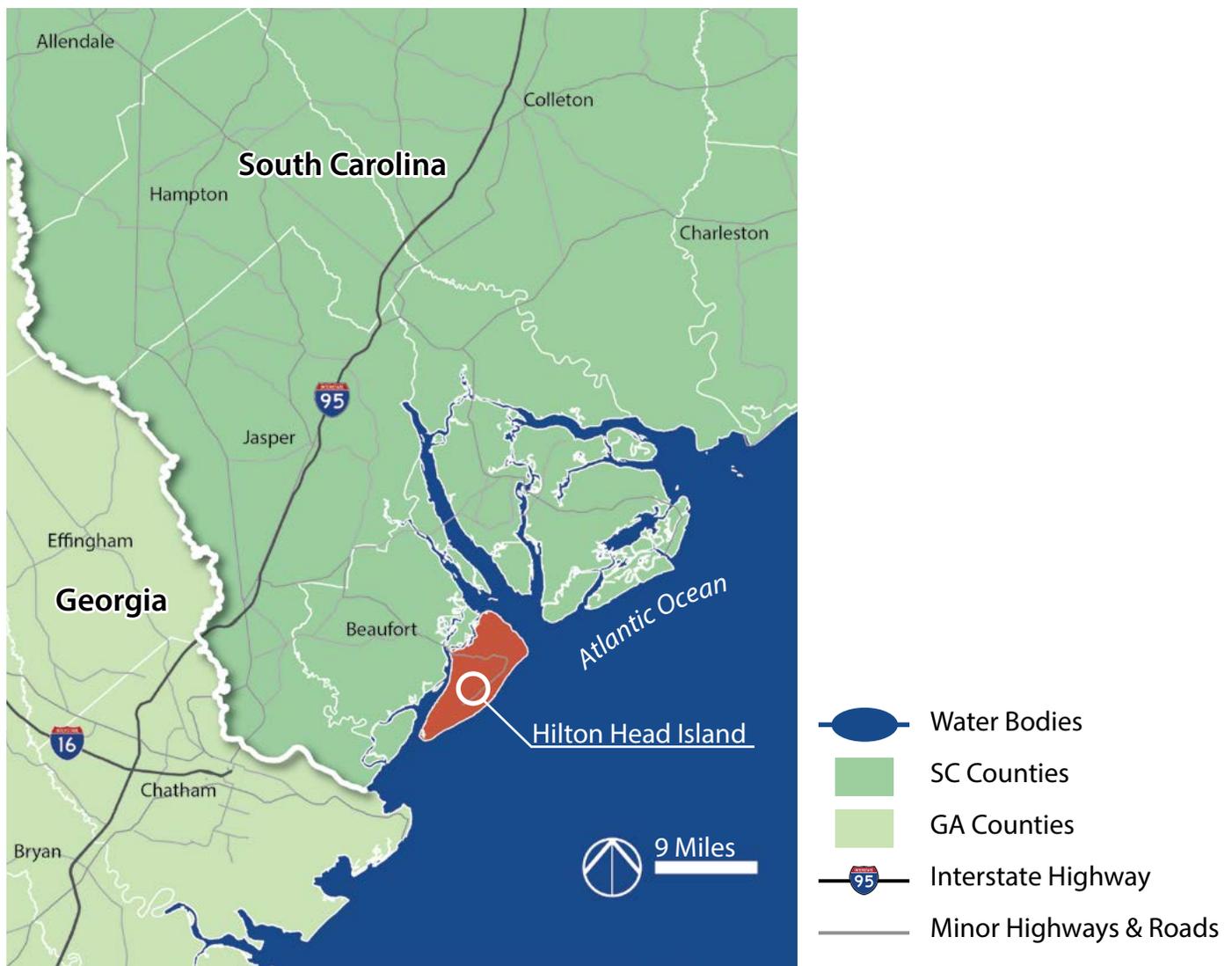


Figure 1.1, Hilton Head Island Location and Vicinity

The Town of Hilton Head Island (Town) was officially incorporated in 1983 in order to bring local oversight to development on the island through the adoption of a zoning ordinance.

In 1985, Town Council adopted the first Comprehensive Plan. Since then, it has evolved with the community and with the growth of the Town, as new versions have been adopted in response to need and state requirements.

This document, **Our Plan**, is the latest edition of the Town's Comprehensive Plan looking towards 2040. Grounded in a community-defined vision and community-driven goals, **Our Plan** serves as the policy planning framework, resource, and guide for the Town. It serves to support the Town's resources, residents, and visitors towards a resilient and successful future for Hilton Head Island.

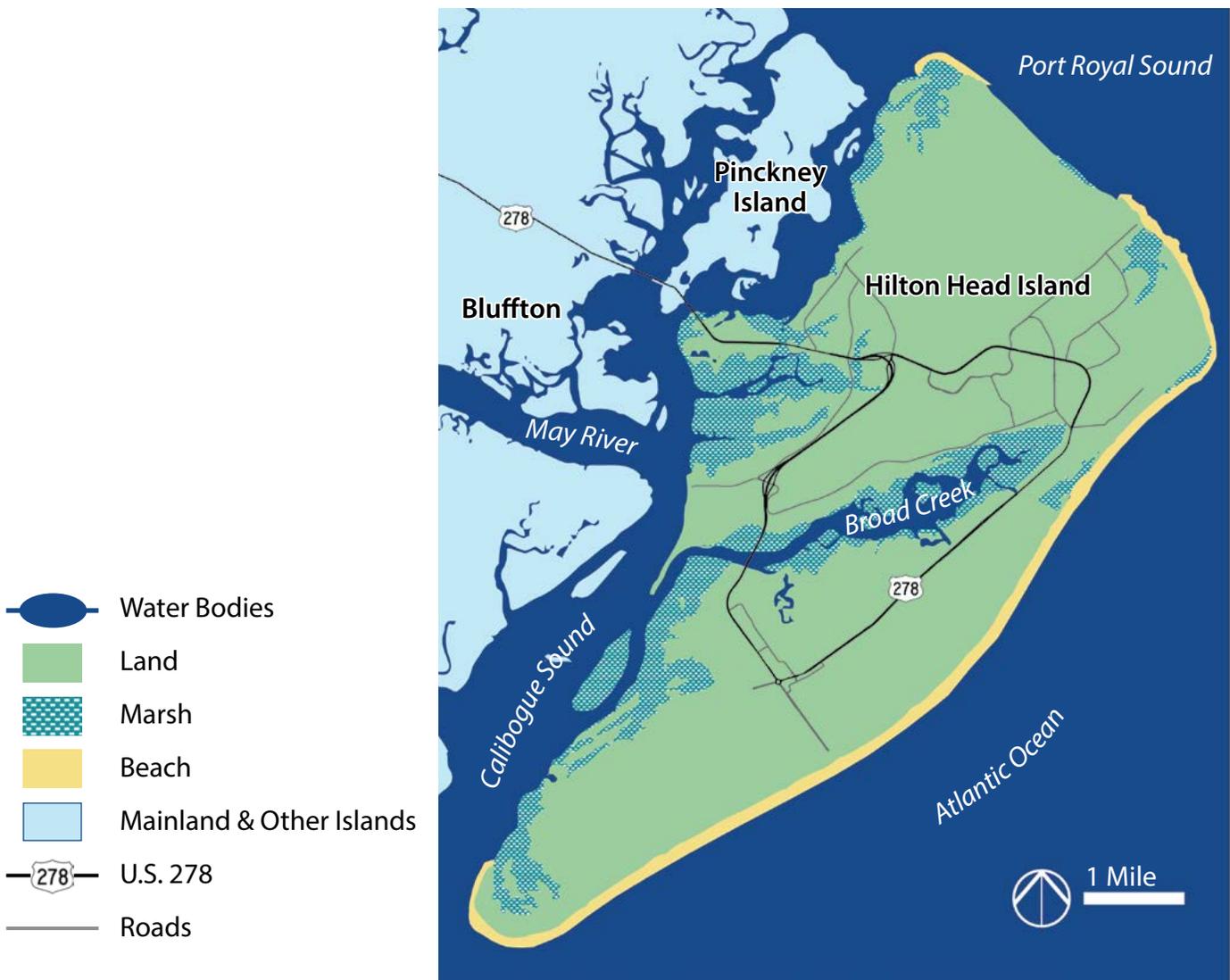
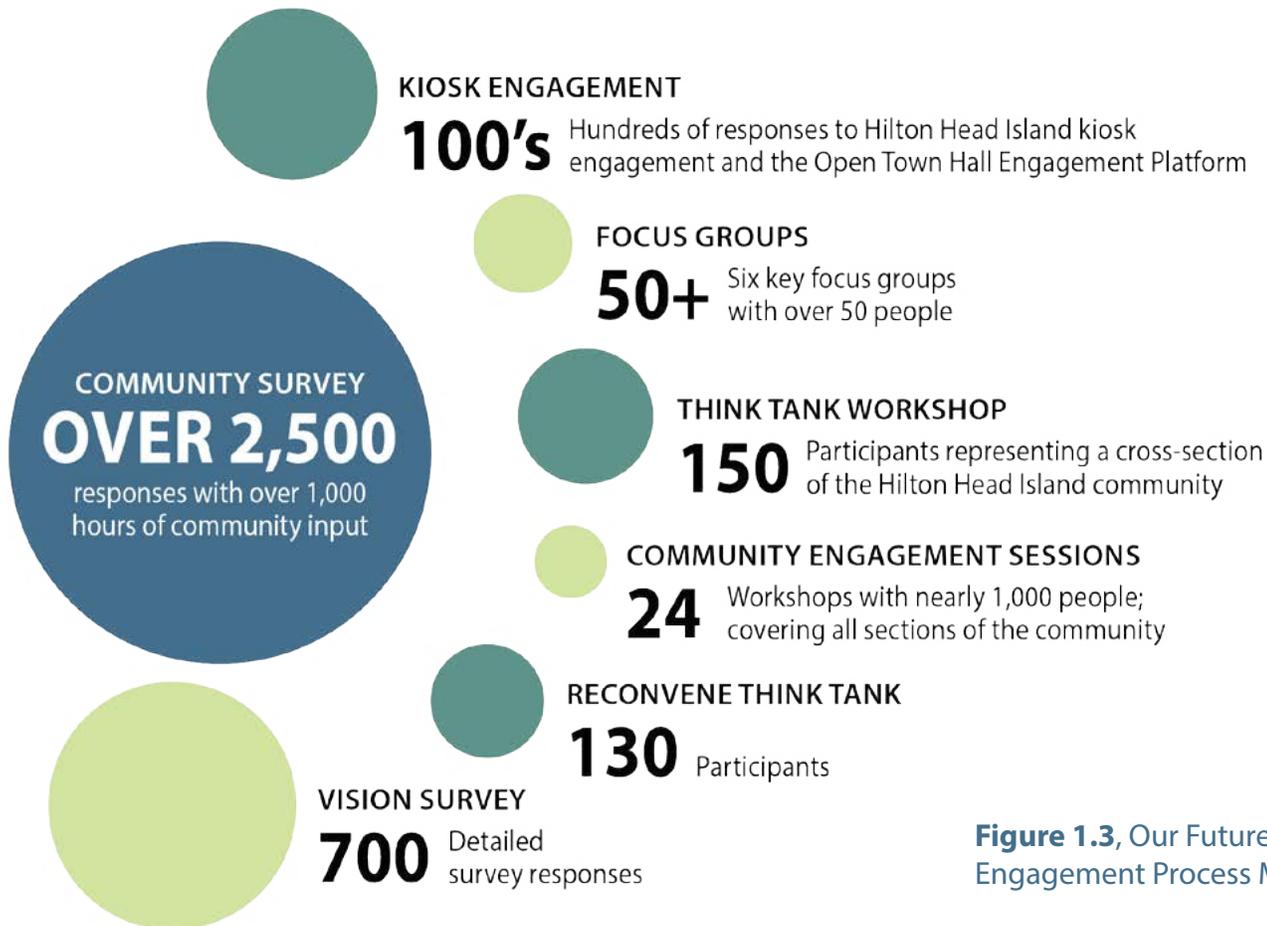


Figure 1.2, Hilton Head Island

## 1.2 Our Vision

In 2015, Town Council identified the development of a long-range community vision for Hilton Head Island as one of its priorities. With delays due to Hurricane Matthew in 2016, the project started in early 2017 as *Hilton Head Island – Our Future* (Our Future). The goal of the effort was to ensure that residents, business owners, local institutions and community stakeholders had a voice in future decision making. Through extensive community engagement, an inclusive vision and roadmap for the community was achieved.



**Figure 1.3, Our Future Engagement Process Metrics**

### Reinventing Sustainability... Again!

The **Hilton Head Island – Our Future Vision and Strategic Action Plan** (Vision Plan) was adopted by Town Council in May 2018. The Vision Plan represents the culmination and analysis of over 4,500 hours of community participation and survey data collected from the Our Future initiative in 2017. *Figure 1.3* demonstrates the extent of the community outreach.

Based on the input and data collected through the Our Future initiative, and using scenario planning, the Vision Plan reflects the community's expected and preferred futures through the year 2040. The details of this process are outlined in the Vision Plan's Section 5.0, Identifying the Preferred Future.

## Our 2020-2040 Vision

### Reinventing Sustainability... Again!

To focus on revitalization and modernization, and to build an inclusive and diverse community.

Out of four scenarios, the community chose the one titled *Reinventing Sustainability... Again!* According to the Vision Plan, this scenario predominately focuses on revitalization and modernization, and building an inclusive and diverse community. It characterizes Hilton Head Island as having

- a population that has diverse age groups and ethnically diverse citizens
- a sense of community connectivity
- a multi-lingual community
- a broader range of incomes
- diverse employment opportunities and tech companies
- a family-friendly environment
- year-round tourism
- a recognized and preserved historic district
- “green mass transit” and environmentally friendly modes of transportation
- enhanced environmental quality

The preferred future of *Reinventing Sustainability... Again!*, identified by the community members of Hilton Head Island, has become the guiding vision central to future planning efforts for the Town.

### Core Values

The Vision Plan not only presents the community vision for a preferred future, but also provides an action plan for how

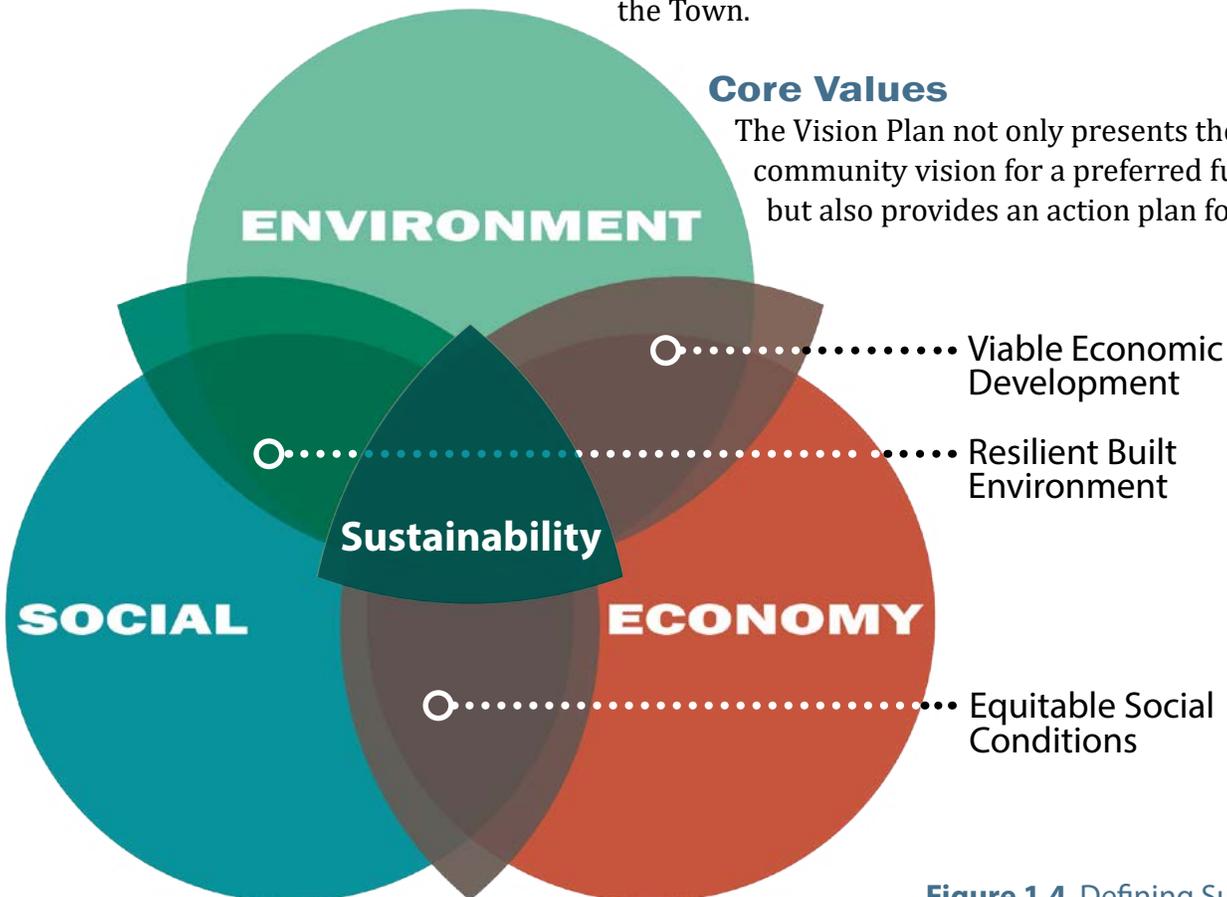


Figure 1.4, Defining Sustainability

to achieve the preferred future. The Vision Plan’s Section 7.0, Strategic Action Framework, defines seven “Strategic Pillars” to guide the action plan and pathway for the future. These pillars were heavily defined based on community input gathered throughout the process and are meant to serve as the foundation for any action intended to support the vision. See the Vision Plan’s Section 8.0, Strategic Action Pillars, for detailed descriptions.

For **Our Plan**, the “Strategic Pillars” have been redefined as Core Values. While the “Strategic Pillars” are defined in the Vision Plan as building blocks to support the community aspirations and road to the future, as Core Values for **Our Plan**, *Figure 1.5*, they serve the purpose to carry forward the community vision and provide the foundation for planning and policy guidance for the Town into 2040. The roadmap to **Our Plan**, *Figure 1.6* provides an overview of how Our Future, the Vision Plan, and **Our Plan** are linked.

Throughout **Our Plan**, the Core Values will be keyed using this symbology as they relate to items in the document.

- Ex** Excellence
- En** Environment
- Ec** Economy
- Inc** Inclusive
- Co** Connected
- Re** Regional
- Inf** Infrastructure



**Figure 1.5, Our Plan Core Values**

# ROADMAP TO OUR PLAN

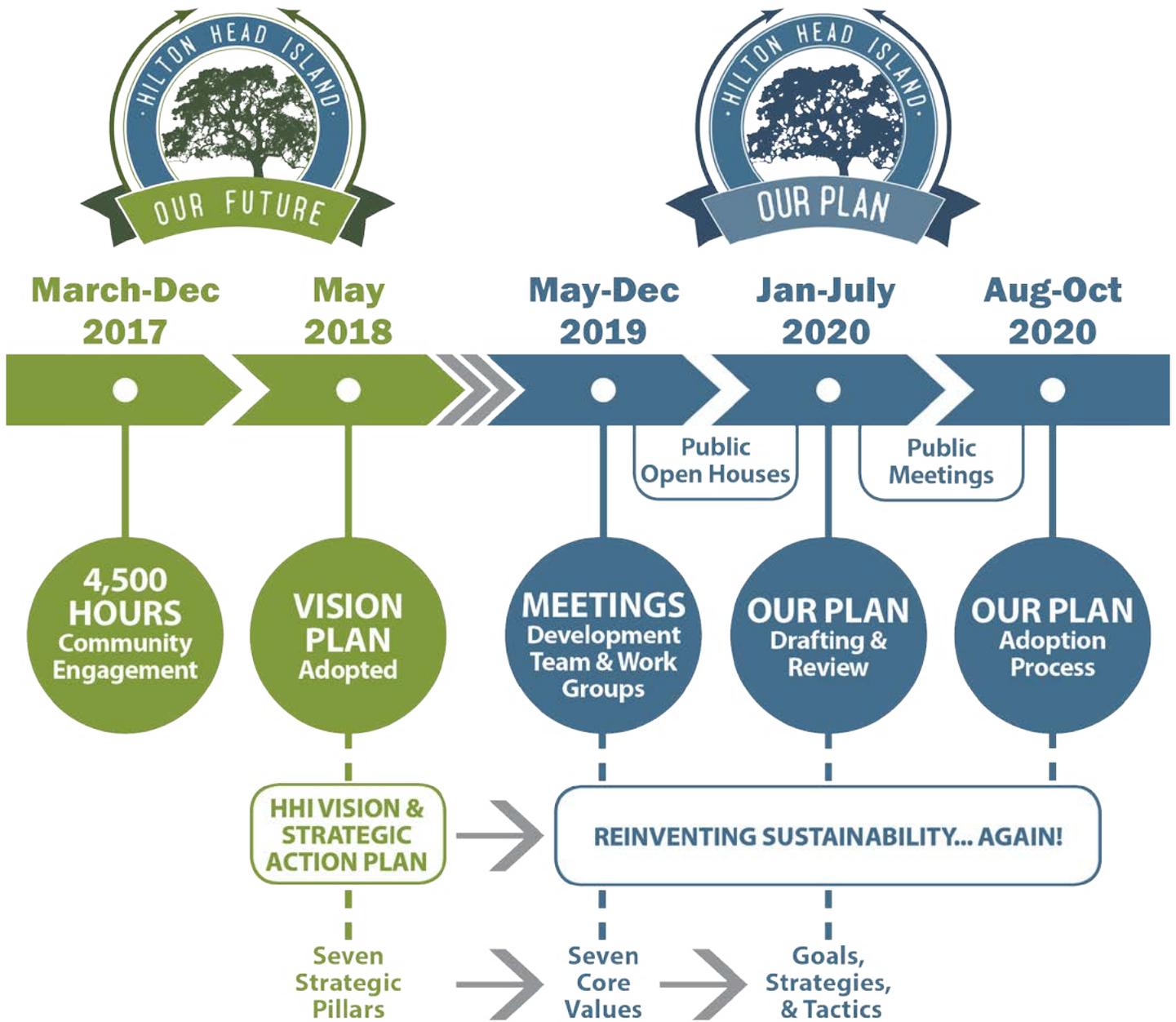


Figure 1.6, Roadmap to Our Plan

## 1.3 Our Comprehensive Plan

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 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.

The last Comprehensive Plan for the Town, **Charting the Island's Future – From Here to 2030**, met the requirement to have a plan in place for 2010 to 2030. The latest update to this plan was adopted on July 18, 2017. In 2019, Town Council identified rewriting the Comprehensive Plan as a priority so that it could be adopted in 2020 in compliance with South Carolina requirements. This document, **Our Plan**, is the Town's new Comprehensive Plan for 2020 to 2040.



## OUR FUTURE + COMPREHENSIVE PLAN

### What is Our Plan?

The 2020 to 2040 Comprehensive Plan for the Town of Hilton Head Island is referred to and branded as **Our Plan**. Building from the momentum of the community effort behind Our Future and the Vision Plan, the design of this new version of the Town's Comprehensive Plan is organized around the Core Values. The Core Values developed through the Our Future process are important and foundational to the fabric of Hilton Head Island. This intentionally provides a link between that effort and the Town's planning and policy guidance for the future. In an effort to make the new Comprehensive Plan accessible, clear, and representative of Our Future, this document is community-driven, informative, and structured differently than prior versions.

Throughout **Our Plan**, the elements will be keyed using this symbology as they relate to items in the document.

- CR Cultural Resources
- NR Natural Resources
- Po Population
- Ho Housing
- CF Community Facilities
- ED Economic Development
- LU Land Use
- Tr Transportation
- PR Parks + Recreation
- PI Priority Investment

## Organization of Our Plan

State legislation describes nine elements each municipality must minimally include in its Comprehensive Plan. Municipalities have the option to include additional elements to address specific interests or needs. Traditionally, the Town’s Comprehensive Plan has been structured around these nine elements with one additional element\*:

- Cultural Resources
- Natural Resources
- Population
- Housing
- Community Facilities
- Economic Development
- Land Use
- Transportation
- Recreation\*
- Priority Investment

Where applicable, and in compliance with state requirements, the elements are keyed and indexed as they relate to the goals and strategies presented throughout the document. The *Recreation* and *Priority Investment* elements are specifically addressed with stand-alone sections in **Our Plan** because they represent significant interest areas and investments falling within the Town’s jurisdiction and direct scope of work for the Island community.

Section 2.0 ● .....**Section 2.0, Our Community**, of this document presents a summary of existing conditions, demographics, and information about the Town and Hilton Head Island. Within this section, the information and data is structured around the elements in order to provide a direct link between **Our Plan** and older versions of the Comprehensive Plan.

Section 3.0 ● .....**Section 3.0, Our Core Values**. The main content of **Our Plan** is contained in *Section 3.0, Our Core Values*, as seven chapters — one for each Core Value. The primary purpose of a Comprehensive Plan is to provide policy guidance and direction through goals and implementation strategies. In **Our Plan**, these are housed as goals, strategies, and tactics within each Core Value chapter. The goals define aspirations for achieving the intent of the Core Value for the community into the future. Strategies and tactics for each goal provide more specific action items or plans for accomplishing the goals. The chapter contents will also include a description of the Core Value and the key ideas shaping it based on community input, as well as a matrix relating the goals and strategies to their respective elements. The Key Ideas and Opportunities bulleted in each chapter are the foundations for the goals, strategies, and tactics.

### Our Plan Definitions

- Goal: an aspiration; a desired outcome
- Strategy: a plan of action
- Tactic: a tool or action item

**Section 4.0 Our Parks + Recreation.** The *Recreation* element has ..... ● Section 4.0 direct representation in *Section 4.0, Parks + Recreation*. Another priority identified by Town Council in 2019 was to develop a new **Parks and Recreation Master Plan, Part 1** (Master Plan) for Hilton Head Island, which was adopted DATE 2020. This section of **Our Plan** summarizes the key findings and recommendations from the Master Plan with Town Action Items, and includes goals, strategies, and tactics.

**Section 5.0, Priority Investment,** addresses the Town’s ..... ● Section 5.0 Capital Improvement Plan process and presents a framework for achieving capital infrastructure described in **Our Plan**. This section presents goals, strategies, and tactics that address ways the Town’s priority investments and capital improvements can continue to align with the community Vision and Core Values.

**Section 6.0, Definitions and Index,** provides resources for use ..... ● Section 6.0 during review of **Our Plan**. The definitions section highlights terminology used throughout the plan and defined as it pertains specifically to the Town and the plan. The index can be utilized to quickly find key topics and keywords used throughout the document.

**Section 7.0, Appendix,** contains further resources, adopted plans, ..... ● Section 7.0 and companion documents related to **Our Plan**.

## **Maintaining Our Plan**

In order to ensure **Our Plan** stays current and valid, Town staff will monitor projects and Town Council priorities as they relate to the plan’s goals and strategies, and oversee the periodic evaluation of its contents. In response to changing conditions, implementation strategies, or evaluation outcomes, the Town will conduct updates to the plan. For example, when the 2020 United States Census data becomes available, new and relevant demographic data will be reviewed and incorporated into the next update.

As dictated by the South Carolina State Legislature, **Our Plan** will be evaluated at least every five years and re-written in ten years. **Our Plan**, however, is intended to be maintained as the working Comprehensive Plan for the Town of Hilton Head Island moving forward. The idea is work towards keeping it current and reduce the five and ten year efforts. While goals and strategies may change with time, the foundational Core Values will remain consistent and only marginally altered.

# 1.4 Our Process

## Principles and Process

When Town Council adopted the Vision Plan in the spring of 2018, staff was directed to work with the Public Planning Committee of Town Council to develop principles and a process to guide the development of **Our Plan**. The Public Planning Committee, Planning Commission, and the Comprehensive Plan Committee of Planning Commission were involved with their development through numerous public meetings with citizen input. The **Our Plan Principles and Process, Figure 1.7**, were approved by the Public Planning Committee in September 2018.

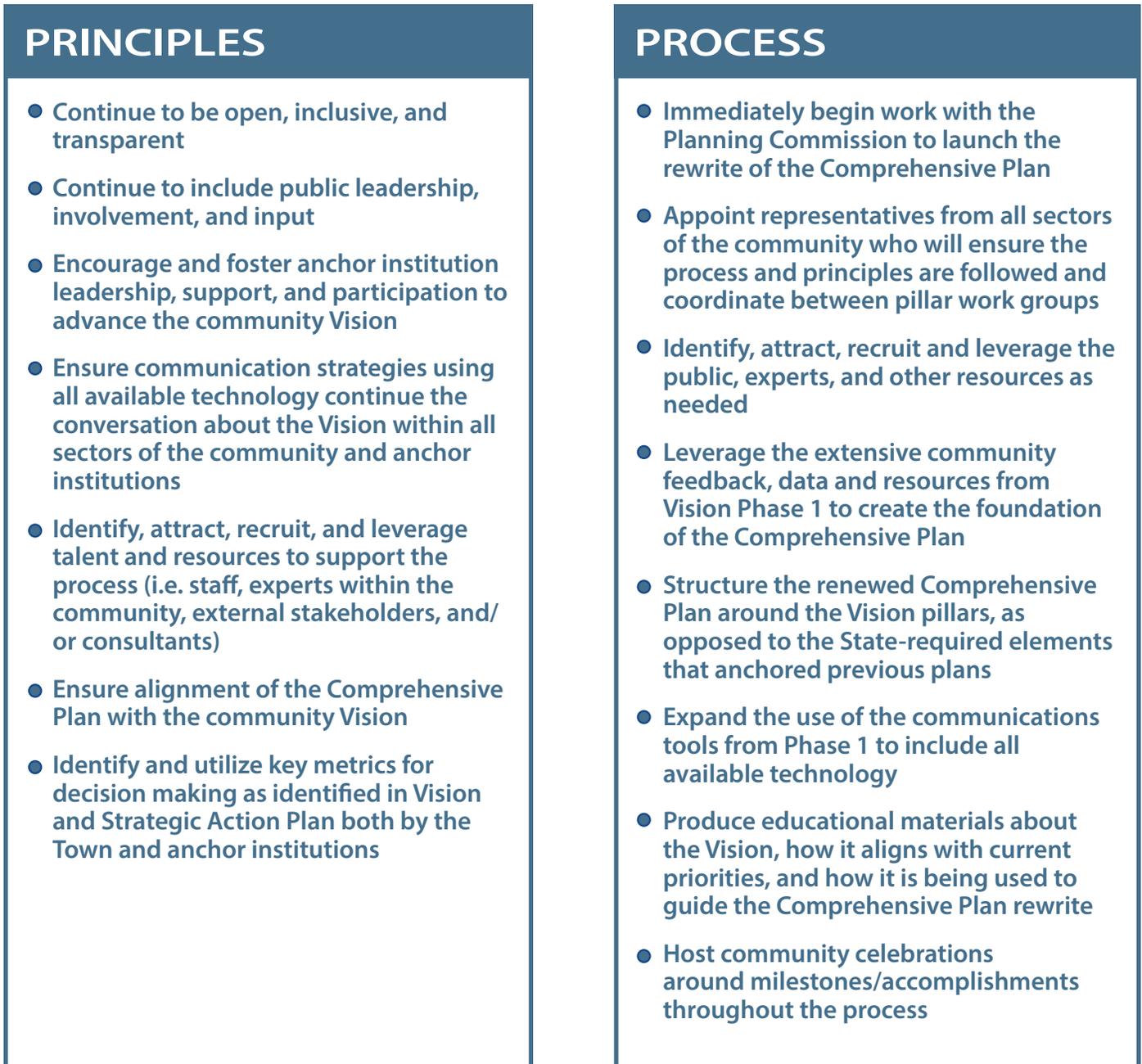


Figure 1.7, Principles and Process

## The Our Plan Development Team

The **Our Plan** Development Team (Team) was created to ensure the *Principles and Process* were followed and the Work Groups had meaningful collaboration. The eight-member team, appointed by Town Council, included all the members of the Comprehensive Plan Committee of the Town's Planning Commission. Throughout the course of the project, the Team met eleven times and was instrumental in steering the development of the Work Group goals and strategies. On August 12, 2020, the Team met a final time to vote on a recommendation of approval of **Our Plan** to the Comprehensive Plan Committee of Planning Commission. The Team was dissolved October 6, 2020 to conclude its role in the **Our Plan** process.

## Our Plan Work Groups

In early 2019, members of the community were invited to join the Town in the **Our Plan** drafting effort. In keeping with the precedent set by community engagement through the Our Future project, as well as the newly adopted *Principles and Process*, the Town sought to obtain direction from a diverse subset of the community to develop goals and strategies for **Our Plan**.

Members of the community who responded to the request for participation were organized into Work Groups, with eight to twelve members each, focused around one of the seven Core Values. Additionally, a *Parks and Recreation Task Group* was formed to steer the Parks and Recreation Master Plan project, and ensure its coordination with and incorporation into **Our Plan**. Work Group participants included community members and residents, business owners, subject matter experts, and representatives of local and regional anchor institutions. From May through November of 2019, these eight groups met twice per month in public work sessions facilitated by Community Development Department staff.

The Work Group participation in the project was divided into a three-phased work plan. **Phase One** started with brainstorming activities in order to facilitate the meaningful development of ideas among participants and focus their experiences and knowledge towards understanding their group's Core Value.

In **Phase Two** of the work plan, subject matter experts were invited to group sessions and Education Series Panels were held on various topics to facilitate the participants' knowledge base. Participants also reviewed the *2010-2030 Comprehensive Plan* and began the process of drafting goals for inclusion in **Our Plan**. Finally, in **Phase 3** of the work plan, the group participants refined their goal statements and drafted strategies and tactics for each goal.



Our Plan Development Team



Development Team Meeting



Work Group Activity



Inclusive Work Group Meeting

The work plan was punctuated by periodic check-in meetings and review sessions of their work with the **Our Plan** Development Team and public open houses. In March of 2020, each Work Group met a final time to review draft chapters of **Our Plan** with staff. Throughout the adoption process, many members of the Work Groups remained engaged in public and community meetings for **Our Plan**.

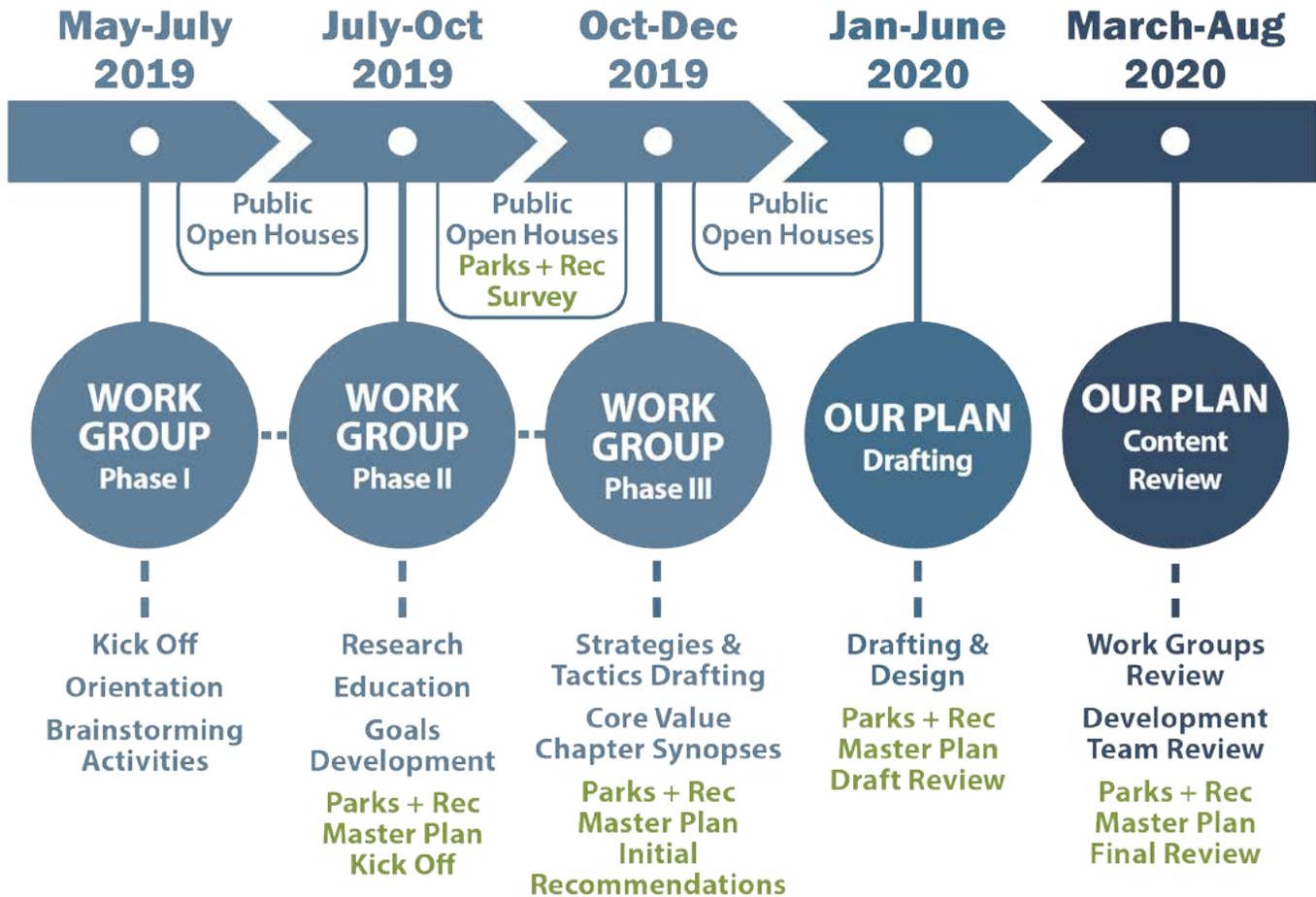


Figure 1.8, Work Group Timeline



Open House Activity

## Community Engagement

Throughout the development and drafting process, 100 group meetings accounted for almost 900 hours of volunteer time. Every meeting was open to the public to observe and offer comment. In 2019, the public also participated in seven open houses: five open houses for **Our Plan** and two parks and rec-based open houses for the Parks and Recreation Master Plan project. A community survey and pop-up activities at key locations in the community were conducted for the Master Plan. Press releases, printed ads, an **Our Plan** Facebook page, and a dedicated page on the Town's website were available for the public to follow project progress. Communication with the Work Group members was conducted through regular emails with their staff coordinators and a weekly email about other upcoming meetings for **Our Plan** and the Town.

## Path to Adoption

Starting with draft reviews in March of 2020, **Our Plan** has followed an extensive public adoption process. In 2020 fifteen public meetings, including the Development Team, Work Groups, Parks and Recreation Commission, and Parks and Recreation Task Group meetings, were held in support of draft reviews and required recommendations for adoption. The Planning Commission also held a special workshop with Town Council to review the draft plan.

In accordance with state legislation, Planning Commission held a public hearing and recommended **Our Plan** for adoption by resolution on September 16, 2020, Chairman Peter Kristian presiding. Town Council held a public hearing and first reading of **Our Plan** on October 6, 2020. **Our Plan** was adopted by Ordinance of Town Council, on October 20, 2020, Mayor John J. McCann presiding.

	Date	Recommendation	Resolution	Public Hearing	First Reading	Second Reading	Adopt by Ordinance
Our Plan Development Team	08-12-2020	●	○	○	○	○	○
Comprehensive Plan Committee of Planning Commission	08-25-2020	●	○	○	○	○	○
Planning Commission	09-16-2020	○	●	●	○	○	○
Town Council	10-06-2020	○	○	●	●	○	○
Town Council	10-20-2020	○	○	○	○	●	●

**Table 1.1, Our Plan Adoption Process**

## About Resources and Works Cited

At the end of each **Our Plan** section and chapter there is a *Resources and Works Cited* list. Each list includes any articles or publications that were used for tables, figures, content, or definitions. Also included is a “For More Information” list of any organizations, programs, or institutions that are mentioned in the content.

All maps included in **Our Plan Sections 2.0** and **4.0** were created using the Town’s Geographic Information System (GIS) database. Any additional map data obtained from external sources is noted.

# OUR PLAN PATH TO ADOPTION

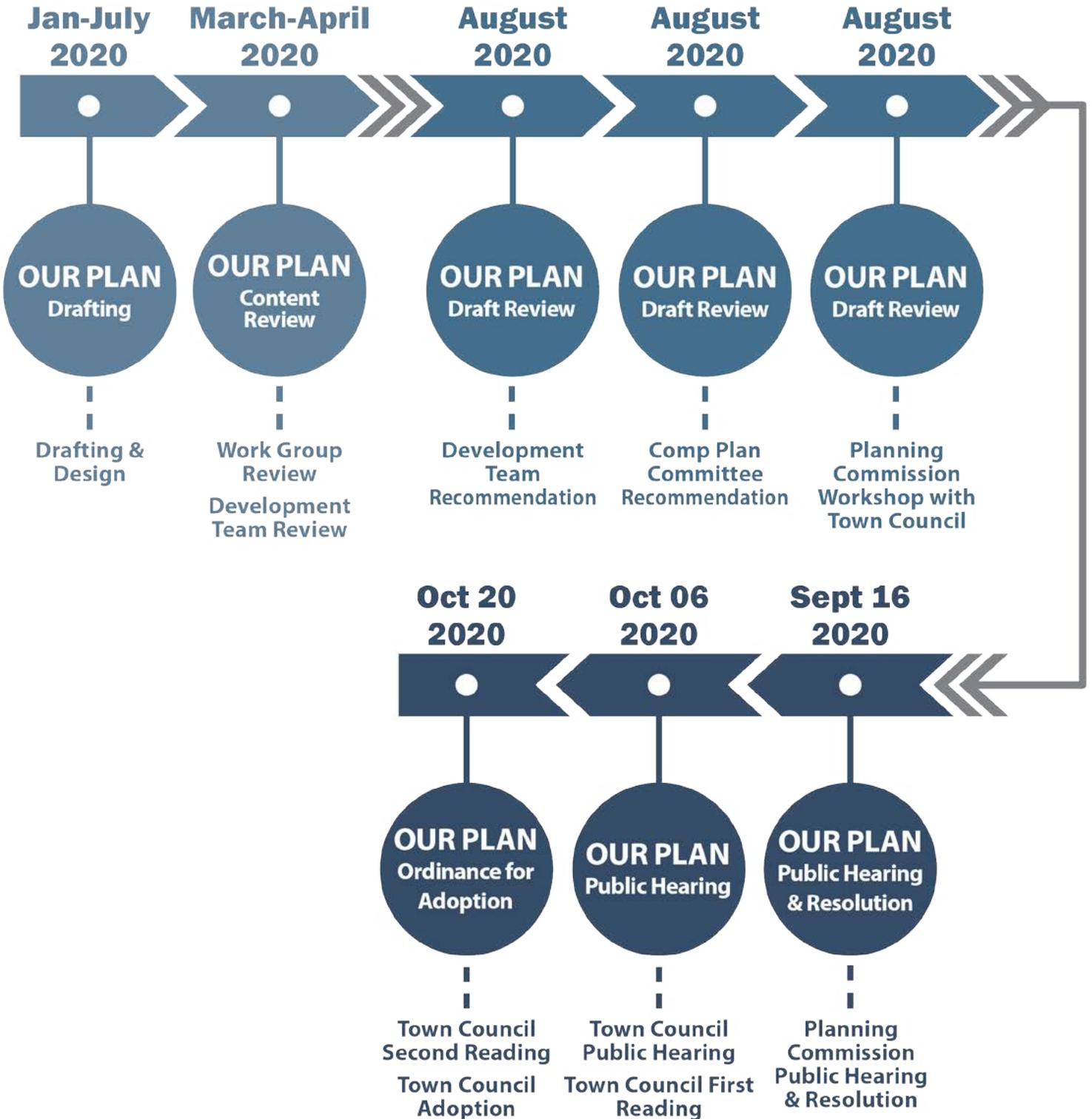


Figure 1.9, Our Plan Path to Adoption

## Resources & Works Cited

Future IQ. *Our Future- Vision and Strategic Action Plan*. Town of Hilton Head Island, 2018.

- Figures 1.3, 1.5

### For more information:

South Carolina Code of Laws Title 6, Chapter 29: *Local Government Comprehensive Planning Act*, [www.scstatehouse.gov/code/t06c029.php](http://www.scstatehouse.gov/code/t06c029.php)





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**section**

**2.0**

**Our Community**





## **Section 2.0 Our Community**

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## 2.1 Overview

Hilton Head Island’s unique character is grounded in its history and day-to-day life. This is reflected in its natural and built environments, its people and communities, and in preservation of its historic and cultural assets. The purpose of this section is to provide a summary of the people and places that make this our community.

Typically, tables and figures within each element chapter of a Comprehensive Plan present this type of information. As discussed in *Section 1.0*, the focus on Core Values as foundational to **Our Plan** does not provide for individual chapters about each element in this document. In an effort to provide continuity between prior versions of the Town’s Comprehensive Plan and historical data, this section includes the data profiles organized by eight of the ten traditional elements. Data pertaining to *Parks + Recreation* and *Priority Investment* is included in *Section 4.0* and *Section 5.0* respectively.

### About Data & Sources

For this section and others, tables and figures that use external data sources are included in the resources and works cited list at the end of this section. Note that in the *Population* element of this section, a majority of the demographic data presented is the 2018 American Community Standard (ACS) Five-Year Estimate. This is the latest data available as of the writing of this section. Some cases are noted where the most recent data available is 2016 or 2017.

As the new 2020 decennial census data is provided, relevant content in **Our Plan** will be revised through the Town’s Comprehensive Plan update process.

References in this section to the “County” imply Beaufort County, and to the “State” imply South Carolina.



Sunrise through the sea oats at Coligny Beach

### The Elements

This section presents the following elements:

- CR Cultural Resources
- NR Natural Resources
- Po Population
- Ho Housing
- CF Community Facilities
- ED Economic Development
- LU Land Use
- Tr Transportation
- PR Parks + Recreation  
*see Section 4.0*
- PI Priority Investment  
*see Section 5.0*

## 2.2 Our History

### Early Inhabitants

8000 BC - 1500 AD

#### 8000 BC - 1000 BC

During the Archaic Period, Native Americans visited the Island seasonally.

#### 1335 AD

Greens Shell Enclosure, a 4-foot tall shell ridge that encloses two acres, was built along the banks of Skull Creek.

### European Explorers

1500 - 1700

#### 1663

Captain William Hilton found the Island when he sailed from Barbados, on the *Adventure*, to explore lands granted by King Charles II. The Island takes its name from this explorer for the island's headlands that he observed near the entrance to Port Royal Sound on the north end.

#### 1698

John Bayley, of Ireland, was given most of Hilton Head Island as a barony. His son appointed Alexander Trench as his agent to sell the land. For a short time, Hilton Head was called Trench's Island on some 18th century maps.

### Plantation Era

1700 - 1860

#### 1760s

The island was a popular place for shipbuilding. It was foundational to Beaufort County's shipbuilding industry- the largest in the 13 colonies.

#### 1775 - 1783 Revolutionary War

During the war, Island residents tended to be Patriots. The British Navy and Daufuskie Islanders, who supported the British, burned many homes on the Island.

#### 1788

The Zion Chapel of Ease, a small wooden Episcopal church for plantation owners, was constructed. All that remains is the cemetery, home to the Baynard Mausoleum, near Mathews Drive.

#### 1790

William Elliot II of Myrtle Bank Plantation grew the first successful crop of Sea Island cotton in South Carolina on the Island.

#### 1812 - 1815 War of 1812

In this war, many homes along Skull Creek were burned by the British.

#### 1860

There were more than 20 working plantations on the Island before the Civil War. Most plantation owners did not live on the Island, which was populated with slaves and overseers.

### Civil War & Union Occupation

1860 - 1865

#### 1861

In November, Forts Walker and Beauregard were attacked in the Battle of Port Royal. Union troops numbering 12,653 landed on the Island in the largest amphibious landing of American military until WWII.

#### 1862

The Island's population swelled to over 40,000, including Union troops, civilian store-keepers, missionaries, prisoners of war, and slaves seeking refuge from their owners.

Fort Mitchel was built as a battery to protect Skull Creek from Confederate attacks. Fort Sherman, which circled the military installation, was also completed.

See Figure 2.3, *Gullah Cultural Heritage and Other Historic Sites* on pages 30-31 for locations of significant sites mentioned in this timeline.

Figure 2.1, Our History Timeline

Historic Mitchelville Freedom Park is located where the Mitchelville village once stood. Archaeological resources have been found that show the approximate locations for some of the former village homes.

The church congregation moved to the Chaplin area briefly under the name "Goodwill Baptist Church" before moving to its present location in 1889 under the name "Crossroads Baptist Church." Eventually, the congregation adopted the name First African Baptist Church (Heritage).

## Reconstruction & Isolation 1870s - 1940s

The Hilton Head Lighthouse is no longer in operation and is now known as the Leamington Lighthouse.

## Modern Era & Early Development 1950 - 1990s

### 1862 The Nation's First Freedman's Village

General Ormsby Mitchel set up the Town of Mitchelville to house the nation's first freedman's village. Mitchelville residents elected their own officials, passed their own laws, and established the first compulsory education law in South Carolina. The story of the Mitchelville community, built along modern-day Beach City Road, can be explored at the Historic Mitchelville Freedom Park.

### 1865

The First African Baptist Church was founded near Mitchelville. Several historic African American Island churches formed out of this church, including St. James, Central Oak Grove, and Mt. Calvary.

The Queen Chapel A.M.E. was founded as the first A.M.E. church in South Carolina.

### 1868 - 1950

As the Island recovered from the Civil War, the military occupation ended, and many of the 40,000 inhabitants left. Slowly, the Mitchelville citizens spread out into other areas of the Island, supporting themselves with an agrarian lifestyle off the land and sea. Today, the Gullah people inhabiting the Island are the direct descendants from the first freed men and women. Early on during this era, several properties once held by plantation owners were sold to the freedmen.

The Hudson and Toomer families operated oyster factories, and many Gullah people operated community stores on the Island from the 1890s to the 1950s.

In 1930, Charlie Simmons Sr. operated the first mechanized ferry, the *Alligator*, from Simmons Fishing Camp, near today's Marshland Road. Up to this point, transportation to the mainland was by sailing bateau.

By 1940, the Island's population was approximately 1,100, most of whom were people in the Gullah community.

### 1872

In reference to the Port Royal military installation during the Civil War, the Island came to be known by many as "Port Royal." By 1872, the Island was officially named Hilton Head Island.

### 1917

Troops were stationed at the former Union Fort Walker during WWI as lookouts for possible submarine attacks.

### 1941

Marines were stationed at Camp McDougal near the Leamington Lighthouse. The lighthouse had been built in the 1870's and was known as the Hilton Head Lighthouse until the Palmetto Dunes development, Leamington, began. Marines paved the first road on the island from the ferry landing at Jenkins Island to the lighthouse.

### 1950s

Logging took place on 19,000 acres of the island by the Hilton Head Company. There were three lumber mills built to harvest the timber. By now, the Island population was only about 300 residents.

Electricity was brought to the Island by Palmetto Electric Cooperative.

**1954-** The Island's first African American consolidated school, Hilton Head Elementary School, opened. Isaac Wilborn was the principal 1954 to 1974.

## Late 1950s

**1956-** Charles E. Fraser bought his father's interest in the Hilton Head Company and began developing it into Sea Pines.

The James F. Byrnes Bridge, a two-lane toll swing-bridge, was constructed. This opened the island to automobile traffic from the mainland.

Norris and Lois Richardson opened the first supermarket, located near Coligny Circle in the North Forest Beach area.

**1958-** Hargray Telephone Company offered telephone service.

## 1960s

**1965-** The Island's first rural mail route was established.

**1967-** Hilton Head Airport opened.

**1969-** Harbour Town Village was completed in Sea Pines. The first Heritage Golf Classic, won by Arnold Palmer, was played at the Harbour Town Links.

## 1975

Hilton Head Hospital was completed.

## 1980s

**1982-** A four-lane bridge was built to replace the two-lane swing-bridge to the island.

**1983-** The Town of Hilton Head Island incorporated as a municipality. The Island population was 12,500 with 500,000 annual visitors.

**1985-** Hilton Head Island's first **Comprehensive Plan** was adopted by Town Council.

**1986-** A *Comprehensive Tree Ordinance* was enacted.

**1987-** Town Council adopted the **Land Management Ordinance** (LMO), including the first sign and natural resource ordinances for protections of trees, beaches, wildlife, waterways, and wetlands.

## 1990s

**1990-** A *Sea Turtle Protection Ordinance* was enacted that provided for minimization of light on nesting beaches.

The Town conducted the first beach renourishment project.

**1992-** Existing Town Hall location opened on 13 acres in the renovated former Sea Pines sales center.

**1993-** Town of Hilton Head Island's Fire Rescue Dept. was established. A *Potable Water Conservation Ordinance* was enacted that provided for limitations on irrigation use to conserve potable water.

**1995-** A *Comprehensive Wetlands Protection Ordinance* was enacted encouraging avoidance of alteration and mitigation requirements.

**1997-** Cross Island Parkway opened.

**1999-** The *Water Quality Monitoring Program* begin.

## 2000s

**2000-** The year 2000 decennial census population of the Island was 33,862.

**2001-** The Town is awarded the Tree City USA® designation by the National Arbor Day Foundation.

The Town's first Comprehensive Plan was adopted in 1985.

Beach renourishment is a capital project conducted by the Town on a regular basis. This process is crucial to the preservation of habitat and biodiversity for many important Island species. It also supports efforts towards beach and dune building.

The New Century  
2000 - 2020

As of 2020, the Town has received the Tree City USA® award for 19 consecutive years.

Since 2015, the Island has weathered numerous named storms with varying degrees of impact. This has brought resiliency further into the discussion for future planning.

## 2000s continued

**2004-** The Town receives the *Golden Acorn Award for Outstanding Urban and Community Forestry Program* from the SC Urban and Community Forestry Commission.

**2006-** *Gullah Geechee Cultural Heritage Corridor*, a National Heritage Area, was established by U.S. Congress.

Beach renourishment was conducted by the Town to keep sand on the beach for residents, visitors, and wildlife.

**2009-** The Town begins a six-year monitoring program for Piping Plovers.

The *Critical Storm Protection and Dune Accretion Ordinance* was enacted to help protect dune fields as the first line of storm defense.

## 2010 to 2020

**2010-** The Town's new Comprehensive Plan included many recommendations for sustainable actions.

**2011-** The Town is designated a *Green Community* by Audubon International by meeting requirements for the *Sustainable Community Program*.

**2013-** The Town celebrated its 30th Anniversary, with the 350th Anniversary of Captain William Hilton's landing.

**2014-** Town Council adopted a new LMO and zoning map.

**2016-** Hurricane Matthew impacted the Island- the first major storm to impact Hilton Head Island in the modern era.

**2017-** Beach renourishment was conducted by the Town to replenish the beach sand after loss due to storms and other natural causes.

**2018-** Town Council adopted the **Hilton Head Island-Our Future Vision and Strategic Action Plan**.

**2019-** The Island-wide sewer and overhead powerline burial projects were completed.

Town Council adopted the **Gullah Geechee Cultural Preservation Project Report** and **Workforce Housing Strategic Plan**.

**2020-** The Island was impacted by the COVID-19 Pandemic.

Town Council adopted **Our Plan**.

For the complete version of this timeline, visit the Town's website. Click on *Our Island*, then *Island History*. Several of the black and white photographs on page 26 and events listed on the timeline were provided by the *Coastal Discovery Museum* for the Town archive. The Museum gathered some of the information for the timeline from Town residents and longtime Islanders.

## Our History Gallery



Leamington Lighthouse, formerly Hilton Head Lighthouse, circa 1870s



The Queen Chapel A.M.E. Church, circa 1865



The restored Baynard Mausoleum, circa 1788



The two-lane swing bridge to the Island was replaced in 1982.



Greens Shell Enclosure, circa 1355 A.D.



The current Town Hall opened in 1992.

## 2.3 Our Island

### Cultural Resources

The cultural heritage and history of Hilton Head Island are very important resources the Town continually seeks to preserve and protect. Equally important is the need to recognize changing socio-economic and cultural patterns, and to continue to promote the arts.

The *Cultural Resources* element presents Island cultural and historic resources, public art, and venues. Much of this is further discussed in the *Inclusive* chapter of *Section 3.0, Our Core Values*.

### Gullah Culture & Heritage

The Gullah culture is a unique aspect of the Island’s history, starting with the transportation of enslaved Africans to the sea islands of South Carolina, Georgia, and Florida. They brought over their homeland languages, cultures, and traditions. Over time, these developed into a distinct

cultural pattern as the remnant formerly enslaved population remained in relative isolation on the sea islands following the Civil War.

The merging of African homeland traditions and cultures, with a strong sense of family and community, now define the Gullah Geechee

people. Their culture has survived as they have passed their distinct language and traditions to subsequent generations. They are distinct among African American peoples in this development of a lifestyle and tradition of food, storytelling, and craft dependent upon the land and sea. The Gullah language is the only true African American creole language in the continental United States.

In 2006, the U.S. Congress designated the Gullah Geechee Cultural Heritage Corridor as a National Heritage Area, *Figure 2.2*. The corridor is 30 miles wide and stretches from Wilmington, NC along the coast to Jacksonville, FL. This heritage area, which includes Hilton Head Island, has been home to the Gullah Geechee people for more than three centuries (Corridor).



**Figure 2.2,** Gullah Geechee Cultural Heritage Corridor

## Our Island's Gullah Community



The Gullah Geechee culture is full of tradition in language, art, food, song, and dance. Numerous festivals are held yearly on the Island that celebrate this vibrant culture. The Coastal Discovery Museum also hosts Gullah tradition classes and programs, such as basket making and demonstrations with Gullah artisans like Daurus Niles (pictured above), Michael Smalls, and Dino Badger.



Historic Neighborhoods show the residential settlement patterns that are part of the Island's Gullah history.

Some ways to learn more about the history and culture of the Island's Gullah community include The Gullah Museum of Hilton Head Island; the Heritage Library; events at Historic Mitchelville Freedom Park; Gullah Heritage Trail Tours; or programs and classes at the Coastal Discovery Museum.

Today, the Island is home to a small, resident Native Islander Gullah population. Their contribution to the character and culture of the Island is very important to the community fabric, economy, and unique appeal of the Island. Over time, however, the Gullah culture has been in steady decline. This has been the result of family land (heirs' property) lost to incompatible development policy, tax sales, or acquisition as the Island has changed since the 1950s. The percentage of the Island's African American population, comprising the Gullah community, has been in steady decline for some time according to population data, *Figure 2.21* on page 56.

In response to concerns over this loss of the culture and population, the Town established the Gullah Geechee Land and Cultural Task Force (Gullah Task Force) in 2017. Their mission is, *"to identify and assist in the preservation of the Gullah Geechee culture for the purpose of detecting and resolving issues specific to its community, including, without limitation, heirs' property, taxes and land use, economic and sustainability issues for an improved quality of life, and through on-going education programs, workshops and seminars."*

Since 2017, the Gullah Task Force has worked steadily with staff to see the addition of a Historic Neighborhoods Preservation Administrator on Town staff, and the adoption of the **Gullah Geechee Culture Preservation Project Report** (Report). The three main purposes of this project were to: 1) Create a broad strategy for Gullah Geechee cultural preservation, 2) Identify potential revisions to the Land Management Ordinance (LMO) and other land use and development related policies, and 3) Identify tools for addressing the heirs' property issues. According to the Report, it is,

*"... important to understand the strong relationship between the topics of cultural preservation, public policies, and heirs' property. The ultimate goal of cultural preservation is to preserve the very existence of the Gullah people as residents of Hilton Head Island. The best way to achieve that goal is to provide them with economic sustainability. To gain economic sustainability, current challenges related to public policies and heirs' property must be overcome (Report, 2)."*

The three major issues identified include cultural preservation, public policies, and heirs' property. The Report's Executive Summary, including recommendations, is included in Our Plan *Appendix 7.2.B*. The Report discusses in more detail each of the issues affecting the Gullah community.

The Town continues to work with the Gullah Task Force to prioritize the recommendations outlined in the Report and seek ways to implement them in a sustainable manner to continue to build trust with the Gullah community and further their preservation.

Cultural Resources Gallery



The Latin Music Festival is a popular event showcasing the heritage of the Lowcountry's Hispanic community.



The community mural project hosted by CultureHHI at the Island Recreation Center provided an opportunity for community members to work together on an art installation.



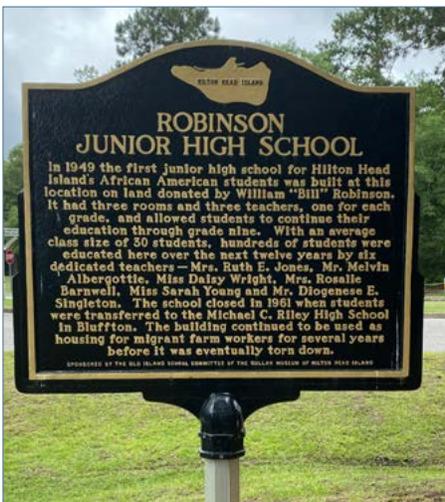
Markers are installed at historic and cultural site locations on the Island.



The Cotton Hope Plantation tabby ruins, located in the Squire Pope historic Gullah neighborhood, were restored through private funding.



"Carocol" by John Clement is one of the Island's public art pieces.



A sign marks the location of the Robinson Junior High School.



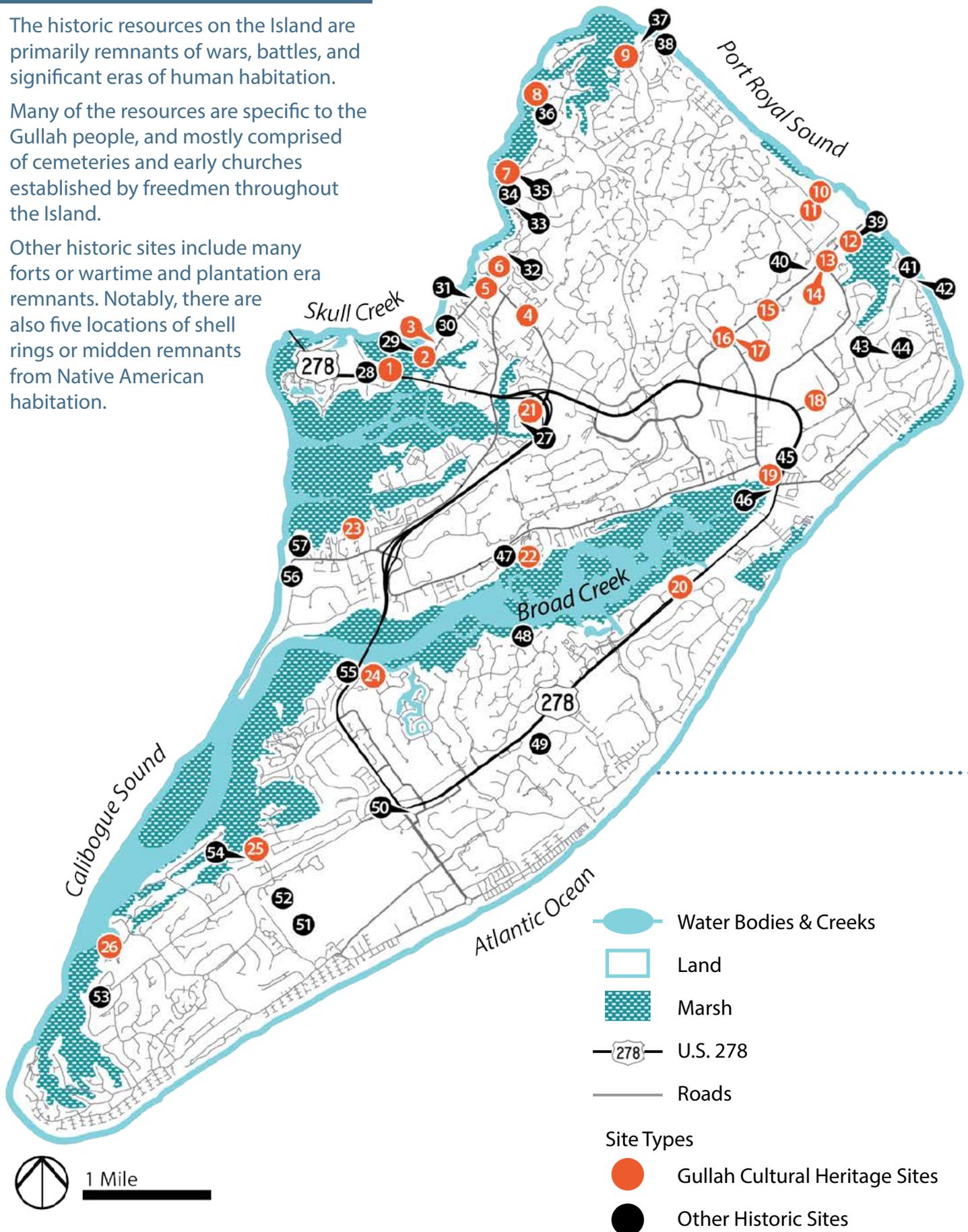
The Concert Truck at the 2019 Crescendo event

## Gullah & Other Historic Sites

The historic resources on the Island are primarily remnants of wars, battles, and significant eras of human habitation.

Many of the resources are specific to the Gullah people, and mostly comprised of cemeteries and early churches established by freedmen throughout the Island.

Other historic sites include many forts or wartime and plantation era remnants. Notably, there are also five locations of shell rings or midden remnants from Native American habitation.



**Figure 2.3, Gullah Cultural Heritage and Other Historic Sites**

Gullah Cultural Heritage Sites

- 1 Jenkins Island Cemetery
- 2 Stoney/Amelia White Cemetery
- 3 Graham Cemetery
- 4 The Gullah Museum of Hilton Head Island
- 5 Cotton Hope Tabby Ruins
- 6 Mt. Calvary Missionary Baptist Church
- 7 Talbird/Talbot/Tabor Cemetery
- 8 Tabby Ruins
- 9 Elliott Cemetery
- 10 Drayton Cemetery
- 11 Fish Haul Tabby Ruins
- 12 Historic Mitchelville Freedom Park
- \* 13 Cherry Hill School
- 14 St. James Baptist Church
- 15 Queen Chapel A.M.E. Church
- 16 Robinson Junior High School (marker)
- 17 The Historic First African Baptist Church
- 18 White Family/Union Cemetery
- 19 Central Oak Grove Missionary Baptist Church
- 20 Joe Pope Cemetery
- 21 Honey Horn Cemetery
- 22 Pinefield/Otter Hole/Stuart's Cemetery
- 23 Spanish Wells Cemetery
- 24 Possum/Opossum Point Cemetery (no longer in existence)
- 25 Lawton Cemetery
- 26 Braddocks Point Cemetery

\* Sites and structures that are on the *National Register of Historic Places*.

Other Historic Sites

- 27 Honey Horn Plantation Site
- 28 Jenkins Island Shell Pit
- \* 29 Green's Shell Enclosure
- 30 Fairfield Plantation Site
- 31 Fords Shell Ring
- 32 Cotton Hope Plantation Grounds
- \* 33 Fort Mitchell
- 34 Indian Spring Village
- \* 35 Skull Creek Shell Midden
- 36 Seabrook Plantation Grounds
- 37 Myrtle Bank Plantation Grounds
- 38 Myrtle Bank Plantation Home Ruins
- \* 39 Fish Haul Creek Archaeological Site
- \* 40 Fort Howell
- 41 Fort Walker
- 42 Steam Gun Ruins
- 43 Fort Sherman
- 44 Coggins Point Plantation Grounds
- 45 Honey Horn Chapel
- \* 46 Zion Chapel of Ease Cemetery
- 47 Otter Hole Plantation Site
- 48 Shipyard Slave Row & Indian Camp
- \* 49 Leamington Lighthouse
- 50 Heritage Library
- \* 51 Sea Pines Indian Shell Ring
- 52 Lawton Rice Fields
- \* 53 Stoney-Baynard Tabby Ruins & Braddocks Pt.
- 54 Lawton Plantation Grounds
- 55 Wills Plantation Grounds
- 56 Spanish Wells Landing Site
- 57 Spanish Wells Plantation Grounds

## Historic Neighborhoods

The residential settlement patterns on the Island are primarily comprised of Historic Gullah Neighborhoods, Planned Unit Developments (PUDs), and early resort style neighborhoods.

After the Civil War, freedmen established farms, small communities, schools, and churches throughout the Island. Several of the Native Island community names are still used today to describe the historic neighborhoods as shown in *Figure 2.4*.



The Gullah Museum is housed in the restored 1930s home of William "Duey" Simmons. It illustrates the everyday life and persistence of Gullah culture.



Historic marker for Mitchelville



Signs for each historic Gullah neighborhood are located throughout the Island.



The Amelia White Historic Gullah Cemetery is located in the Little Stoney historic neighborhood.



A bateau replica is on display at Historic Mitchelville Freedom Park.

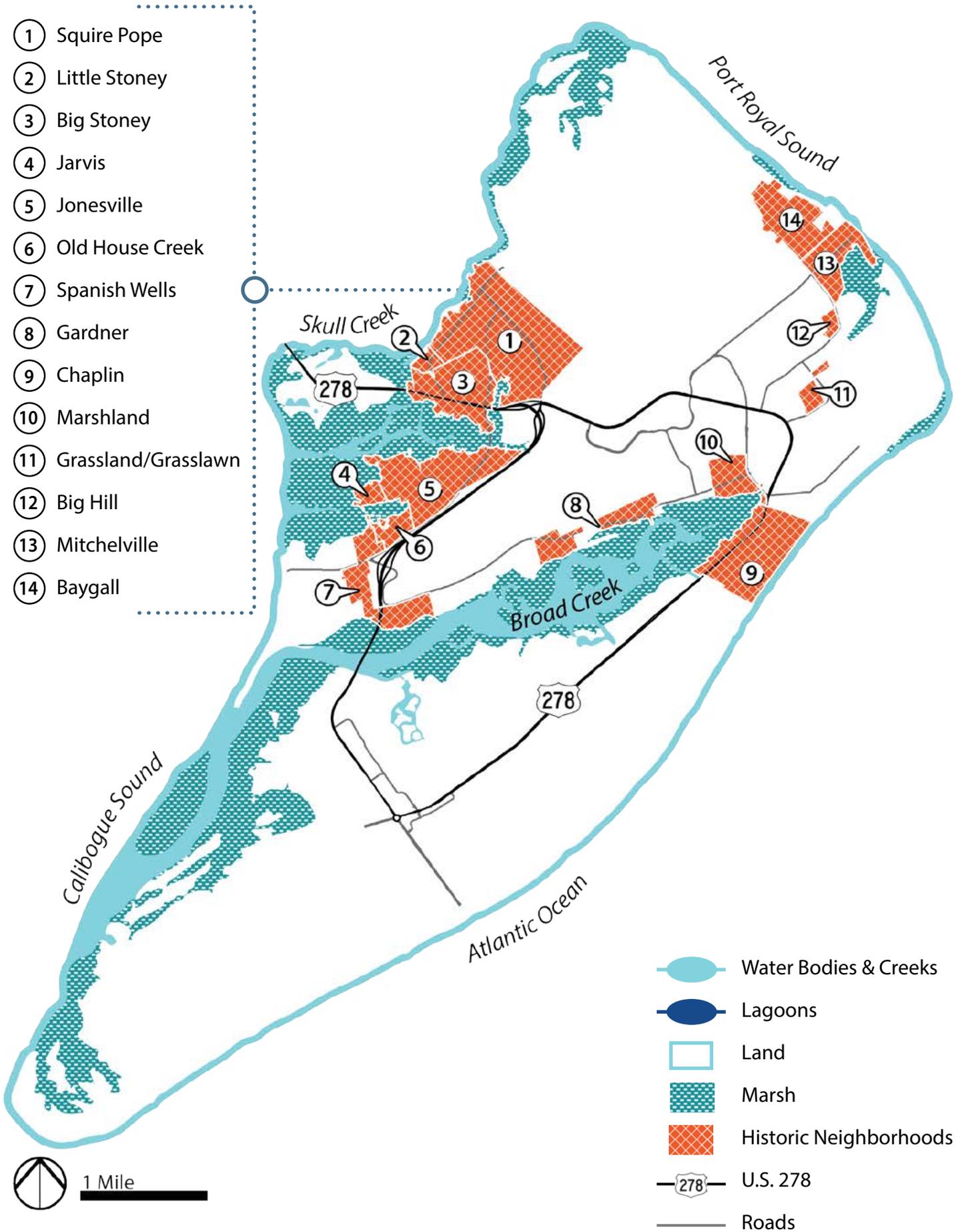


Figure 2.4, Historic Neighborhoods

## Arts, Culture, & Venues

The fine arts play an integral role in contributing to the sense of community on the Island. Recognition of local art and culture is as important to the Town as an appreciation for the Island's diverse cultural heritage.

The *Community Foundation of the Lowcountry's Public Art Fund Committee* formed in 2007 to grow a public art collection for the Town. Pieces have been acquired through juried competition, commissions, direct purchases, and donations. The current collection is located in publicly visible parks and open space on the Island as shown in *Figure 2.5*.

In 2016, the Town established the *Venue Committee* to provide recommendations for the structure, cost, and funding of venues to satisfy the needs of the community specific to arts and culture. Many of the Island venues are private and/or limited in capacity, or other means, to provide for some community need. The resulting recommendation report, the **Venue Committee Report**, was adopted by Town Council in 2018.

In 2017, the Town created the *Office of Cultural Affairs (OCA)*. The mission of this office is to *promote and support Hilton Head Island as a vibrant and diverse island that is celebrated locally, regionally and nationally for the ways in which arts and culture enrich and enhance the community.*

In 2018, the Town opened *The Artist's Gallery* at Town Hall to showcase work by local artists,

### Public Art

- 1 "Theb: Tally" by Jeff Boshart, U.S. 278 Corridor
- 2 "Humanus" by Kevin Eichner, Airport Entrance
- 3 "Family" by Jonathan Bowling, U.S. 278 Corridor
- 4 "Poppies" by Sandy Proctor, Veterans Memorial Park
- 5 "Carocol" by John Clement, Shelter Cove Community Park
- 6 The Artist's Gallery at Town Hall
- 7 "Sail Around" by Wayne Edwards, at Arrow and Wm. Hilton Pkwy
- 8 "Charles Fraser" by Susie Chisholm & Darrell Davis, Compass Rose Park
- 9 "Setting Sun" by Tom Holmes, Lowcountry Celebration Park
- 10 "Cycle" by Kevin Lawless, Coligny Circle
- 11 "Sandy Roads" by Mark Larkin, Coligny Beach Park

### Venues (Public & Private)

- 12 Seahawk Cultural Center, HHI High School
- 13 Main Street Youth Theater
- 14 First Presbyterian Church
- 15 Shoreline Ballroom
- 16 Shelter Cove Community Park
- 17 Arts Center of Coastal Carolina
- 18 Lowcountry Celebration Park
- 19 SoundWaves, Hilton Head Symphony Orchestra
- 20 Coligny Theater

### Other

- 21 Town Office of Cultural Affairs

and to honor the important role art plays in the community. It is curated by the OCA and rotated three times per year. The satellite *OCA Artist's Gallery* at the Island Recreation Center rotates quarterly.

Together with the local performing arts, visual artists, and cultural organizations

servicing the community, the OCA works to ensure the community's arts and culture stay vibrant, accessible, and relevant.

Increasingly, arts and culture play a significant role in the Island's economy, enriching its character and sense of place.



# OFFICE OF CULTURAL AFFAIRS

Hilton Head Island

To learn more about arts and culture events happening on the Island, or to sign up for the newsletter, visit [culturehhi.org](http://culturehhi.org)

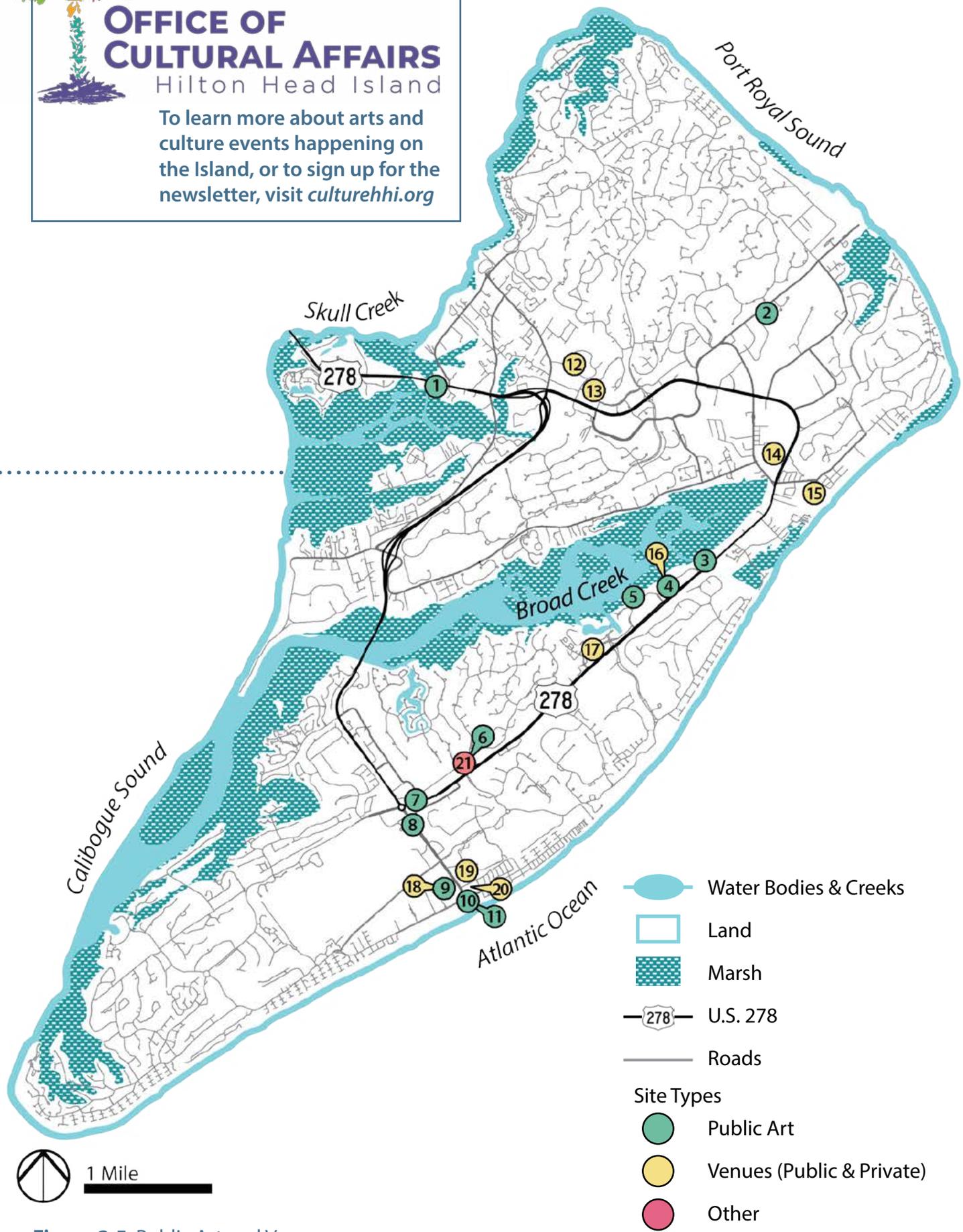


Figure 2.5, Public Art and Venues

## Comunidad Hispana de Nuestra Isla

La comunidad hispana es el grupo demográfico minoritario más grande de la isla. Los datos de población de 2018 muestran que el 11.8% de los residentes permanentes de la isla, o 4,677 del total de 39,639 habitantes, se identifican como hispanos o latinos. En el Censo de los Estados Unidos de 2010, el estado de Carolina del Sur ocupó el primer lugar en el crecimiento de la población hispana. En el condado de Beaufort, el total de 11.4% se ha mantenido estable desde el censo de 2010.

En realidad, esos números son probablemente más altos. El censo no indica hispanos o latinos como una raza, por lo que tiende a haber un mayor error en las respuestas con respecto a esta pregunta. Además, no todos los hispanos completan el censo (Wilkerson).

Al igual que muchos que se mudan al Lowcountry, el clima y la oportunidad económica atraen inmigrantes hispanos al área, quienes trabajan principalmente en las industrias de servicios, hotelería y construcción. Esta población es un contribuyente importante para fortalecer y apoyar los impulsores económicos claves del área.

Si bien hay muchos trabajos que se pueden obtener, no siempre tienen un salario digno, y encontrar un lugar para vivir puede tener un costo alto que termina siendo casi imposible de pagar. La combinación de salarios bajos y la falta de viviendas disponibles presentan desafíos en muchos hispanos para encontrar su camino en la isla. Esto, combinado con una barrera del idioma o leyes de inmigración a menudo confusas, puede agregar otra capa de dificultad.

A medida que la comunidad hispana ha crecido en Hilton Head significativamente desde la década de 1990, se ha desarrollado una red de apoyo. La Isla Magazine, distribuida durante 20 años, es una publicación bilingüe ubicada en la isla. Comenzando como un recurso informativo para inmigrantes con material sobre cómo obtener una licencia de conducir y leyes laborales, se ha expandido en contenido y

divulgación. Según su sitio web, la distribución regional varía en 2 estados, 11 condados y 44 códigos postales (Nuestra historia).

La Isla Magazine es proactiva para todos en la comunidad de Hilton Head al proporcionar información y experiencias. Su naturaleza bilingüe única pretende ser instructiva e inclusiva. Los angloparlantes tienen acceso a aprender lo que está sucediendo en la comunidad hispana y una vía para aprender español, mientras que los lectores que hablan español tienen acceso a un recurso en inglés. Los artículos y anuncios presentan contenido en inglés y español de lado a lado. La revista alberga el Latin Music Fest, que se celebra anualmente, desde 2012, en octubre durante el mes de la Herencia Hispana. En mayo, el Taco Fest es otro evento que celebra la cultura hispana. Ambos festivales se han vuelto populares entre los residentes y visitantes de la isla con miles de participantes.

La revista ha crecido para servir a la comunidad hispana como un centro de información, conexión comunitaria y espacio de entretenimiento. Con el apoyo de la revista La Isla nace el Lowcountry Immigration Coalition (LIC) establecido formalmente en 2010, pero que ha estado activa en la defensa de los inmigrantes desde 2006. LIC es un grupo de defensa de los derechos humanos y civiles que brinda educación a los inmigrantes sobre los derechos, la votación, salud y cómo ser buenos ciudadanos.

Eric Esquivel, un líder comunitario local y regional, es presidente, editor y socio gerente de La Isla Magazine y copresidente de LIC. Su experiencia y conocimiento han demostrado ser un gran recurso para ayudar a unir las comunidades de la isla. En una entrevista para la organización de la Sociedad de las Islas, dijo de Hilton Head Island: "Tengo la visión de que es una isla hermosa, un destino de primera clase que entiende cuán sensible y equilibrado es no solo servir a los residentes con excelentes recursos económicos y a los turistas, sino que

también tiene un equilibrio e importancia de aportar a las vidas de las personas que sirven a este hermoso lugar con el respeto y la diversidad cultural que existe aquí” (Carroll).

Hay muchas otras organizaciones y empresas locales que se dedican a garantizar que la comunidad hispana sea bienvenida, incluida e integrada. La ciudad está haciendo un gran esfuerzo para garantizar que los miembros de esta comunidad tengan la oportunidad de ser escuchados y reconocidos.

La Alcaldía de Hilton Head Island, busca proporcionar una plataforma inclusiva y accesible para que todos los residentes de la isla realicen negocios y sean parte de los esfuerzos y procesos de planificación de la ciudad. Mirando hacia el futuro, abrazando completamente el desarrollo de un tejido comunitario conectado y una comunidad inclusiva y multidimensional,

permitirá a la Ciudad incorporar más plenamente a la comunidad hispana como miembros contribuyentes y clave de la economía, cultura y estilo de vida de la Isla de Hilton Head. ■

*-Translated by La Isla Magazine*



Tengo la visión de que es una isla hermosa, un destino de primera clase que entiende cuán sensible y equilibrado es no solo servir a los residentes con excelentes recursos económicos y a los turistas, sino que también tiene un equilibrio e importancia de aportar a las vidas de las personas que sirven a este hermoso lugar con el respeto y la diversidad cultural que existe aquí.

*-Eric Esquivel*

### Our Island’s Hispanic Community

The Hispanic community is the Island’s largest minority demographic. Population data from 2018 shows 11.8% of the Island’s permanent residents, or 4,677 of the total 39,639 population, identify as Hispanic or Latino. In the 2010 U.S. Census, the state of South Carolina ranked No. 1 in Hispanic population growth. In Beaufort County, the total of 11.4% has remained steady since the 2010 census.

In reality, those numbers are likely higher. The census does not indicate Hispanic or Latino as a race, so there tends to be a higher error in responses regarding this question. Also, not all Hispanics fill out the census (Wilkerson).

As with many who relocate to the Lowcountry, the climate and economic opportunity attract Hispanic immigrants to the area. Working primarily in the service, hospitality, and construction industries, this population is an important contributor to strengthening and supporting the area’s key economic drivers.

While there are many jobs to be had, they are not always living wage positions, and finding a place to live can be cost prohibitive. The combination of lower wages and lack of obtainable housing presents challenges for many Hispanics in finding their way on the Island. This, combined with a language barrier or often confusing immigration laws, can add another layer of difficulty.

As the Hispanic community has grown on the Island, significantly since the 1990s, a support network has developed. La Isla Magazine, in distribution for 20 years, is a bilingual publication housed on the Island. Starting as an informative resource for immigrants with material about obtaining a driver’s license and labor laws, it has expanded in content and outreach. According to their website, the regional distribution ranges in 2 states, 11 counties, and 44 zip codes (Our Story).



I have a vision that it's a beautiful Island, a first class destination that understands how sensitive and balanced it is to not just serve the economically fortunate and tourists but also has a balance and importance of the people that serve that beautiful place with a respect and cultural diversity that exists here.

*-Eric Esquivel*

La Isla Magazine is proactive for everyone in the Island community in providing information and experiences. Its unique bilingual nature is intended to be instructive and inclusive. English speakers have access to learning what is happening in the Hispanic community and an avenue to learn Spanish, while Spanish-speaking readers have access to an English resource. Articles and ads present content in English and Spanish side-by-side. The magazine hosts the Latin Music Fest, held yearly, since 2012, in October during Hispanic Heritage month. In May, the Taco Fest is another event celebrating Hispanic culture. Both festivals have become popular among Island residents and visitors with thousands of participants.

The magazine has grown to serve the regional Hispanic community as an information hub, community connection, and center for entertainment. With the support of La Isla Magazine, the Lowcountry Immigration Coalition (LIC) was formally established in 2010, but has been active in immigrant advocacy going back to 2006. LIC is a human and civil rights advocacy group that provides education for immigrants on rights, voting, health, and how to be good citizens.

Eric Esquivel, a local and regional community leader, is president, publisher and, managing partner of La Isla Magazine and co-chairman of the LIC. His experience and insight has proved a great resource for helping to bridge Island communities. In an interview for the Islands Society organization, he said for Hilton Head Island, "I have a vision that it's a beautiful Island, a first class destination that understands how sensitive and balanced it is to not just serve the economically fortunate and tourists but also has a balance and importance of the people that serve that beautiful place with a respect and cultural diversity that exists here" (Carroll).

There are many other local organizations and businesses that are dedicated to ensuring the Hispanic community is welcomed, included, and integrated. The Town is making a strong effort to ensure members of this community are given the opportunity to be heard and recognized.

The Town seeks to provide an inclusive and accessible platform for all Island residents to conduct business and be a part of Town planning efforts and processes. Looking towards the future, fully embracing the development of a connected community fabric and inclusive, multi-dimensional community will enable the Town to more fully incorporate the Hispanic community as contributing and key members of the Island economy, culture, and lifestyle. ■

## Natural Resources

Hilton Head Island’s natural resources contribute significantly to its character and appeal. Having an appreciation and respect for these resources is important to the preservation of the Island’s environment, wildlife, and natural spaces. The Town seeks to ensure there is a balance of human impact with respect for nature.

The *Natural Resources* element presents visual references pertaining to the Island’s environmental and natural areas, impervious cover, and water quality. More specific information, including goals and strategies pertaining to natural resources, can be found in the *Environment* and *Infrastructure* chapters in *Section 3.0, Our Core Values*. Other topics of discussion include waste, sustainability, energy, resilience and climate change, and air quality.



Shellfish beds can be seen at low tide at Fish Haul Beach Park.



The marshes of Fish Haul Creek at low tide



A Loggerhead Sea Turtle mother returns to the water after nesting.



The canopies of live oaks are prevalent as a source of shade and habitat for wildlife and Spanish Moss, a unique native air plant.



Ghost crabs make their home in the dunes above high tide on the beach.

**Environment & Natural Areas**

Figure 2.6 presents an overview of the many types of environment and natural areas that can be found on the Island. Most areas have been designed by nature, but human-formed places like golf fairways and parks contribute as well.

Given the extent and numerous types of natural areas on the Island, it is increasingly important to work towards balancing the development interests and regulations with the preservation of natural areas. This contributes to the quality of life for all inhabitants, and to the enhancement of Island character.



 Open Channels



 Saltwater Marsh



 Freshwater Marsh



 Lagoon



 Beach & Dunes



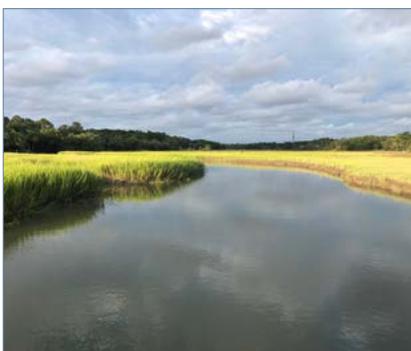
 Shellfish Beds



 Parks & Town Conservation Areas



 Golf Fairway



 Water Bodies & Creeks



 Freshwater Forested Wetland



Figure 2.6, Environment and Natural Areas

## Impervious Cover & Watersheds

Figure 2.7a provides an overview of the estimated impervious areas covering the Island shown as the white areas against the green background. This data is current as of 2018.

The Island's area above the high tide line is comprised of 13 watersheds over 34.5 square miles, Figure 2.7b. Almost 7.5 square miles (4,762 acres), or 21.7%, is covered with impervious surfaces. These include building footprints, parking lots, tennis courts, roads, and lagoons. Pools, paths, and driveways are not included on this map, but still contribute to the overall effects of impervious surfaces on stormwater runoff and water quality.

Water quality has been shown to decline once impervious surface coverage exceeds 10%. The Island's total impervious area is 21.7%, and each of the Island's 13 individual watersheds exceed 10%, Figure 2.7b.

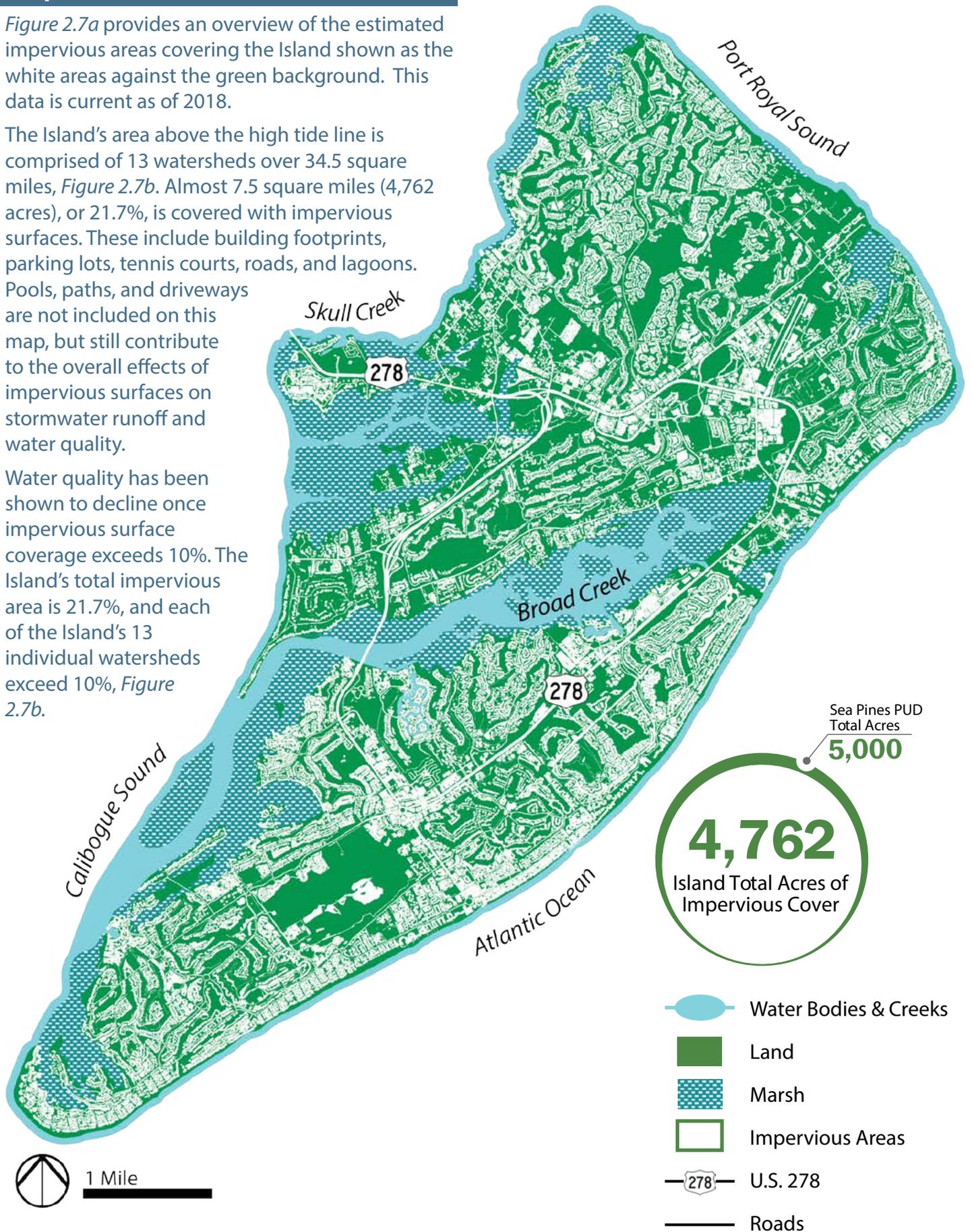


Figure 2.7a, 2018 Impervious Cover

Watersheds with Percent Impervious Cover

- 1 16.9% Skull Creek
- 2 17.9% Park Creek
- 3 19.4% Jarvis Creek
- 4 16.8% Port Royal Sound
- 5 23.2% Fish Haul Creek
- 6 24.1% Broad Creek
- 7 27.8% Folly Outfall
- 8 26.6% Point Comfort Creek
- 9 22.2% Lawton Creek
- 10 22.1% Baynard Cove
- 11 23.3% Braddock Cove
- 12 18.0% Calibogue Sound
- 13 14.6% Old House Creek

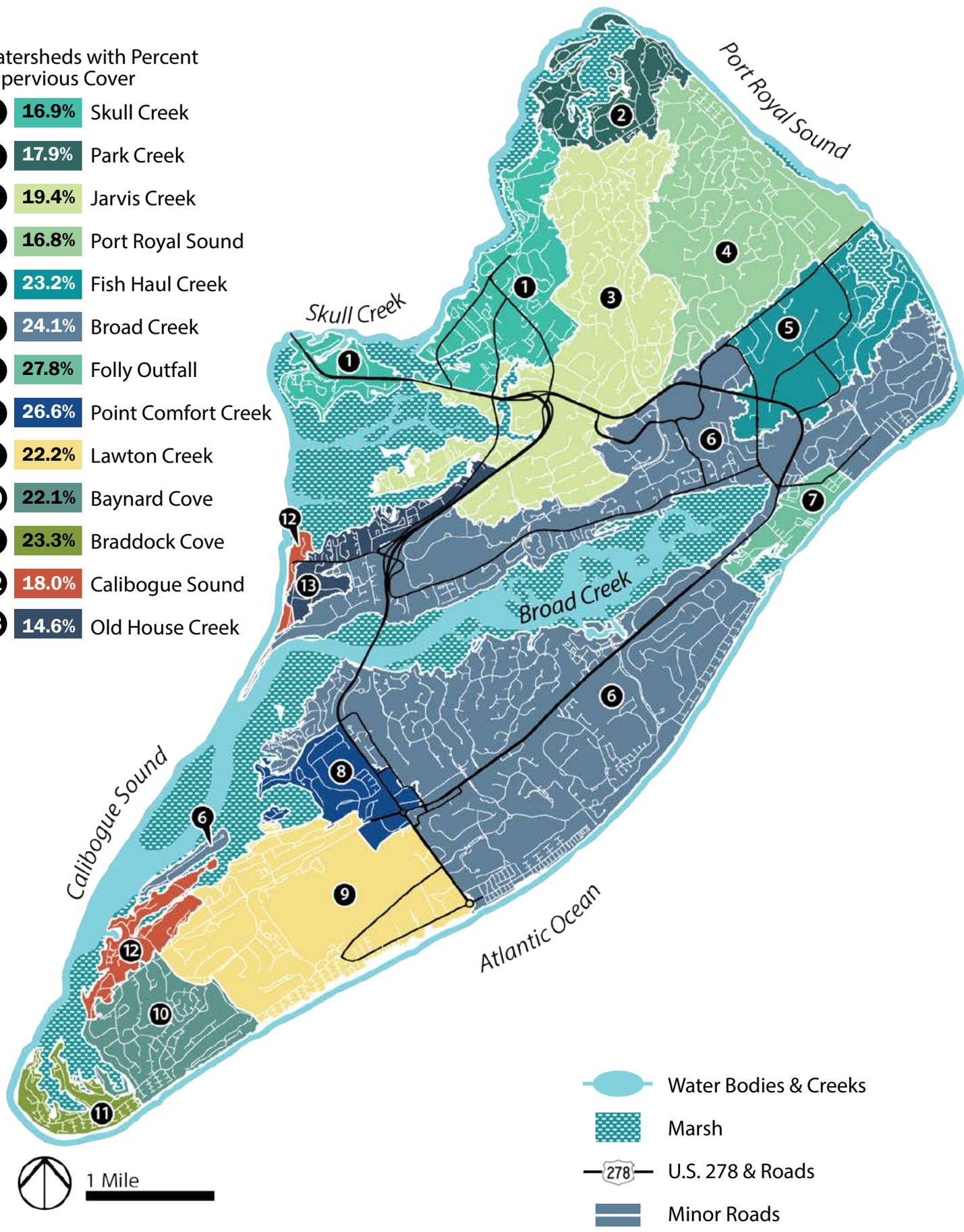


Figure 2.7b, Watersheds and 2018 Percent Impervious Cover

## Flood Zones

Flood zones are geographic areas that FEMA (Federal Emergency Management Agency) has defined according to varying levels of flood risk, *Figure 2.8*. These zones are depicted on a community's Flood Insurance Rate Map (FIRM). Each zone reflects the severity or type of flooding in an area. Base flood elevations (BFEs) shown on FIRMs are the computed elevation to which floodwater is anticipated to rise during the base flood.

The current effective FIRMs for the Town were published in 1986. In 2017, FEMA initiated a map revision for the FIRMs for Beaufort County.

The local mapping project is part of a nationwide effort

led by FEMA to increase local knowledge of flood risks and support actions to address and reduce those risks. The new maps will provide the Town with up-to-date flood risk information and tools that can be used to enhance local mitigation plans. They will also help local officials and residents make informed decisions about reducing flood risks and purchasing flood insurance. Based on the schedule provided by FEMA, the new maps are projected to become effective for flood insurance rating and permitting purposes in 2021.

The Town participates in the National Flood Insurance Program, which means that flood insurance is available to all

property owners and renters in our community.

The Town also participates in the Community Rating System (CRS), a voluntary program that provides incentives in the form of flood insurance premium discounts for communities that go above and beyond minimum floodplain management requirements. Activities such as open space preservation, stormwater management, public outreach, and higher regulatory standards have earned our community a Class 5 rating. This classification gives our citizens a 25% discount on their standard flood insurance policy premiums.

### Hilton Head Island Flood Zones

 **Zone C** (Low-Risk Zone) Areas of minimal flood hazard.

 **Zone B** (Moderate-Risk Zone) Areas of moderate flood hazard or 0.2% annual change of flooding.

#### Zone A (High-Risk Zone)

Areas with a 1% chance of annual flooding. Base flood elevations (BFE) are provided for our community.

-  A7(14)
-  A7(15)
-  A8(15)
-  A9(15)
-  A7(16)
-  A9(16)
-  A10(16)

#### Zone V (Coastal High Hazard Zone)

Areas with a 1% change of annual flooding and additional hazards associated with storm waves. Base flood elevations are provided for our community.

-  V9(16)
-  V9(17)
-  V9(18)
-  V9(19)
-  V9(20)
-  V9(21)

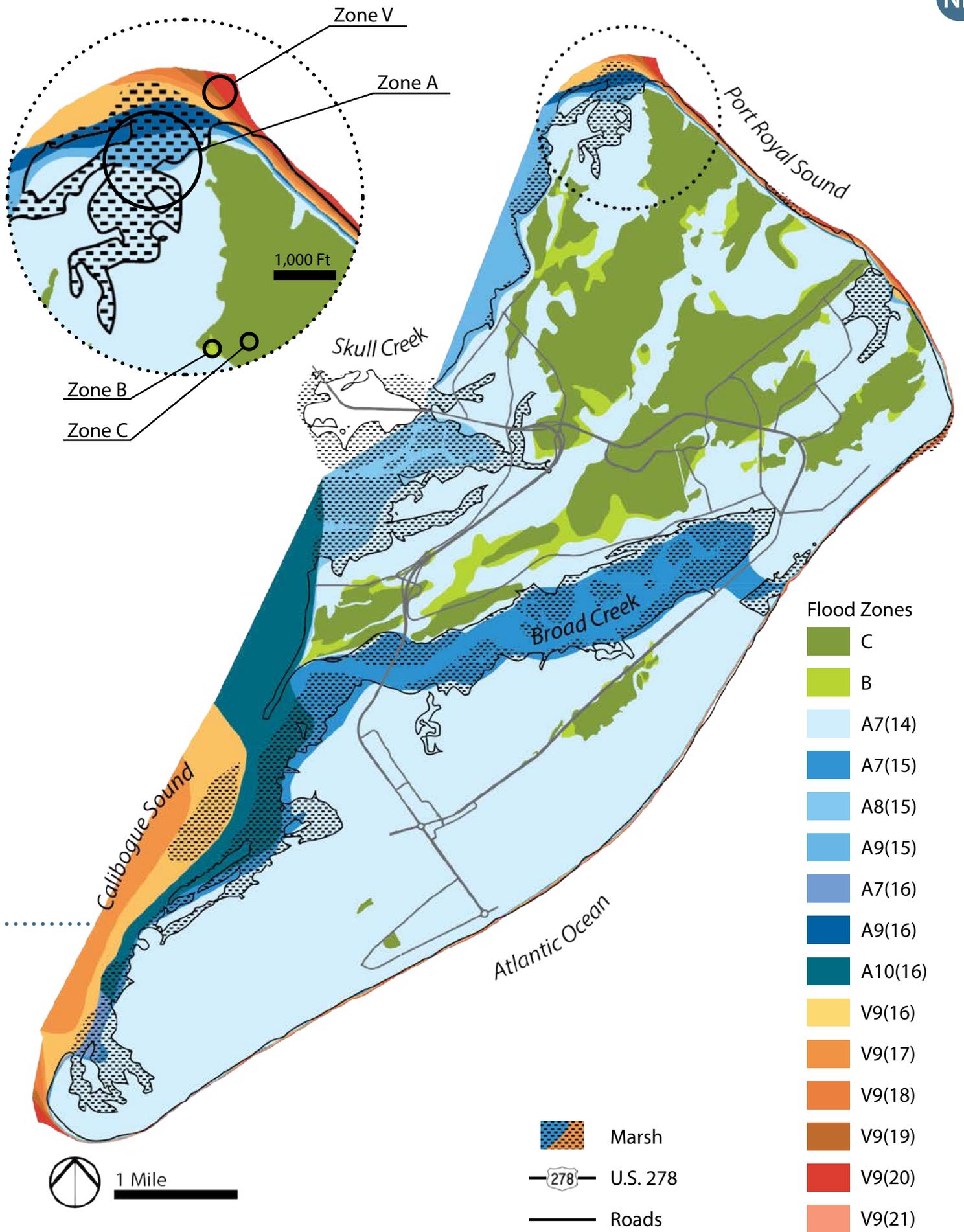


Figure 2.8, Island Flood Zones

## Water Quality

The Town has a *National Pollutant Discharge Elimination System* (NPDES) permit from South Carolina Department of Health and Environmental Control (DHEC).

This permit is a plan to reduce the amount of pollutants that enter water bodies, like creeks and the ocean, via stormwater runoff. The permit covers six activities: public education, public involvement, illicit discharges, construction sites, post-construction stormwater management, and pollution prevention and good housekeeping.

The monitoring program, found under “illicit discharge” activities, started as a grassroots effort to better understand why Broad Creek was seeing elevated levels of pollutants. Water quality was sampled at various outfalls to Broad Creek.

The Town still monitors these locations, but has expanded the program to include areas throughout the Island to quickly identify trends and trace pollutants if necessary. The current monitoring site locations are shown on *Figure 2.9*.

The Town’s participation in the NPDES permit plan is an important step towards the regulation and protection of our water resources.

- 1 Jarvis Creek Site #1
- 2 Jarvis Creek Site #2
- 3 First Tee Site
- 4 Gum Tree Road Site
- 5 Palmetto Hall/ Mitchelville Site
- 6 Harbor Manor Site
- 7 Miller’s Pond Site #2
- 8 Miller’s Pond Site #1
- 9 Mathews Drive Site #2
- 10 Broad Pointe Site
- 11 Disney Site
- 12 Palmetto Dunes Site
- 13 Wexford Site
- 14 Arrow Road Site
- 15 Sea Pines CSA CC Outfall
- 16 Sea Pines CSA
- 17 Hilton Head Prep School Site
- 18 Creation Station Site



Water is a vital natural resource for all Island inhabitants. Wildlife and humans alike depend on clean water in places like Broad Creek, for life and livelihood.

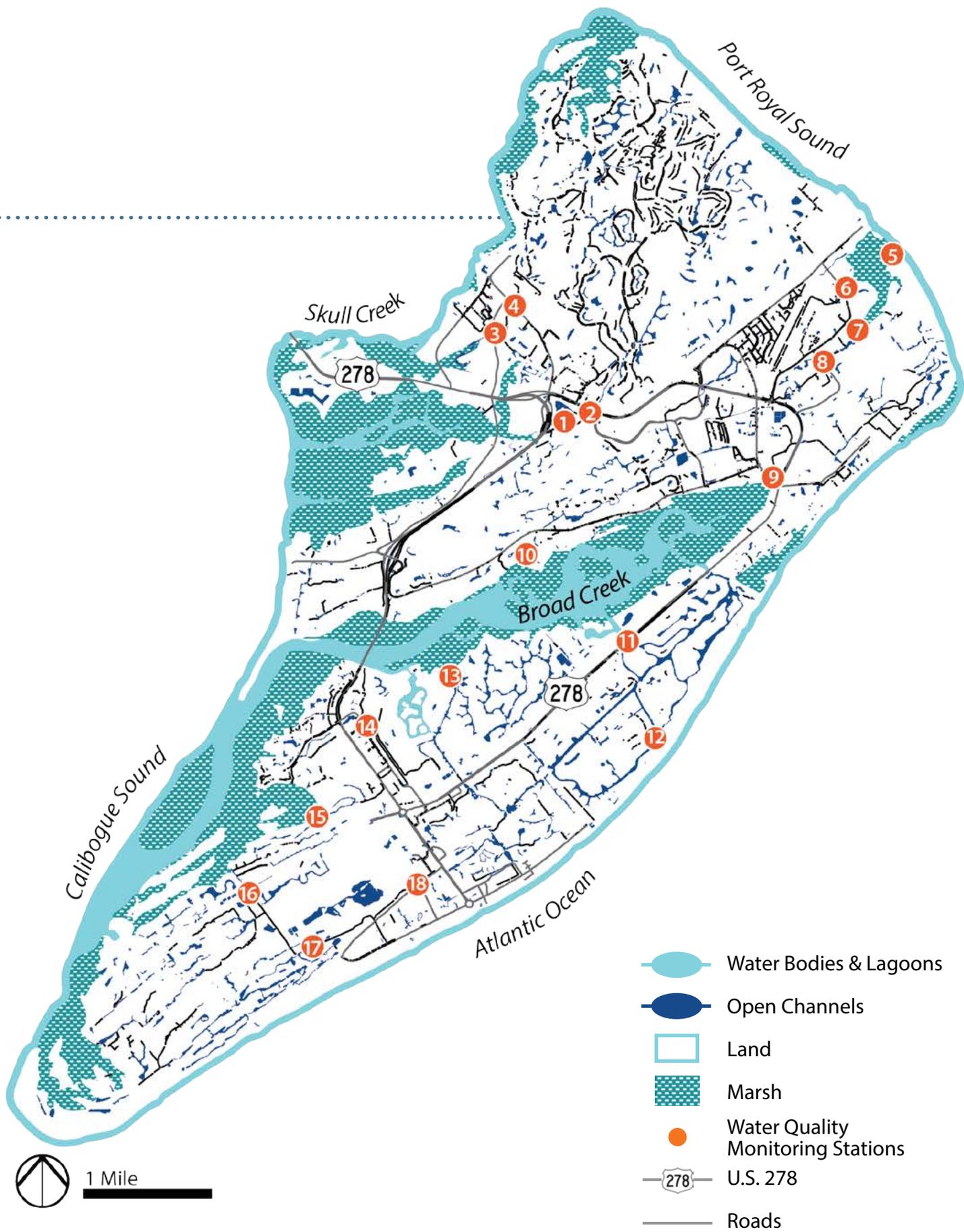


Figure 2.9, Water Quality Monitoring Stations

## Island Ecosystems

As a barrier island, Hilton Head Island is home to a unique coastal ecology.

Figures 2.10 and 2.11 demonstrate the range of plant communities one can encounter in the Island's saltwater marsh and beach. This range in plant communities provides for a high level of biodiversity and wildlife habitat on the Island.



1 Maritime Forest



2 Tidal Creek



3 Primary Dunes



4 Intertidal Beach

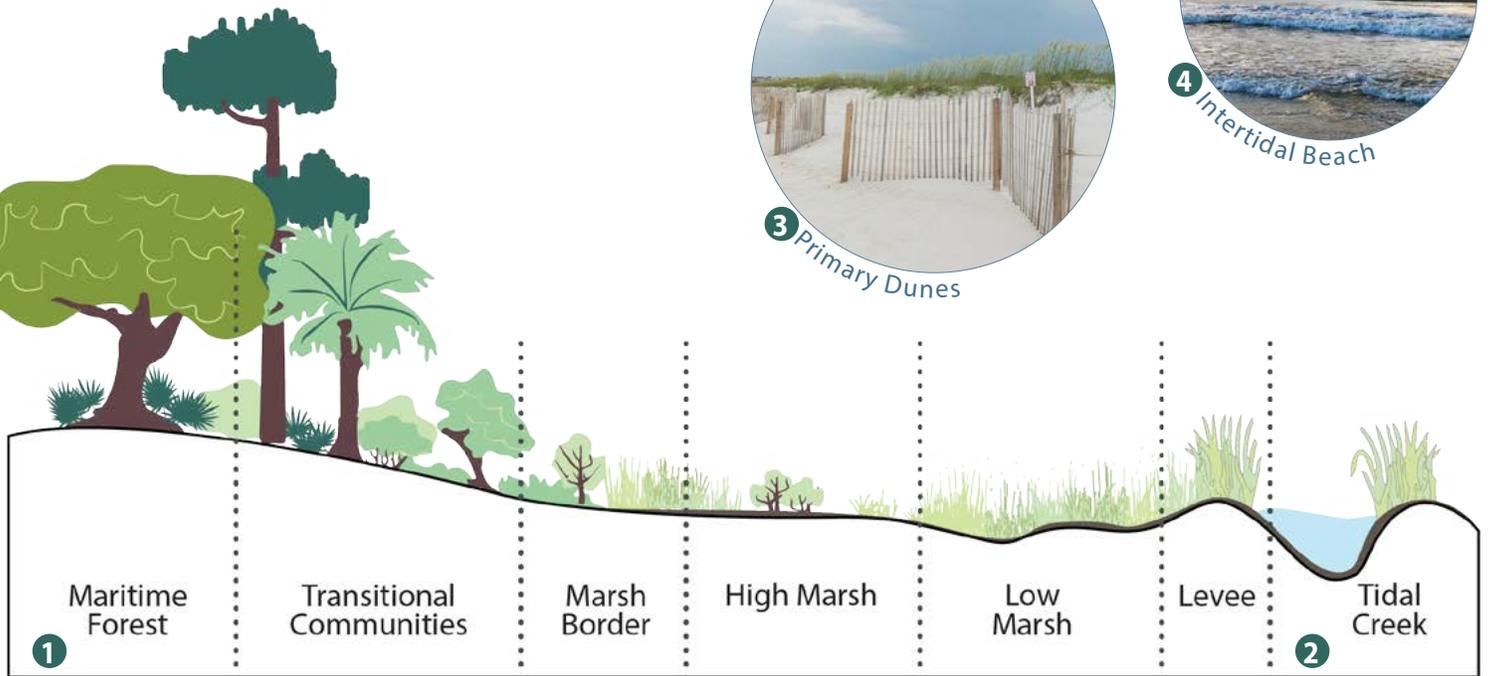


Figure 2.10, Profile of the Saltwater Marsh

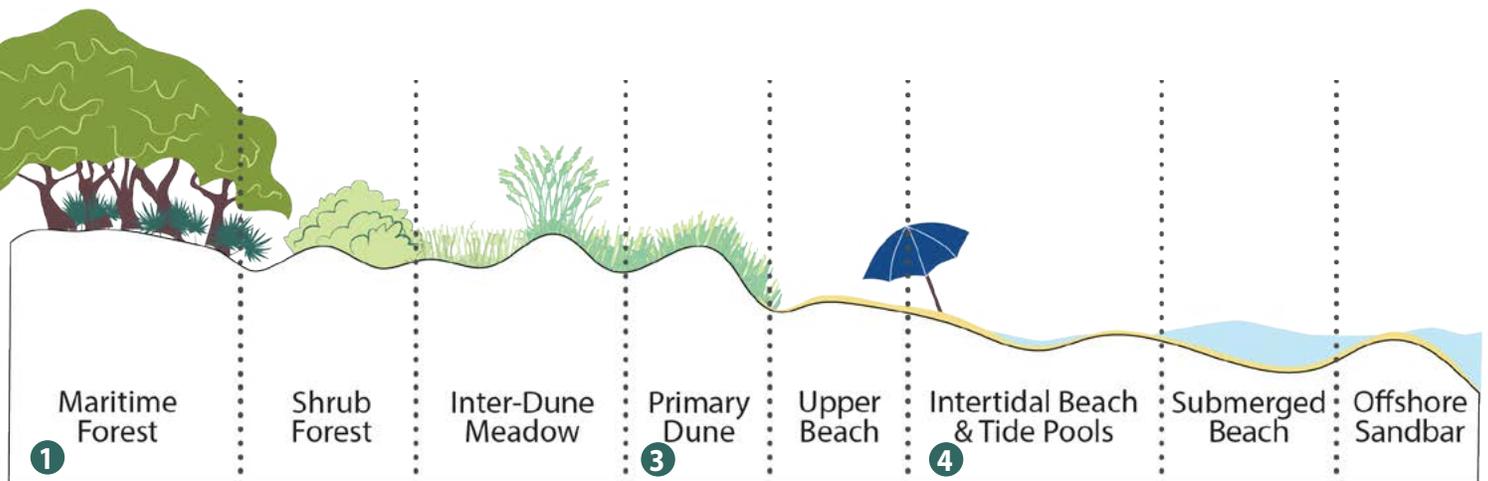


Figure 2.11, Profile of the Ocean Beach

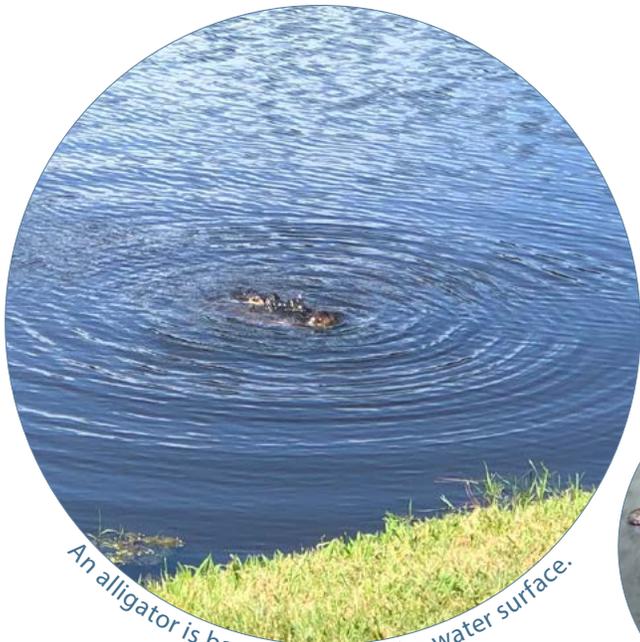
### American Alligator

The largest freshwater reptile on Hilton Head Island is the American alligator, *Alligator mississippiensis*. Considered a "living fossil," alligators still look similar to their ancestors.

As a "keystone species", they influence the types of species that live in their habitats. On the Island, alligators perform necessary services like providing fresh water for other wildlife to drink during droughts by digging "gator holes" that bring groundwater to the surface. They are also large apex predators that help to control the numbers of many of the species they eat. If a keystone species becomes threatened, the entire ecosystem changes, and many species that have come to depend upon them will be impacted.

Alligators are cold-blooded, which means their body temperature changes with the temperature of the environment. During the cold months, alligators hibernate in freshwater ponds and lagoons, often digging down into the mud. During the warm months, they alternate between basking out of the water to warm up, and remaining in the water to cool down.

Alligators are protected by both state and federal law. Help protect alligators by avoiding close interaction with them. They can move very quickly, especially when they are warm, so never approach one closer than 60 feet.



An alligator is barely visible at the water surface.

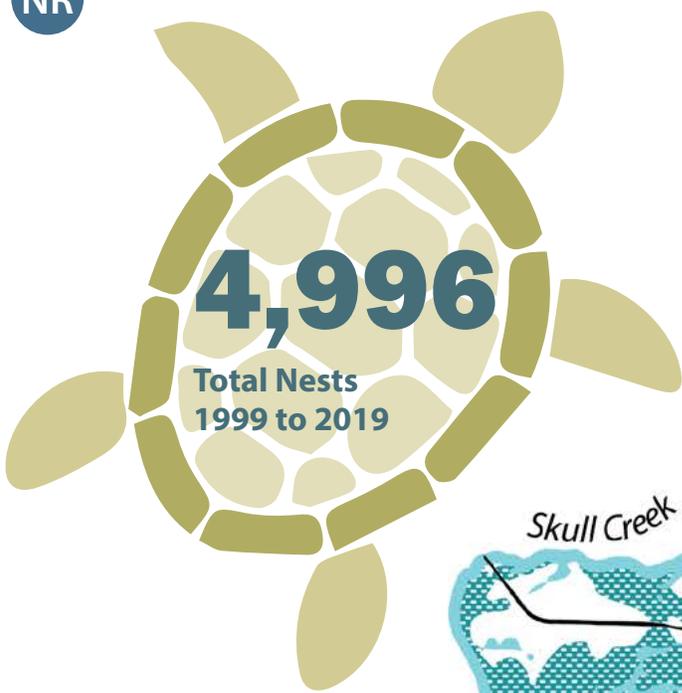


Keeping cool at Jarvis Creek Park

## Alligator Safety

- Always keep a safe distance of 60 feet if you see an alligator.
- Never swim or let your pets swim in lagoons on the Island, and do not walk too close to a lagoon edge. Even if you don't see them, alligators live in most of the lagoons.
- For a distance up to 60 feet, alligators can easily outrun a human.
- Never feed alligators. They will expect food with each human encounter, and if they don't get it, may act aggressively.





For more information about the Island's natural resources, flora, and fauna, visit the Town's website. Click on *Our Island*, then *Sustainability*.

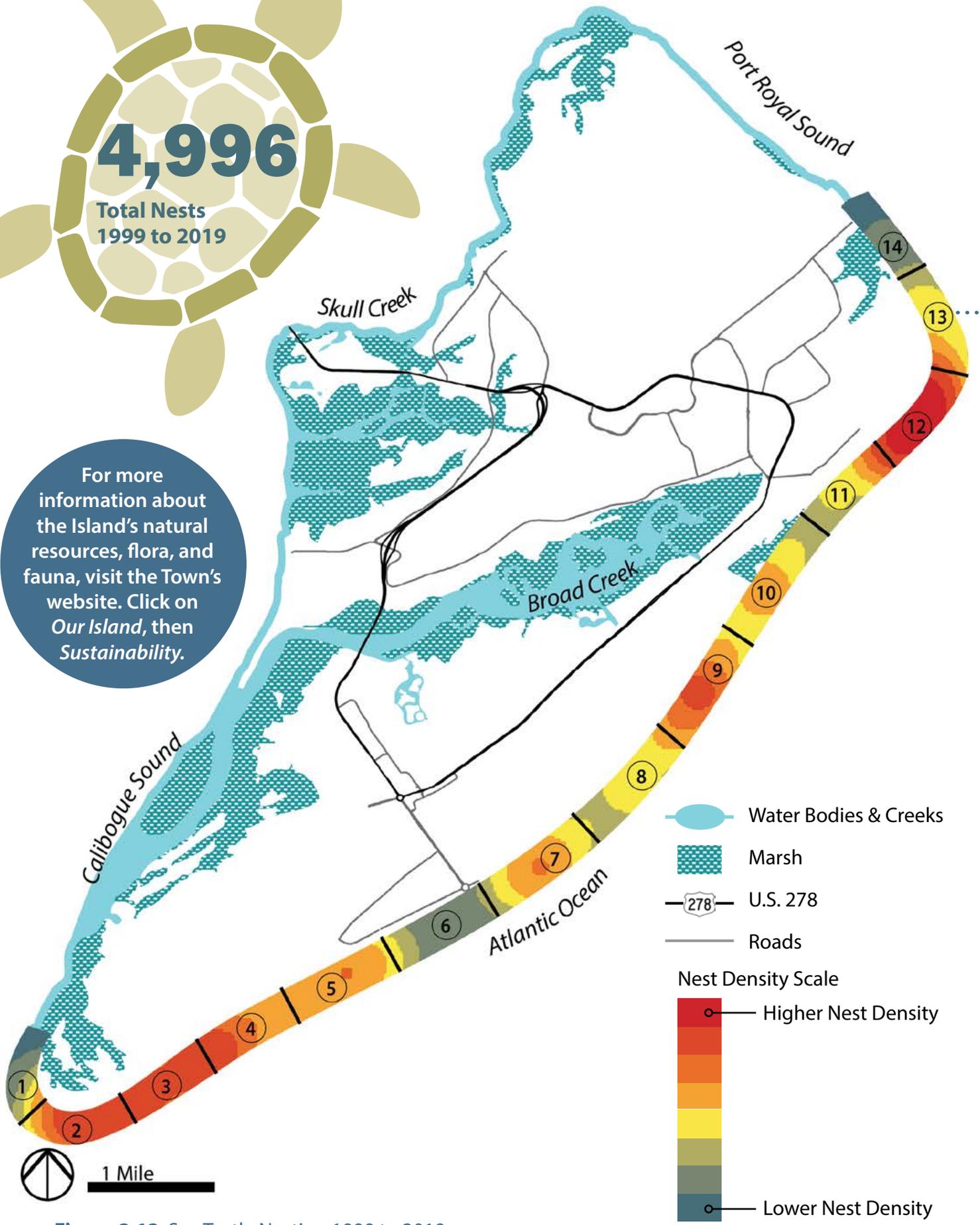


Figure 2.12, Sea Turtle Nesting 1999 to 2019

	Beach Section	Number of Nests
①	1 to 11	<b>106</b>
②	11 to 21	<b>535</b>
③	21 to 31	<b>502</b>
④	31 to 41	<b>396</b>
⑤	41 to 51	<b>399</b>
⑥	51 to 61	<b>128</b>
⑦	61 to 71	<b>402</b>
⑧	71 to 81	<b>291</b>
⑨	81 to 91	<b>505</b>
⑩	91 to 101	<b>369</b>
⑪	101 to 111	<b>256</b>
⑫	111 to 121	<b>674</b>
⑬	121 to 131	<b>309</b>
⑭	131 to 134	<b>124</b>



Loggerhead Hatchling



Female Loggerhead



Sea Turtle Nest Marker

### Loggerhead Sea Turtle

The Loggerhead sea turtle, *Caretta caretta*, is the state reptile of South Carolina, and the most common sea turtle nester on the Island, *Figure 2.12*. They are listed as a threatened species by both the federal government and the state of South Carolina.

They are easily recognizable by the large size of their head in relation to their body and their brownish or yellow skin. Adults have top shells that measure from 30-42 inches in length and usually weigh up to 400 pounds. Males are larger than females, and are not known to come ashore once they leave their beach of birth.

Females usually begin to nest the first or second week in May through mid-August. Females emerge to nest typically at night, and lay an average of 120 eggs per nest.

The eggs incubate for 50-60 days. The young emerge when the sand temperatures cool and daylight fades. They navigate to the ocean by following the downward slope of the beach and skylight reflected off the ocean's surface. Landward lights that are brighter can disorient the hatchlings and cause them to move inland, where they do not survive.

Sea Turtle Patrol Hilton Head Island monitors the Island beach for sea turtle nesting and hatching activity annually. Each morning, May through October, the patrol searches the beach for nests and marks them with poles. The nests are monitored until they hatch.

## Sea Turtle Protection

- If your building is visible from the beach, turn off your outside lights and close blinds at 10 p.m. from May 1 - Oct 31.
- Never leave beach accessories on the beach overnight. Nesting female turtles and hatchlings may get tangled in them.
- Never disturb a sea turtle nest, a nesting sea turtle or a hatchling.
- Do not dig holes on the beach deeper than 12 inches. Fill all holes before leaving the beach so the sand is returned to its original state. Holes can be death traps for sea turtle hatchlings and hazards for beach goers, especially after dark.
- Do not leave trash on the beach. Throw away all trash and recyclables.



## Piping Plovers

These small shorebirds, *Charadrius melodus*, call the Island home during the winter months. They have sand-colored plumage on their backs and crown and white underparts. During winter, the birds have pale yellow legs and the bill becomes mostly black, and the black bands around the neck and across the forehead fade.

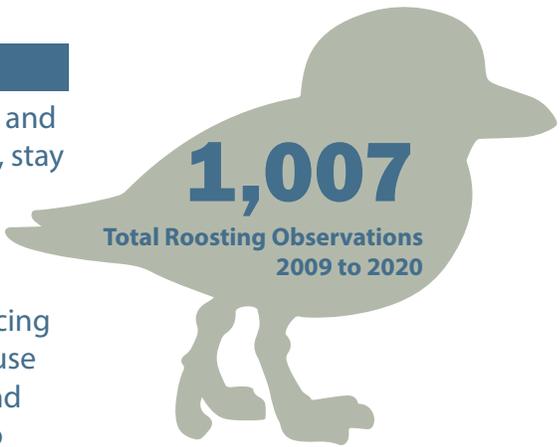
The Great Lakes population was federally listed as endangered, and the Atlantic coast and Northern Great Plains populations were federally listed as threatened in 1986. This includes their wintering range on the Island. There are usually about 12-15 birds who spend the winter here, with others that stop over briefly while migrating to other areas.

Town staff monitor the wintering roosting (resting) grounds and conduct detailed surveys to assist the United States Fish and Wildlife Service (USFWS) in properly assessing the health of the population, *Figure 2.13*.

Signage is maintained around critical resting areas, which are primarily on the north end of the Island in beach and dune

areas adjacent to Port Royal and Mitchelville. If you see signs, stay out of marked areas and keep dogs on leashes at all times.

Flushing shorebirds and forcing them to fly causes them to use essential energy supplies and compromises their ability to successfully migrate and breed.



Piping Plovers roosting

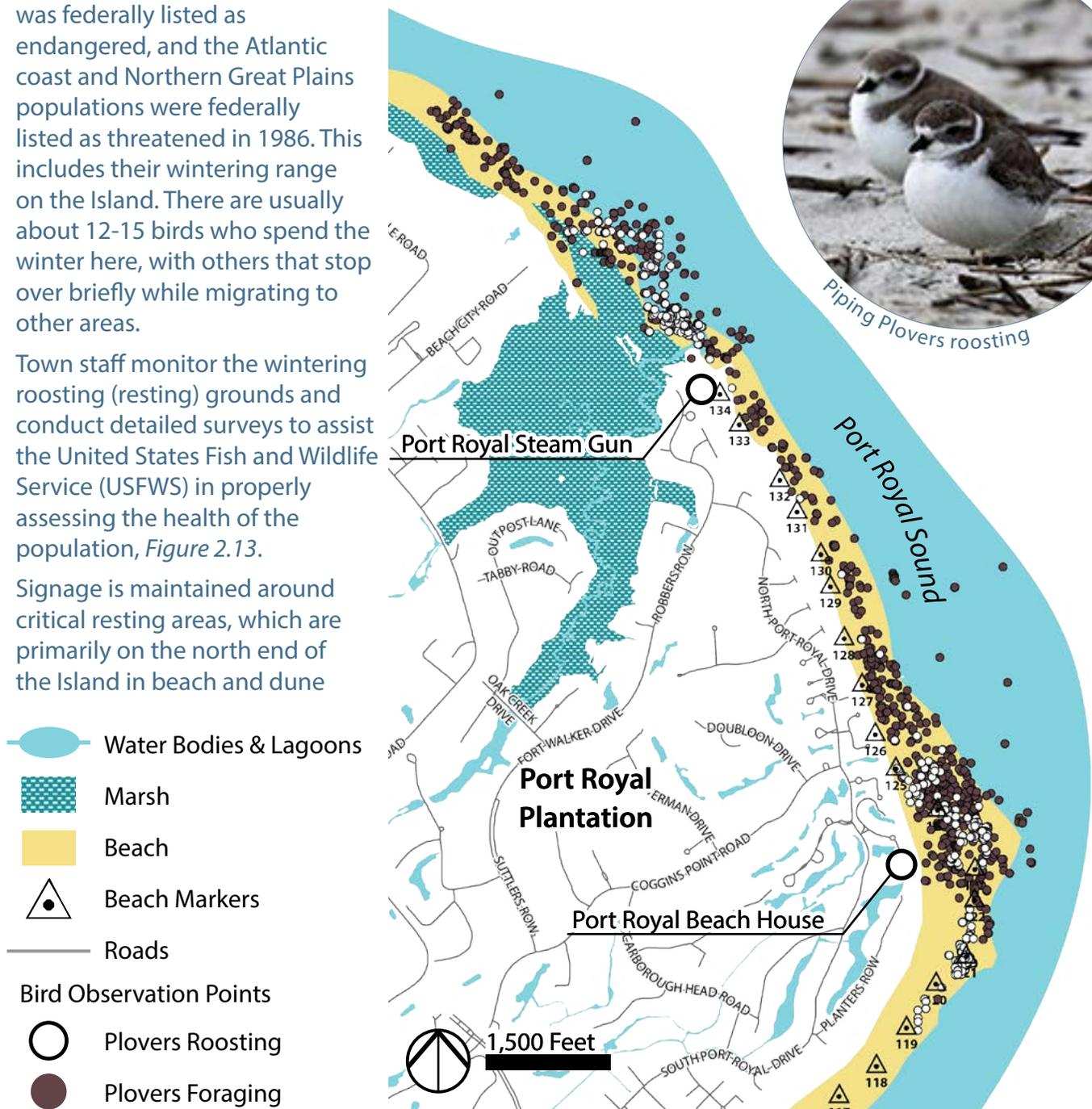


Figure 2.13, Piping Plovers Observations 2009 to 2020

Natural Resources Gallery



The beach at Port Royal Sound, looking towards the marshes of Fish Haul Creek



A sea turtle hatchling on its way to new life in the ocean



A marsh creek at Burkes Beach



Horseshoe crabs (*Limulus polyphemus*) are one of the oldest living animal species. They are found commonly along our beach front sitting within the intertidal flats.



A female Anhinga (*Anhinga anhinga*)



The Loblolly Bay (*Gordonia lasianthus*) is a native flowering small tree.



The Island is a stopover for migrating Monarch butterflies (*Danaus plexippus*).

## Population

Hilton Head Island is home to an estimated 40,000 people on a permanent, full-time basis. However, demographically the Island is not a typical town. Its tourism based economy, large population of second home owners, and influx of seasonal workers and visitors keeps the population count in daily fluctuation. This makes the actual tabulation of total population and related demographic data for the Island difficult to estimate at any given point in time.

The *Population* element presents the most recent data available from the U.S. Census and American Community Surveys for the Island’s full-time permanent population, with historic trends and comparisons to Beaufort County and the State of South Carolina.

Demographic categories included in this section are total population, diversity (race and ethnicity), age distribution, education attainment, gender, income distribution, and household size. Topics related to population demographics are discussed in the *Excellence, Economy, Connected, and Regional* chapters of *Section 3.0, Our Core Values*.

### Total Population

The 2018 five-year population estimate for Hilton Head Island is 39,639. The island’s permanent population comprises 21% of Beaufort County’s population, *Figure 2.14*.

As early as 1987, seasonal visitation has been more evenly distributed throughout the year. Prior years saw a majority of visitors on the Island in the summer months. The leveling of the seasonal visitor impact on the Island is a positive economic factor.

Increasingly, the shoulder season visitor populations have kept pace with the popular summer months, *Figure 2.15*. This could be attributed to the growing popularity of the Island as a destination, as well as specific events held during these seasons attracting more visitors.

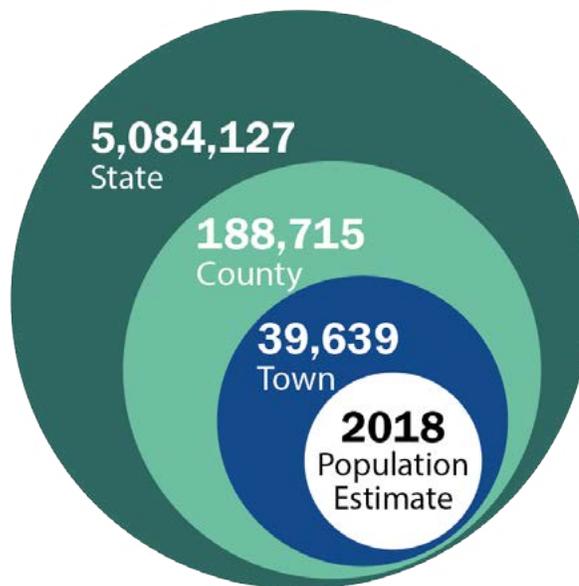


Figure 2.14, 2018 Population Estimate Town, County, State

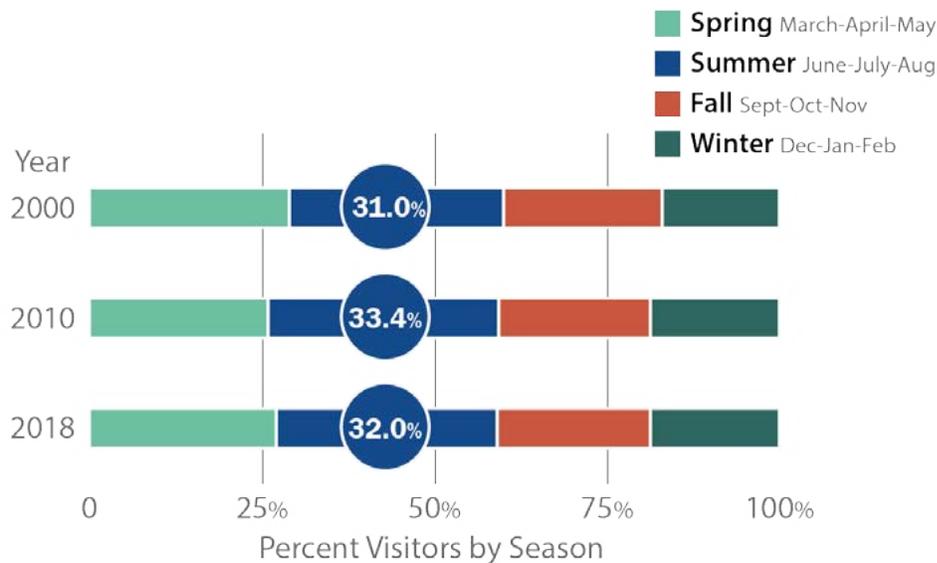
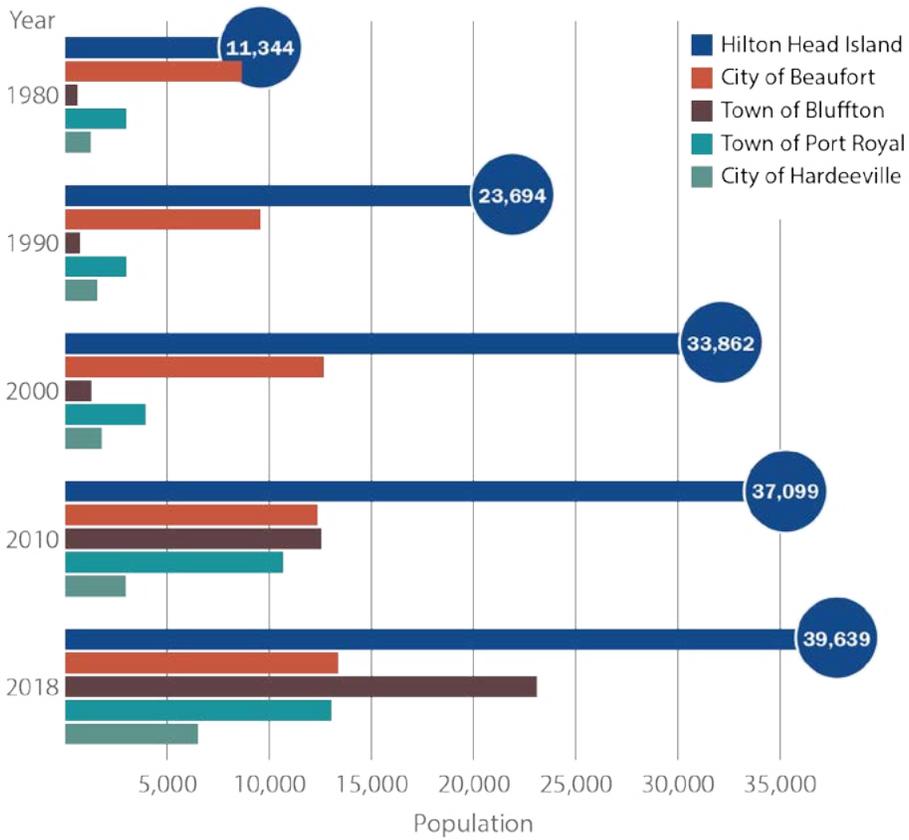


Figure 2.15, 2000 to 2018 Town Percent Visitors by Season

**Total Population (cont.)**

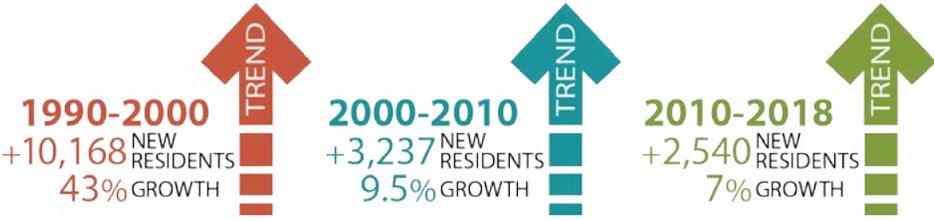


**Figure 2.16, Regional Area Population Trend 1980 to 2018**

By comparison to other municipalities in the region, the Island has experienced 250% growth since 1980. The largest jump in growth occurred from 1980 to 2000, *Figure 2.16*.

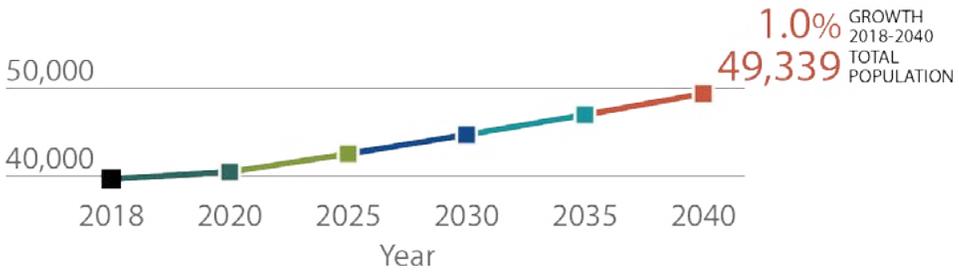
While the City of Beaufort has remained relatively consistent, the Town of Bluffton, Town of Port Royal, and City of Hardeeville, have started to catch up since 2010. Through development growth and land acquisition, the population of the Town of Bluffton grew by 277% from 2000 to 2010.

*Figure 2.17* shows a 43% increase in Island population between 1990 and 2000, with a slower progression in growth after 2000.



**Figure 2.17, Town Population Trend 1990 to 2018**

The population projection, *Figure 2.18*, is an estimate of the current population and statistical projection of the future. Since the Town's incorporation in 1983 due to land acquisition and growth management policies, the rate of growth has slowed. Based on the amount of available property and development potential, a 1% growth rate is likely to reflect moving the Island's population forward to 2040.



**Figure 2.18, Town Population Projection 2018 to 2040**

**Diversity**

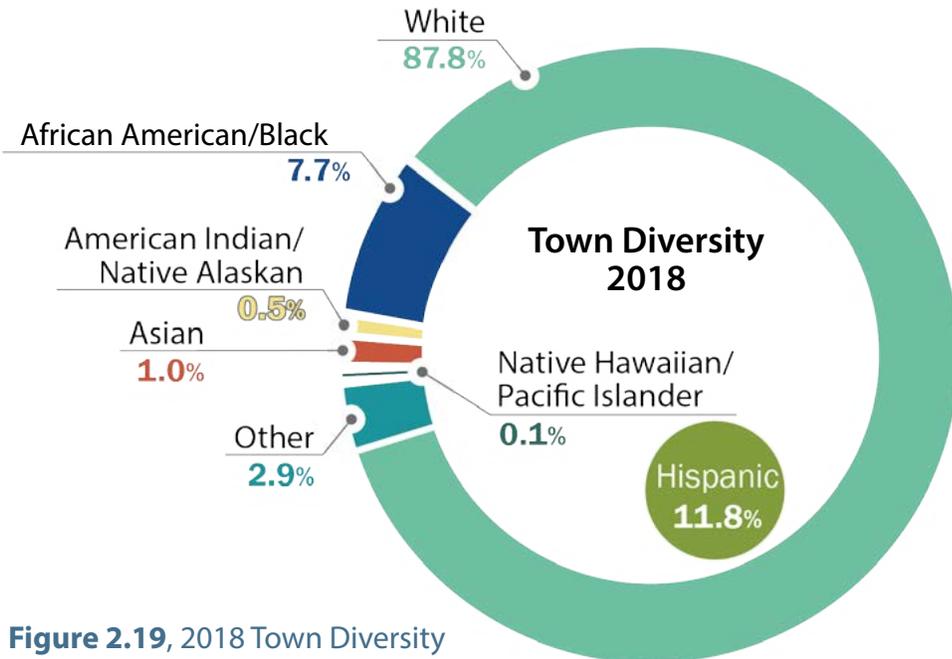
The progression of development on Hilton Head Island in recent history has contributed significantly to the diversity of its inhabitants. Currently, the Town's population is predominantly white, more so in comparison with the composition of the County and the State, *Figures 2.19 and 2.20*.

Historic trends, *Figure 2.21*, show a decrease in the African American population growth in the 1980s. While the total population grew from 1,647 in 1980 to 2,259 in 1990, the graph shows a decrease in growth because their percentage of the total population decreased. In 1980 they were 14.5% of the total population. In 1990 their portion of the population was 9.5%. Since then it has stabilized with a very slight increase in growth since 2010.

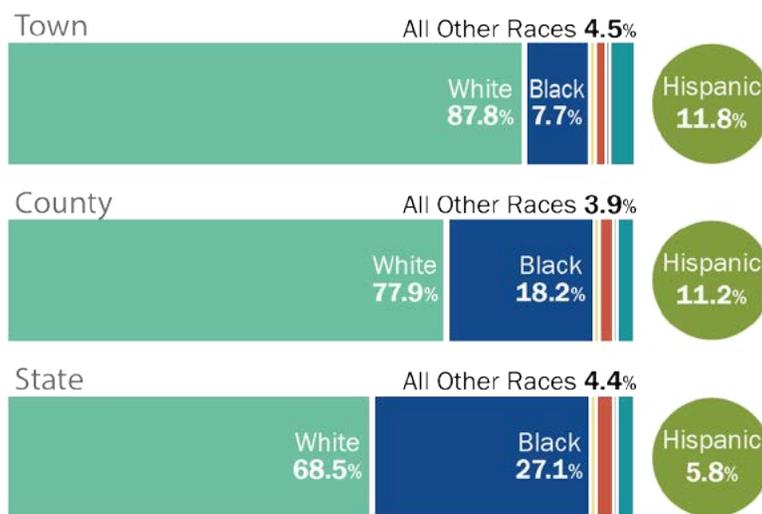
The decrease in the White population growth from 1990 to 2010 is accounted for the offset created by significant growth in other groups. The White population in 1990 was 21,208 and was 89.5% of the total. By 2010, the population was 30,751 and 82.9% of the total.

All Other Races have fluctuated over time. The most growth occurred from 1990 with a population of 227 to 3,582 by 2010.

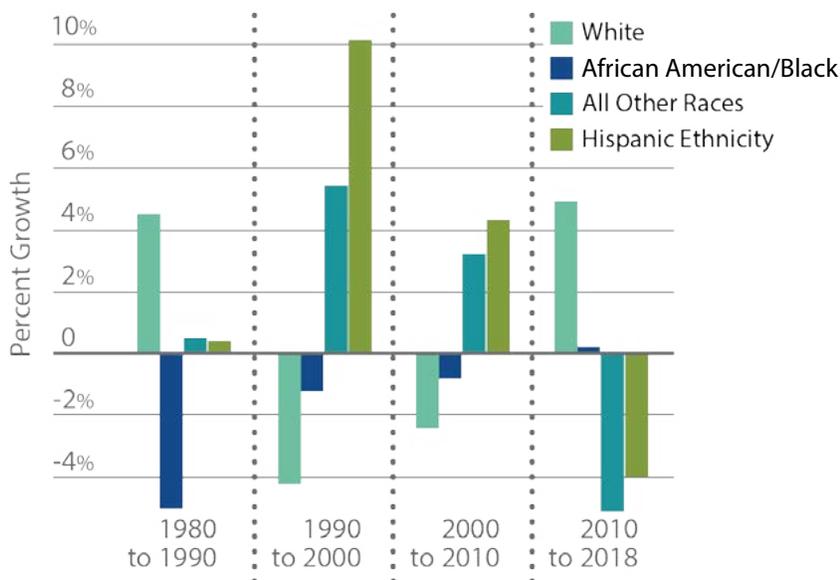
The Hispanic population on the Island had a drastic increase in growth in the 1990s from comprising 1.4% of the total population to 11.5% in the year 2000, and 15.8% in 2010. Growth has slowed down since 2010.



**Figure 2.19**, 2018 Town Diversity



**Figure 2.20**, 2018 Town, County, State Diversity

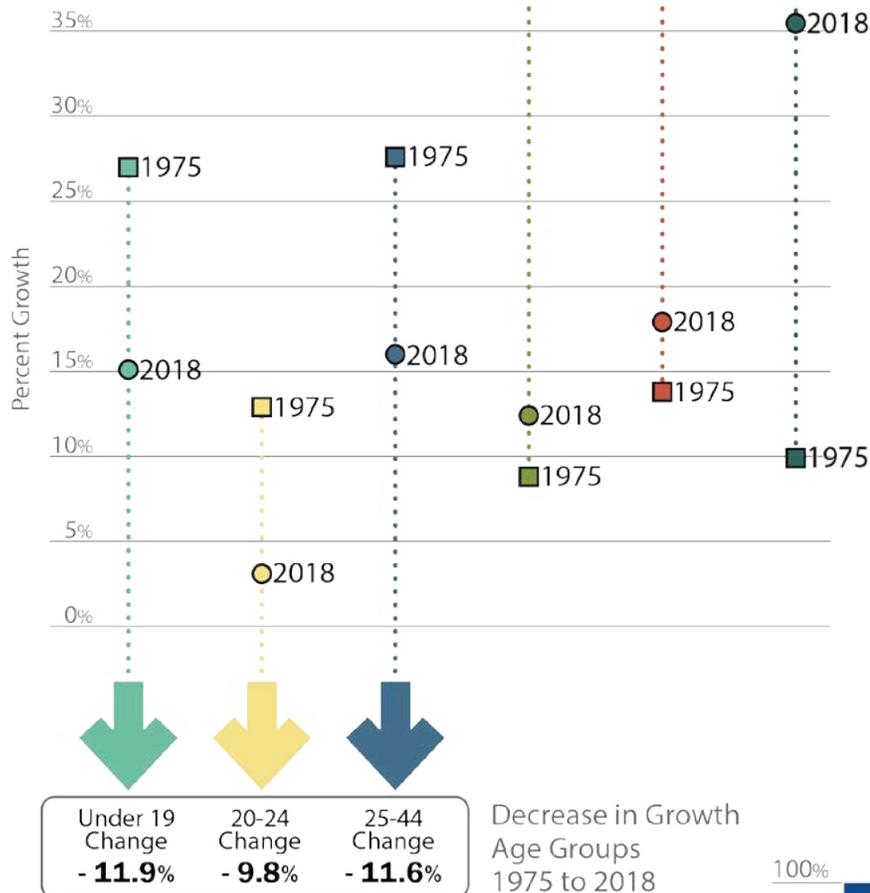


**Figure 2.21**, Town Diversity Population Growth Trend 1980 to 2018

Increase in Growth Age Groups 1975 to 2018

45-54 Change	55-64 Change	65 and Over Change
+3.6%	+4.1%	+25.6%

**Figure 2.22, Town Age Trend 1975 to 2018**

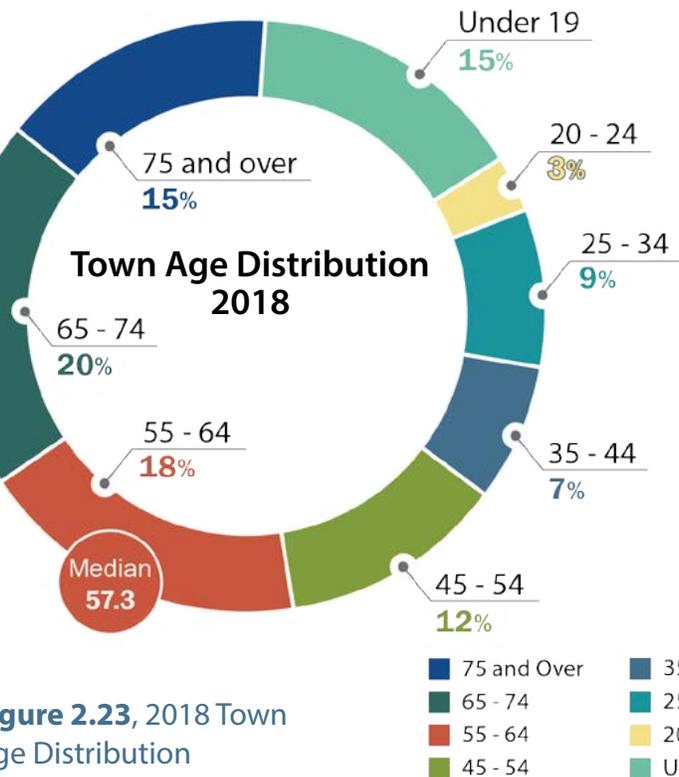


**Age Distribution**

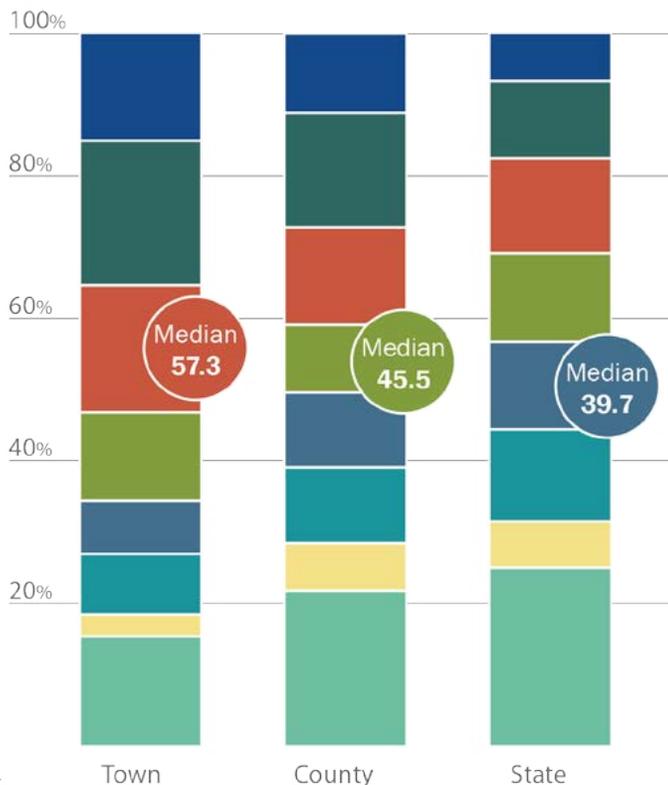
In 1990, the median age of permanent residents on the Island was 39.9. It has steadily increased over time to 46 in 2000, 51 in 2010, and estimated at 57.3 in 2018, *Figure 2.23*.

In *Figure 2.22*, the change in age distribution is apparent with a clear distinction between age 44 and under, and age 45 and over. Since 1975, the 44 and under age groups have decreased while the 45 and over age groups have increased. There are drops above 11% for ages under 19 and between 25 and 44. Given the attraction of Hilton Head Island as a retirement and aging-in-place destination, the 25.6% growth in 65 and older is not surprising.

Compared with the County and State, the Island has a higher median age, *Figure 2.24*.



**Figure 2.23, 2018 Town Age Distribution**



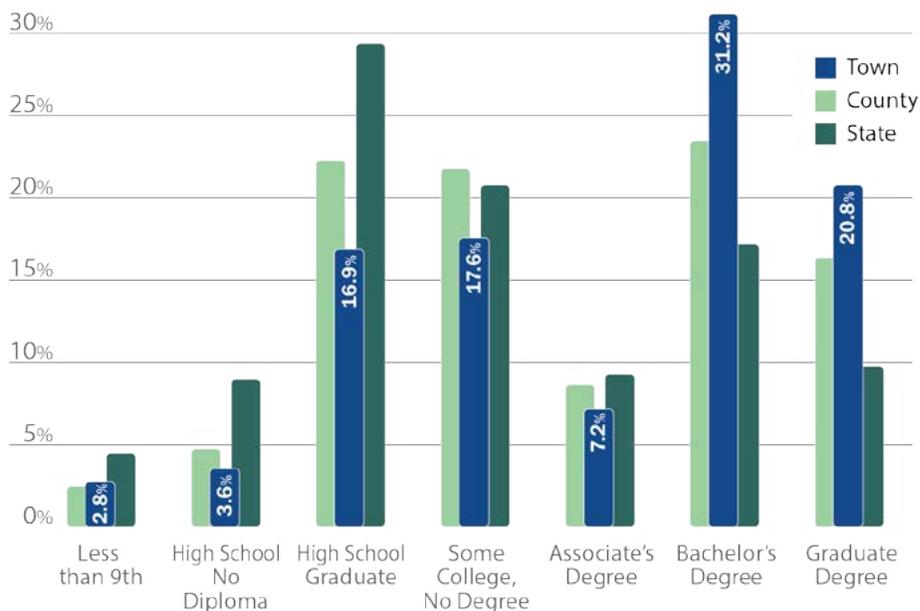
**Figure 2.24, 2018 Town, County, State Age Distribution**

## Education Attainment

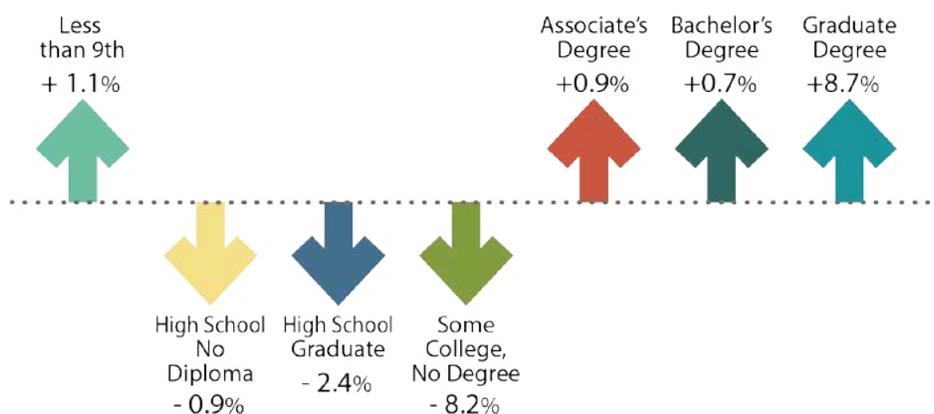
The 2018 estimate for education attainment shows the Island out-pacing the County and State in higher learning for the population over age 25, *Figure 2.25*.

The data in *Figures 2.25* and *2.26* read as if the Island has a smaller percentage of population with a high school diploma. Categories of high school with and without a diploma, and some college, appear to have declined in the population since 1990. Only 6.4% of Island residents age 25 and older have less than a high school diploma. Since only a person's highest level of education is recorded, the high school percentages will appear lower if a significant portion of the population has higher degrees.

With the steady increase in the median age for the Island and retirement population, there appears to be a correlation with the higher levels of education attainment that have increased since 1990.



**Figure 2.25**, 2018 Town, County, State Education Attainment for Residents 25 and Older

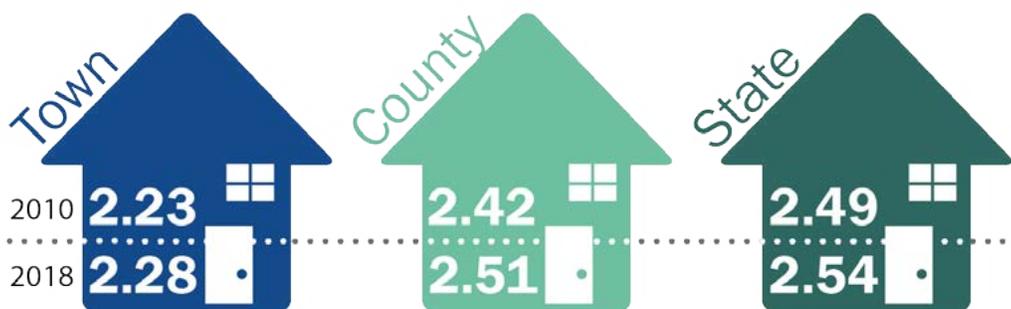


**Figure 2.26**, Town Education Attainment Trend 1990 to 2018

## Household Size

The 2010 census and 2018 estimate consistently show the Island with smaller household size when compared to the County and State, *Figure 2.27*.

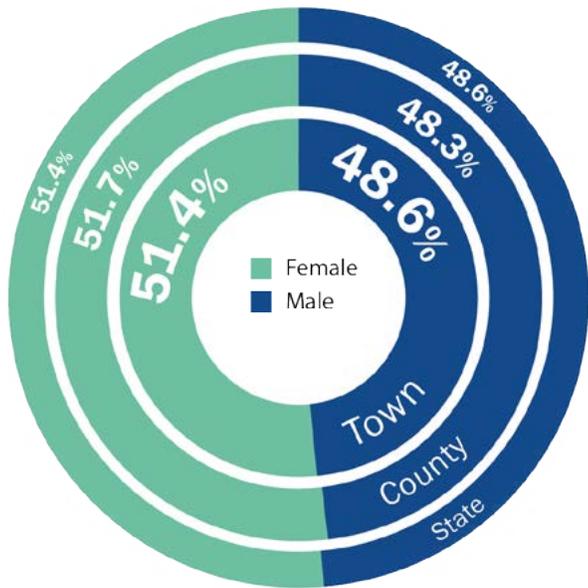
This is consistent with the age data for the Island, which indicates smaller percentages for children and teens in the population. Household size has fluctuated over the years consistent with changes in the age demographics.



**Figure 2.27**, Town, County, State Household Size Trend 2010 and 2018

### Gender

The gender ratio of male to female residents on the Island is fairly equal, and correlates with the County and State, *Figure 2.28*. This is also in keeping with the trend since 1980, *Table 2.1*.

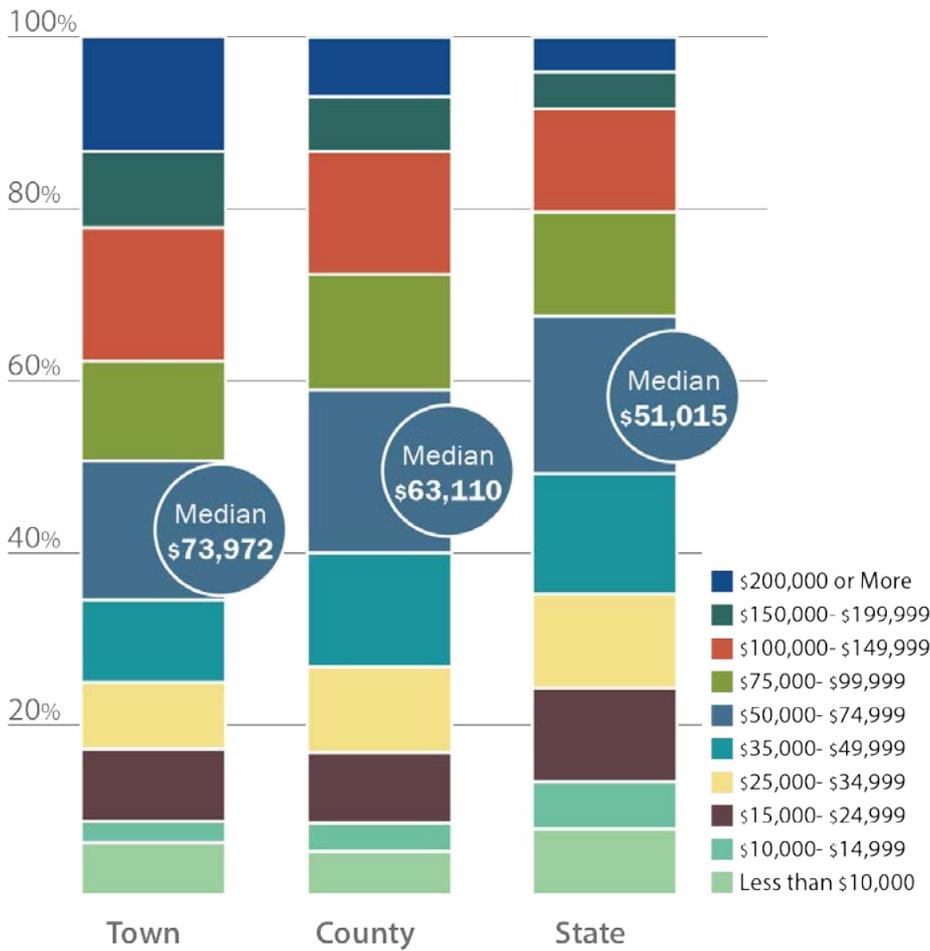


**Figure 2.28**, 2018 Town, County, State Gender

Decade	Male	Female
1980-1990	0%	0%
1990-2000	+2.2%	-2.2%
2000-2010	-0.9%	+0.9%
2010-2018	-0.5%	+0.5%

**Table 2.1**, Town Gender Trends Change by Percent 1980 to 2018

### Income Distribution



**Figure 2.29**, 2018 Town, County, State Income Distribution

The median income in 2018 was \$73,972, up from \$67,995 in 2010. This estimate for 2018 is higher than the County, and considerably higher than the State, *Figure 2.29*.

The Island population below the \$49,999 threshold is 34.4%. The U.S. Census Bureau produces annual reports detailing poverty thresholds by size of family. In 2018, to be considered below poverty level, a family of four had to make less than \$25,100. The 2018 five-year estimates report 10.9% of the Island population meet the poverty threshold.

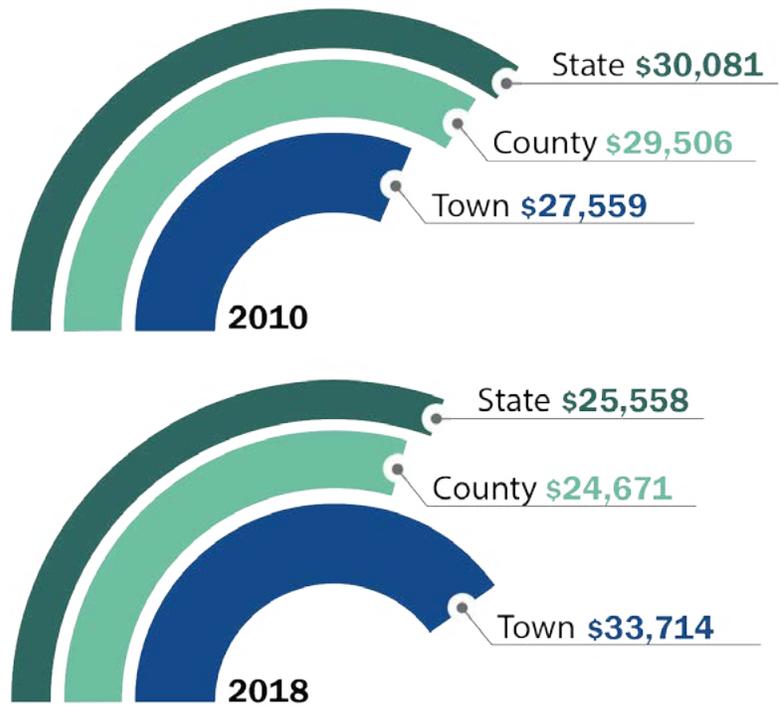
**Income (cont.)**

Figure 2.30 demonstrates the trend where the Town's per capita income has surpassed the County and the State since 2010.

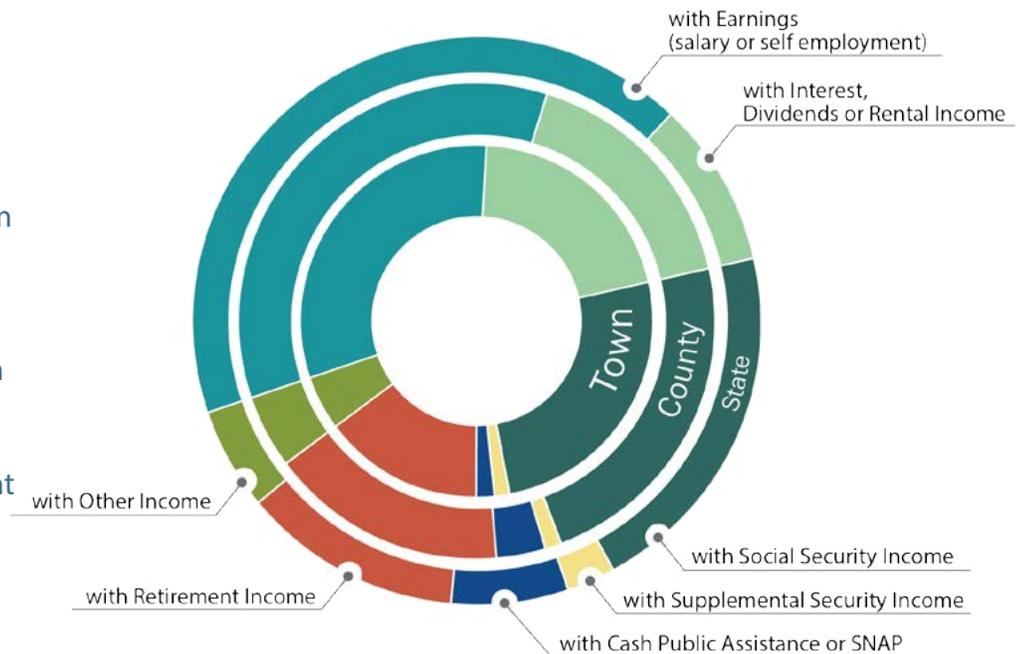
The U.S. Census Bureau also calculates household income based on source. For the 2018 estimate, they calculated seven categories with the mean income value associated for each type. The mean value is the average. As some households obtain income by more than one source, there is some overlap in the percentages.

Of the total households on the Island, 61.9% drew wages and salary income. This compares with the County at 68.5% and the State at 74.5%, Figure 2.31 and Table 2.2.

Households in the Town draw a large amount of income from social security and retirement income, as well as interest, dividends, and rental income. Over 50% of all households on the Island draw social security income. This correlates with the median age and retirement demographic.



**Figure 2.30, Town, County, State Income Per Capita Trends 2010 and 2018**



**Figure 2.31, 2018 Town, County, State Mean Income by Source**

Town	County	State	Percent Households
61.9%	68.5%	74.3%	with Earnings (salary or self employment)
41.4%	32.2%	16.6%	with Interest, Dividends or Rental Income
50.8%	44.4%	36.2%	with Social Security Income
2.3%	2.1%	5.2%	with Supplemental Security Income
3.6%	6.2%	11.8%	with Cash Public Assistance or SNAP
29.4%	31.2%	21.6%	with Retirement Income
9.5%	9.7%	10.2%	with Other Income

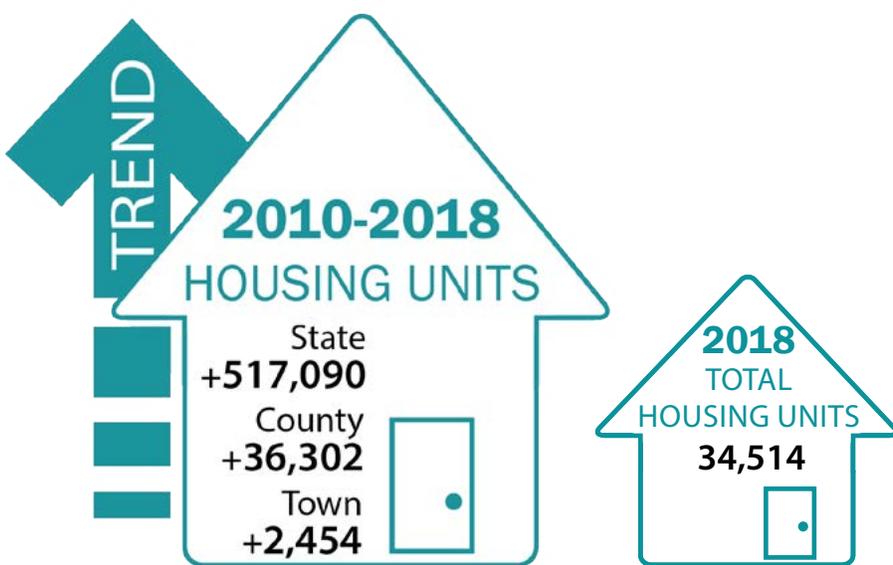
**Table 2.2, 2018 Town, County, State Mean Income by Source**

## Housing

Beginning with Charles Fraser and the Sea Pines community, modern residential development on the Island has been driven by the private market. Early housing types accommodated mostly second home buyers and vacationers in the form of large single family homes, condos, and timeshare units. During this time, 70% of the Island’s land area developed into the ten major Planned Unit Developments (PUDs), *Figure 2.53*, page 84. Since the 1960s, the Island has evolved into more of a year-round community, which has altered the demand for housing types.

The Town is actively seeking opportunities to foster an increase in housing to accommodate the needs of existing and future populations. In 2019, Town Council adopted the *Workforce Housing Strategic Plan* in an effort to move forward policy that is favorable to help the housing needs of the Island.

The *Housing* element presents housing information that will be useful towards the discussion, goals and strategies presented about this topic, specifically workforce housing, in *Section 3.0, Our Core Values*.



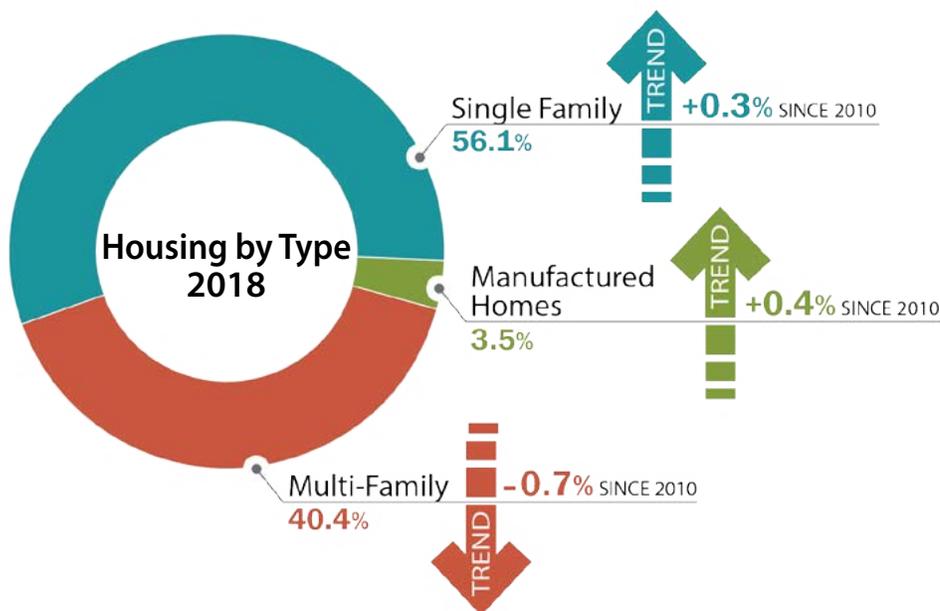
**Figure 2.32**, Town, County, State Housing Unit Growth Trend 2010 to 2018

### Housing Trends

From 2010 to 2018, the Island grew its housing by 2,454 units. The steady growth since 2010 is reflected by a similar trend in housing for the County and the State, *Figure 2.32*.

The **Workforce Housing Strategic Plan** suggests the Island should set a goal to facilitate constructing 200 total net new, obtainable housing units yearly. From 2010 to 2018, the average number of all housing units built on the Island per year was 306.

*Figure 2.33* shows the percentage of housing units on the Island by type in 2018. The trend shows that since 2010, the decrease in multi-family units on the Island is equal to the combined increase in single family and manufactured home housing during the same time period. This speaks to the relative interest in developing and building single family homes, as well as the growing use of manufactured homes as obtainable housing.



**Figure 2.33**, 2018 Town Housing Unit by Type with 2010 to 2018 Trend

## Housing Trends

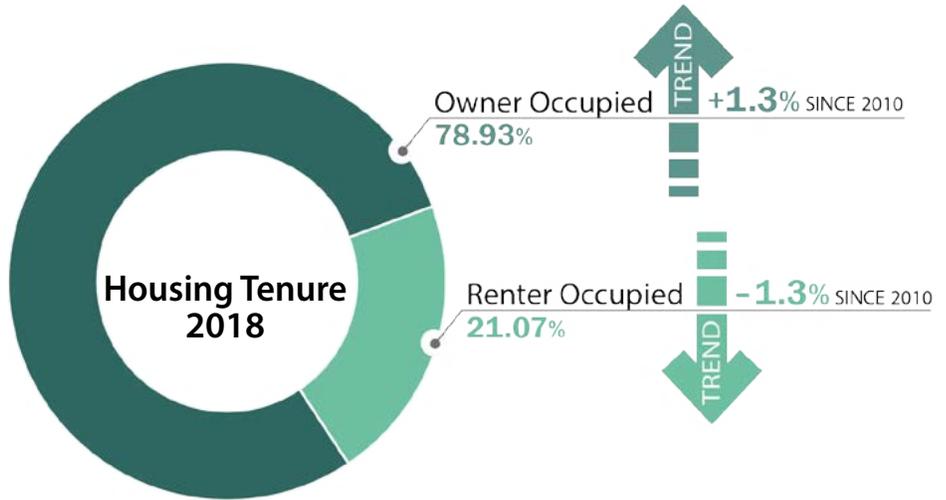
When evaluating housing trends, vacancy rates are important indicators of the stability of the housing market. The high percentage of vacant units can be attributed to the island's seasonal population and second homes. Since 2010, the share of occupied versus vacant homes has leveled out to almost an equal share, *Table 2.3*.

Housing tenure refers to how a housing unit is occupied. In 2018, almost 80% of the Island's occupied homes were owner occupied. This is a small increase in owner occupation since 2010 at 1.3%. The renter occupation on the Island has dropped marginally since 2010, *Figure 2.34*.

*Figure 2.35* is a timeline of home development on the Island based on census estimates. From 1980 to 1989, 39% of the housing units on the Island were constructed. Since 2010, only 1.65% of housing units have been constructed out of the total. This trend is affected as the Island recuperates from recessions and

	1990	2000	2010	2018	Change 2010-2018
Household Units	21,509	24,647	32,060	34,514	+2,454
Total Vacant	11,165	10,239	15,250	17,129	+1,879
Percent Vacant	52%	42%	48%	49.6%	-1.6%
Total Occupied	10,344	14,408	16,810	17,385	+575
Percent Occupied	48%	58%	52%	50.4%	+1.6%

**Table 2.3**, Town Housing Occupancy and Vacancy Trend 1990 to 2018

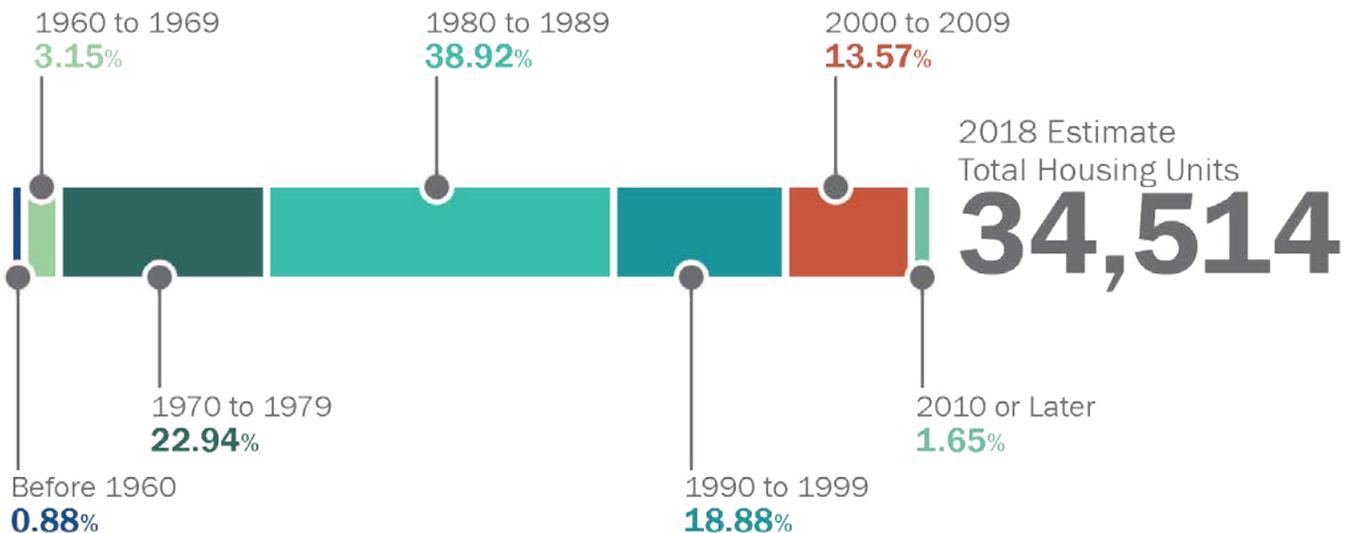


**Figure 2.34**, 2018 Town Housing Tenure with 2010 to 2018 Trend

approaches capacity for new housing. The Town will need to continue to investigate ways policy can be updated or added which enables opportunities for housing that meets the community need.

### What is Vacancy?

In the context of housing demographic data and for municipal statistical analysis purposes, vacancy means a housing unit that is not occupied full time. Vacant housing units are either occupied part time as a second home or short term rental unit.



**Figure 2.35**, Total Housing Units by Year Built

### Tax Assessment Rates

According to the Beaufort County Treasurer's Office, residential and commercial properties in Beaufort County are taxed by default at a 6% assessment rate. Owner-occupied legal residences can qualify for a 4% Special Assessment Ratio. Island properties qualifying for 4% are shown in yellow on Figure 2.36.

The darker red areas are comprised of non-residential land use areas as defined by data shown in Figure 2.51 on page 81. These are all assessed at 6%. The lighter red areas are residential properties assessed at 6%.

This tax rate map is a good indicator of general occupancy and vacancy patterns for housing on the Island.

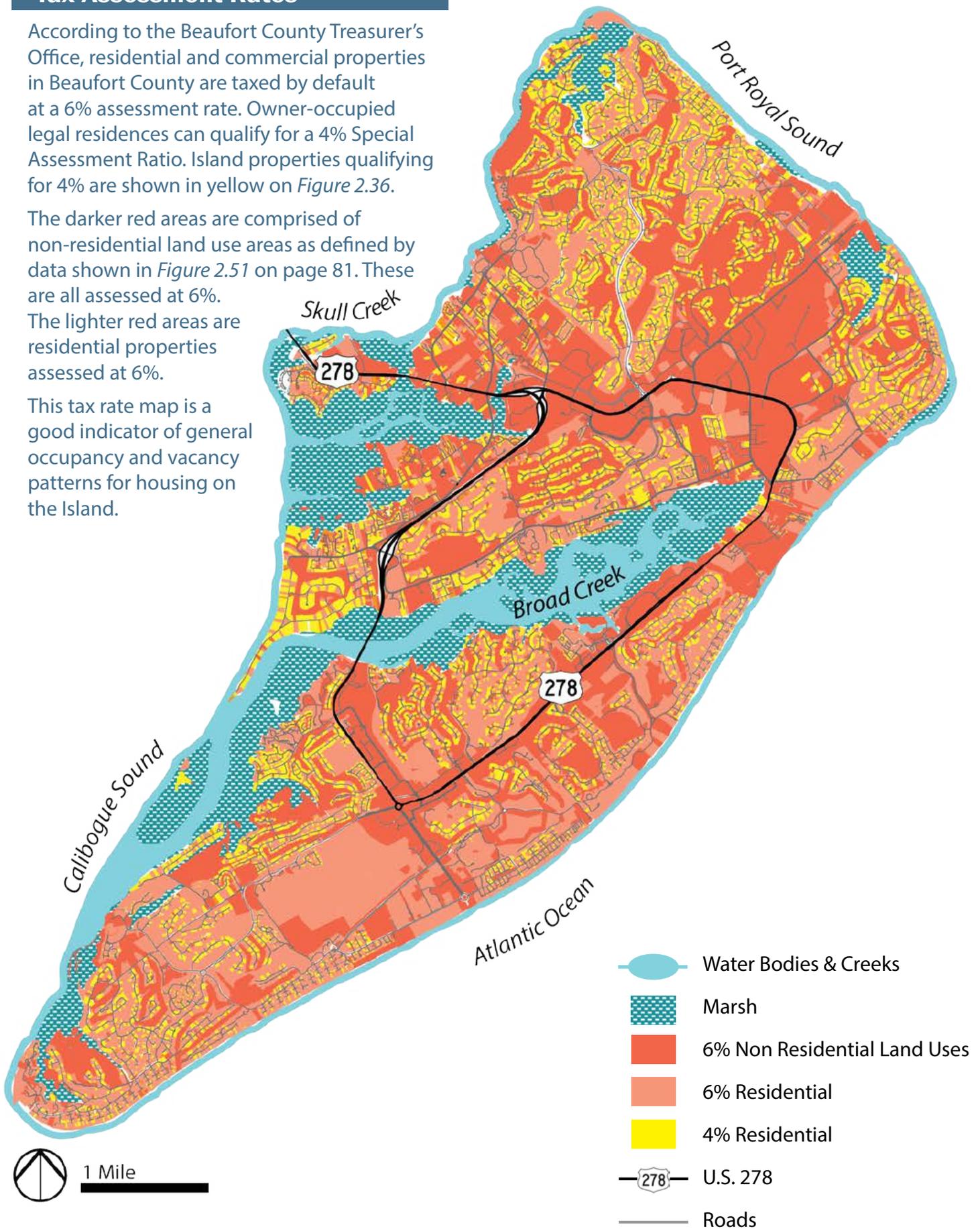


Figure 2.36, Tax Rate Map

## Housing Cost Burden

Different kinds of households experience challenges to obtainable housing, but the greatest challenge falls within the lower income range. Of the total 16,467 occupied housing units in 2016, 6,573 were cost burdened.

Figure 2.37 presents a closer look at the 6,573 cost burdened occupied homes by income. For example, of the 1,785 total occupied homes in the less than \$20,000 income bracket, 94.1% are cost burdened. By comparison, out of the 5,960 occupied homes that are in the \$100,000 or more income bracket, 13.7% are **housing cost burdened**.

According to the Town's *Assessment of Workforce Housing Needs*, renters are more likely than homeowners to be cost burdened, spending 30% or more of their income on housing. However, in the County, the largest share of severely cost burdened homeowners live on the Island (Sturtevant 2019).

When consideration is given to the higher than average cost of living and housing in the Town relative to the region, those lower and middle income categories have difficulty living on the Island and making ends meet.

### What is Housing Cost Burden?

A household that spends 30 percent or more of their income each month on housing costs (Sturtevant 2019).

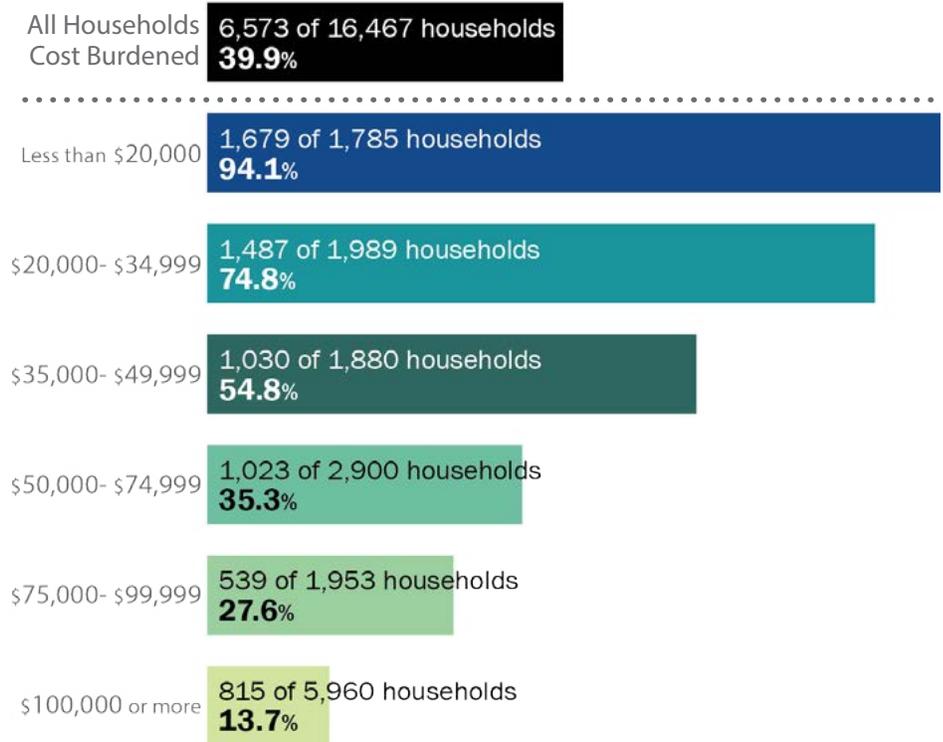
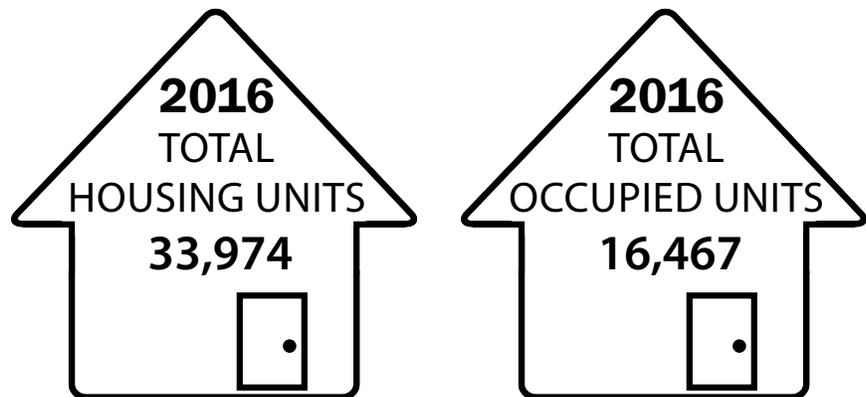


Figure 2.37, 2016 Town Housing Cost Burden by Income Level



For more information about the Workforce Housing needs on the Island, see the **Workforce Housing Strategic Plan**.

**Impediments to Fair Housing**

Interview Mentions	Impediments
15	Availability/Affordability
11	Low-Wage Jobs
8	Transportation
6	Language Barriers
6	Zoning
6	Heirs Property Title Complexities
6	Low Return on Investment for Developers
5	Cost of Land
5	Immigration Reform
5	Unit Size
4	Communication
4	Environmental Constraints
4	Poor Credit
4	Water and Sewer Availability
4	Gentrification
4	Lack of Opportunities
4	Lack of Knowledge of Fair Housing
4	NIMBYism
4	Exclusionary Zoning
4	Roads
3	Cost of Apartments
3	Political Will
3	Lack of Low-Interest Loans
3	Fees
3	Cost of Professional Services

**Table 2.4, 2016 Town Impediments to Fair Housing**

The Town’s *Assessment of Conditions, both Public and Private, Affecting Fair Housing Choices for All Protected Classes in the Town of Hilton Head Island* (Assessment Report), presents an examination of the significant impediments affecting fair housing.

This assessment was conducted for the Town’s Community Development Department by the Lowcountry Council of Governments (LCOG) as a precursor to the Town’s current workforce housing initiative. A comprehensive review was conducted of the Town’s regulations, policies, and procedures affecting accessibility of housing and fair housing choice.

For this assessment, interviews were conducted with directors of public agencies and other organizations that serve low-income and moderate-income clients, as well as community leaders, developers, and bankers. This presented a pattern of common and prevalent issues.

Table 2.4 lists the top 25 impediments with the number of interview mentions. It should be noted the top three items were mentioned in most of the interviews, and many of the items on the list are interrelated. More information about this data can be found in the Assessment Report.

There is a correlation between these early interviews and the Town’s workforce housing initiative findings. This speaks to how pervasive the need for housing is on the Island.



## Community Facilities

Community facilities are defined as major capital services, such as transportation, potable water, educational facilities, and public safety. The nature of these facilities for the Town is different from the average municipality. A town government typically organizes during the early phases of a community's development and adds services and facilities based on growth. The Town of Hilton Head Island, however, did not organize until nearly thirty years after the Island began modern development.

For the Island, the Town administers only certain functions, such as planning, permitting, and engineering, would be under its jurisdiction. Other traditional public facilities, like potable water, have been provided to much of the Island for years by private and public agencies. The Town was incorporated in 1983 to fill gaps in the community services and facilities, but not to duplicate what was already being provided.

The Town has evolved as the Island community has changed. It has grown into a position of leadership for the Island residents, workers, and visitors in addressing issues concerning services and facilities.

This element presents an overview of the Town and Island community facilities. In *Section 3.0, Our Core Values*, all of the chapters engage in discussion about facilities and services, with specific items detailed in the *Economy, Environment, Connected, and Infrastructure* chapters.



The +/- 34 miles of open channels on the Island are maintained by the Town's Stormwater Utility.



The Jarvis Creek Pump Station at full capacity can pump 44,000 gallons of water per minute.

### Stormwater Utility

In 2001, the Town began assessing a stormwater utility fee as the primary funding source for stormwater related activities. The stormwater utility is the only public utility operated by the Town.

Today, the utility manages stormwater related activities from street-sweeping to channel maintenance to coordinating with the Island community, County, and State to address local drainage issues and needs.

Along with administering these activities, stormwater staff coordinate the NPDES permit requirements with the State, maintain four large pump stations, and approximately 34 miles of open channels. The pump stations are located at Jarvis Creek, Wexford, Shipyard, and Lawton Canal. This drainage system is critical to ensuring the Island remains viable during flooding events.

## Community Facilities

The community facilities shown in *Figure 2.38* encompass those provided by the Town, and other public and private entities.

Other providers include Federal, State or County governments, Public Service Districts (PSD), Palmetto Electric/Santee Cooper, Island Recreation Association, Hargray Communications, public and private schools, and Tenet Healthcare (Hilton Head Regional Healthcare).

The airport and roadways are discussed further in the *Transportation* element.

### Government

- ① U.S. Post Office North End
- ② Hilton Head Island Airport Terminal
- ③ Beaufort County Solid Waste & Recycling Center
- \* ④ Town Facilities Management Office
- ⑤ Beaufort County Government Office
- ⑥ Beaufort County Sheriff's Department
- \* ⑦ Town Hall
- ⑧ U.S. Post Office South End

### Fire Rescue

- \* ⑨ Fire Station 4
- \* ⑩ Fire Station 5
- \* ⑪ Fire Rescue Headquarters & Training Center
- ⑫ Beaufort County Airport Fire Station
- \* ⑬ Fire Rescue Dispatch Center
- \* ⑭ Fire Station 3
- \* ⑮ Fire Station 6
- \* ⑯ Fire Station 1
- \* ⑰ Fire Station 2
- \* ⑱ Fire Station 7

### Utility

- ⑲ Hilton Head PSD Pump Station
- \* ⑳ Jarvis Creek Pump Station
- ㉑ Palmetto Electric Cooperative Office
- ㉒ Hilton Head PSD Main Office
- ㉓ Broad Creek PSD Pump Station
- ㉔ Broad Creek PSD Main Office
- ㉕ Broad Creek PSD Waste Water Treatment Plant
- ㉖ Hargray Communications Office
- ㉗ Spectrum Hilton Head, S.C.
- \* ㉘ Shipyard Pump Station
- ㉙ South Island PSD Waste Water Treatment Plant
- \* ㉚ Lawton Canal Pump Station
- ㉛ South Island PSD Main Office
- \* ㉜ Wexford Pump Station

### Schools

- ⑳ The Children's Center
- ㉑ Beaufort County HHI School Cluster  
*High School, Middle School, Elementary School, and School for the Creative Arts*
- ㉒ HHI Early Childhood Center
- ㉓ Saint Francis Catholic School
- ㉔ Hilton Head Christian Academy
- ㉕ Heritage Academy
- ㉖ University of South Carolina Beaufort
- ㉗ Hilton Head Preparatory School
- ㉘ Sea Pines Montessori School

### Other

- ㉙ Island Recreation Center
- ㉚ Senior Community Center
- ㉛ Hilton Head Regional Healthcare
- ㉜ Beaufort County Library (Hilton Head Branch)

\* Town managed or owned facilities

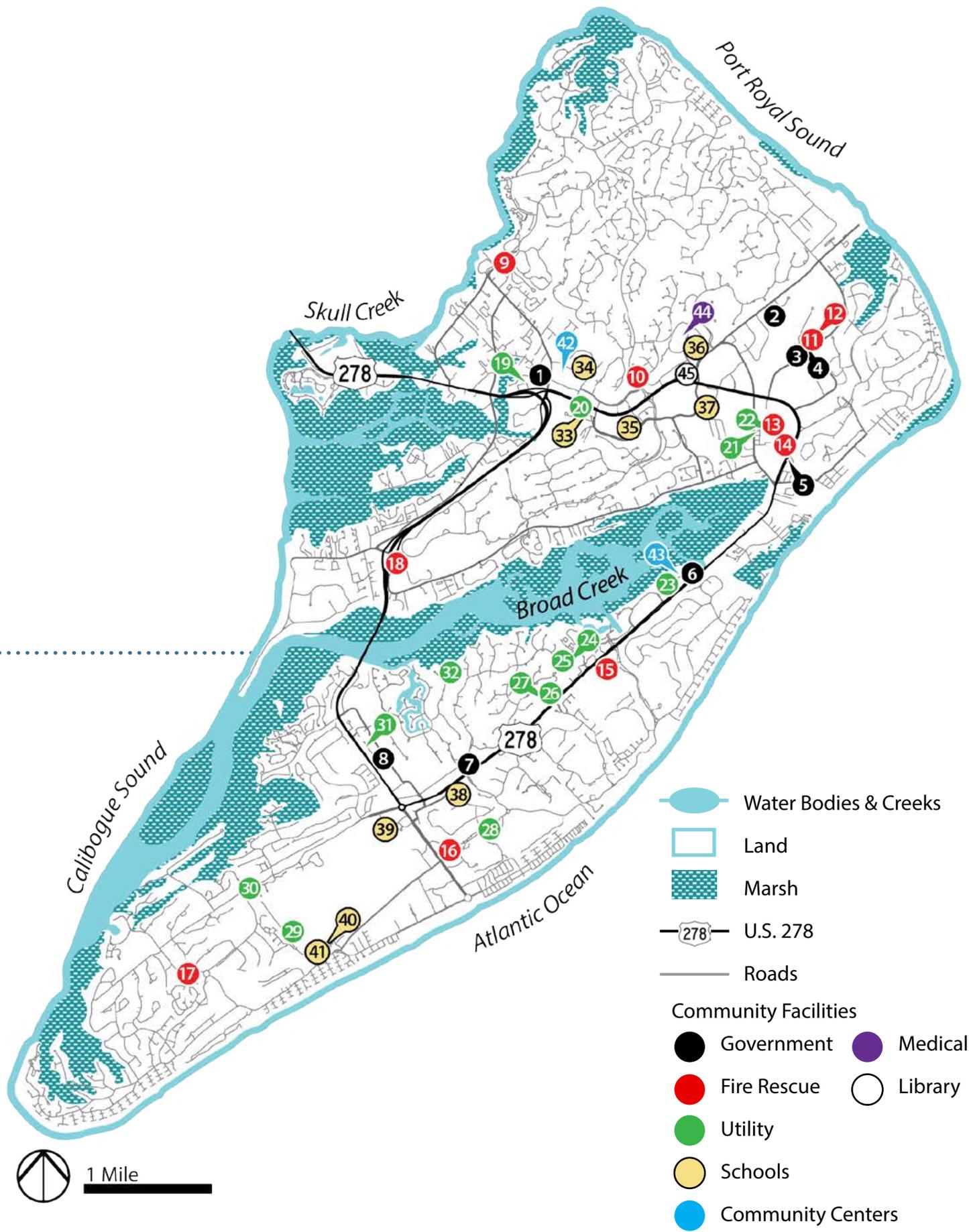


Figure 2.38, Community Facilities

### Town-owned Land

The Town has a land acquisition program historically funded through referendums and other sources, such as the real estate transfer fee, hospitality taxes, property taxes, and stormwater fees.

The type of funding source used to acquire land typically determines how it can be used. Some properties, such as parks and open space, have restrictions that prohibit development.

Figures 2.39 and 2.40 and Table 2.5 present information about Town-owned land. The properties are assigned to one of eight categories based on their acquisition restrictions or uses.

As of 2020, the Town has acquired the land or development rights to over 1,900 acres (1,355 on Island). The purchase of land by the Town is guided by the *Town of Hilton Head Island Land Acquisition Manual*, adopted in 2005.

This program has resulted in the elimination of the potential to develop millions of commercial square feet, and several thousand hotel rooms, timeshare units, and residential units. It has allowed for the development of almost 60 acres of beach parks and 385 acres of park space.

As development and land use needs change, the Town monitors how properties can and should be feasibly used, dependent upon what is allowed by funding source restrictions. The Town's Facilities Management Division maintains Town-owned properties.

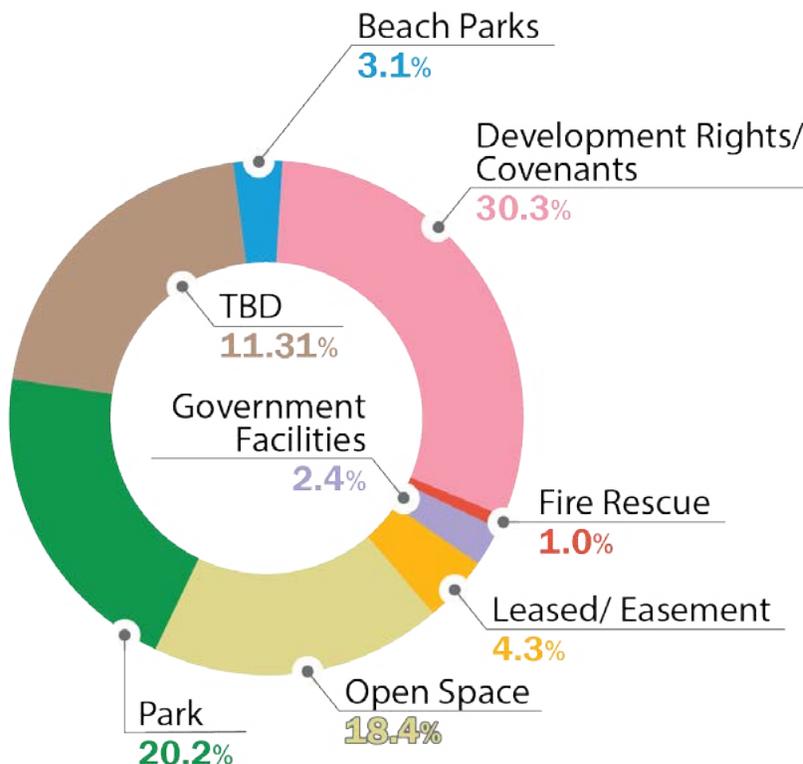


Figure 2.39, Town-owned Land Categories by Percent

58.8 acres Beach Park
579.1 acres Development Rights/Covenants*
18.3 acres Fire Rescue
46.2 acres Government Facilities
82.7 acres Leased/Easement
351.5 acres Open Space
385.3 acres Park
389.0 acres To Be Determined (TBD)

Table 2.5, Town-owned Land Category Acreage

\* Of the 579.1 acres of land held by the Town categorized as Development Rights/Covenants, 556 Acres are part of the Alan Ulmer Conservation Property, which is located on the mainland as shown in Figure 2.40.

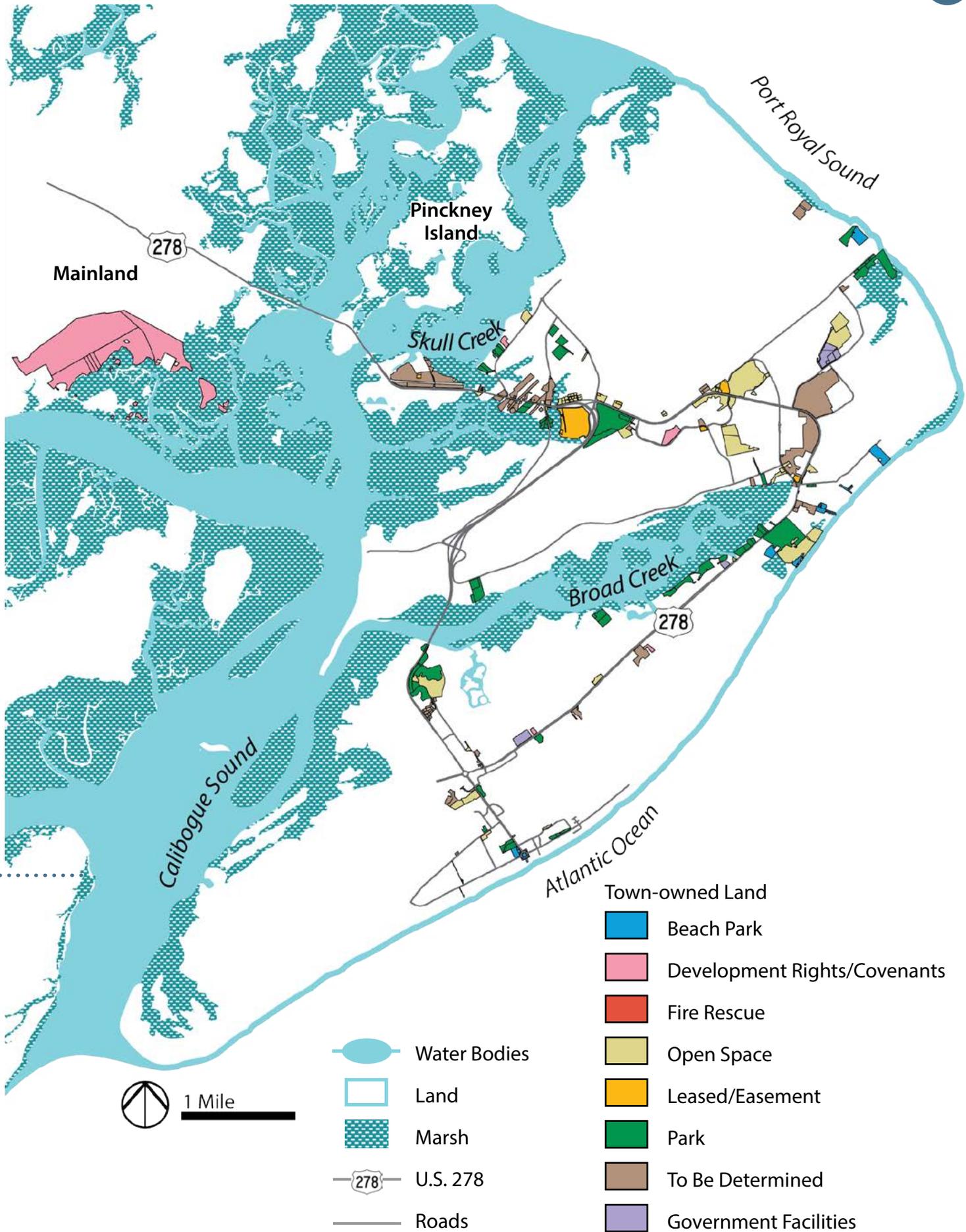


Figure 2.40, Town-owned Land

## Water & Wastewater

Drinking water production, treatment, and distribution, sanitary sewer service, wastewater treatment, and recycled water distribution on the Island are provided by three Public Service Districts (PSDs), which were consolidated from 10 districts in 1994, *Table 2.6*.

Hilton Head PSD (HHPSD) service area is the north end of the Island. Broad Creek PSD (BCPSD) serves a smaller area mid-island around Palmetto Dunes and Shelter Cove. South Island PSD (SIPSD) serves the south end of the Island. The main offices, pump stations, and wastewater treatment facilities are shown in the *Utility* category on *Figure 2.38*, page 69.

Currently, all three PSDs have a recycled water distribution program to supply the Island's larger golf courses with treated wastewater and/or to re-nourish wetland areas. With this program, Hilton Head Island is recognized as a national leader in recycled water distribution.

The three PSDs also work together as "sister utilities" through sharing asset management, mutual aid, business continuity and emergency preparedness planning, professional development and safety training, and mutual water sources/supply.

The water sources for the Island include groundwater from the Upper Floridian, Middle Floridian, and Cretaceous aquifers, with wholesale water purchased from the Beaufort Jasper Water and Sewer Authority. The saltwater

intrusion threat in the Upper Floridian aquifer has been on-going since the mid 1970s and has been addressed through using other sources or treatment protocols, such as reverse osmosis.

Each PSD maintains a supply plan going out 50 years and monitors water sources in an effort to continue to gauge supply availability for the Island. It will be important in the future to be aware of increased demands due to growth and redevelopment, and to continue to educate the community about efficient water use.

In response to sewer and water connection needs, the Town

worked closely with HHPSD starting in 2004 to implement a *Master Sewer Plan* to connect the neighborhoods and properties in their service area. In 2019, the project to install sewer trunk lines and local mains in these areas was completed.

In the data table, the number of customers for HHPSD reflects the total number of water meter accounts, where some customers have multiple meter accounts to address home, business, or irrigation needs.

All data in the table was provided by the PSDs for the year 2018.

mgd : million gallons per day  
mgy : million gallons per year

	HHPSD	BCPSD	SIPSD
<b>Water Supply</b>			
Average Daily Demand	7.89 mgd	1.6 mgd	5.85 mgd
Peak Daily Demand	11.54 mgd	3.46 mgd	8.15 mgd
Potential Demand	12.50 mgd	4.86 mgd	- mgd
Number of Customers	18,516	5,279	25,000
<b>Wastewater</b>			
Average Daily Flow	2.75 mgd	1.05 mgd	2.6 mgd
Peak Daily Flow	4.13 mgd	1.71 mgd	4.8 mgd
Max Capacity	6.40 mgd	2.08 mgd	5.0 mgd
Number of Customers	16,365	5,279	25,000
<b>How Water is Discharged</b>			
to Golf Courses	605.6 mgy	251 mgy	526.5 mgy
to Wetlands	361.6 mgy	0 mgy	494.4 mgy
Total	967.2 mgy	251 mgy	1,021 mgy
<b>Wetlands Nourishment</b>			
Number of Acres	199 acres	0 acres	104 acres

**Table 2.6**, 2018 Town Water and Wastewater Use and Disposal

## Economic Development

Numerous international awards and recognition have bolstered the Island as a great place to live, work, and visit. Since early development, the Island’s primary economic drivers have been the tourism and retirement support industries. As the Island looks towards the future, there is growing interest in diversifying the economy in order to attract different professions and age groups to the Island, and to ensure sustainable growth into the future.

This element presents an overview of the Island’s jobs profile, employment, tourism, sales, commercial property, and laborshed. The economy is discussed in greater detail in the *Economy* chapter of *Section 3.0, Our Core Values*.

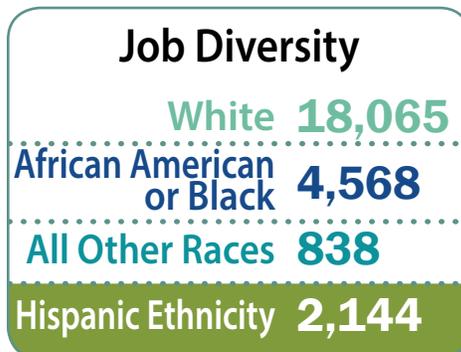
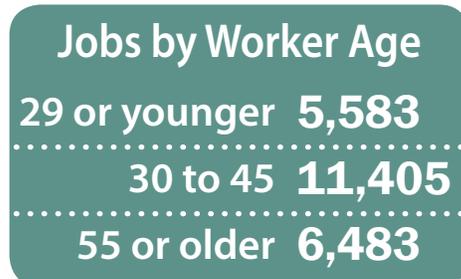
Total Jobs	Industry Sector
49	Agriculture, Forestry, Fishing, and Hunting
0	Mining, Quarrying, and Oil and Gas Extraction
113	Utilities
897	Construction
391	Manufacturing
219	Wholesale Trade
2,933	<b>Retail Trade</b>
237	Transportation and Warehousing
235	Information
667	Finance and Insurance
1,406	<b>Real Estate, and Rental and Leasing</b>
1,095	<b>Professional Scientific, and Technical Services</b>
1,013	<b>Management of Companies and Enterprises</b>
2,485	<b>Administration and Waste Management Services</b>
372	Educational Services
2,701	<b>Health Care and Social Assistance</b>
1,429	<b>Arts, Entertainment, and Recreation</b>
5,704	<b>Accommodation and Food Services</b>
1,218	<b>Other Services (excluding Public Administration)</b>
271	Public Administration

**Table 2.7, 2017 Town Jobs by NAICS\* Industry Sector**

\* North American Industry Classification System

## Jobs Profile

The jobs profile for the Island’s labor force shows employment aligned with the tourism economy. *Table 2.7* shows other industries, such as real estate and healthcare, with high employment numbers in keeping with support for the Island’s retirement community and housing market. Most jobs on the Island employ a middle-aged white population earning a broad range in income, *Figure 2.41*.



**Figure 2.41, 2017 Town Jobs Profile**

## Gross Sales

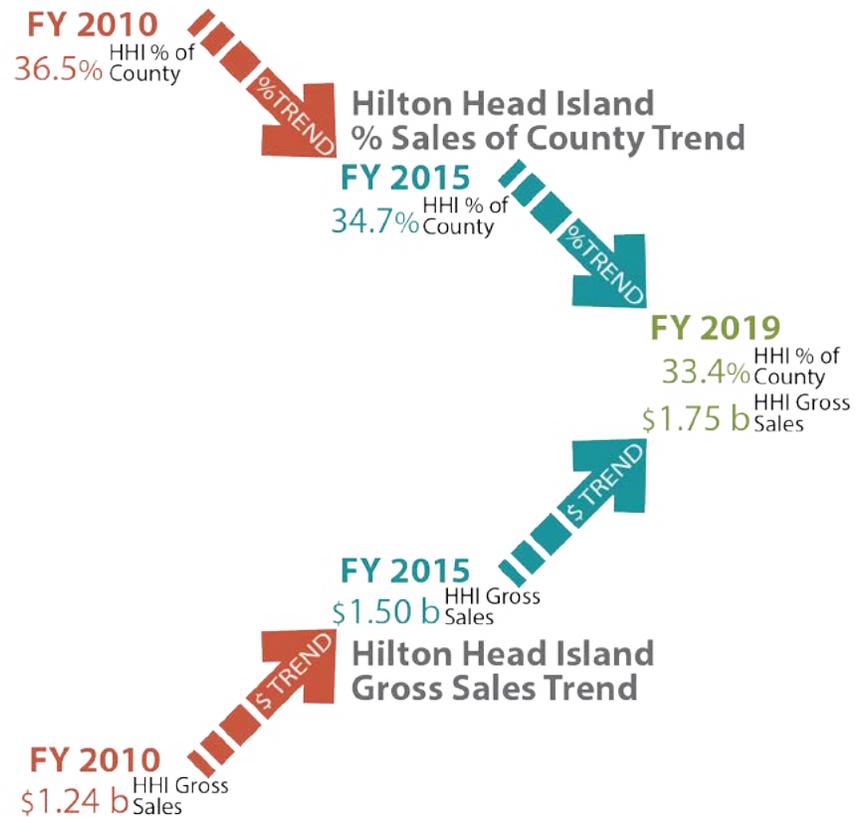
Each fiscal year, the State Department of Revenue (DOR) issues a gross sales report for each County and larger municipalities. For Fiscal Year 2019, the Town grossed \$1.75 billion in sales, *Figure 2.42*. This was 33.4% percent of County sales during the same time period.

The trends, *Figure 2.43*, show that since Fiscal Year 2010, the Town's contribution to the County's gross sales have decreased slightly by 3.1%. The County's gross sales have been increasing over this time period at a slightly faster rate than the Town. This could be attributed to the growing visitor popularity and residents in other County municipalities and unincorporated Beaufort County.

However, the Town's total gross sales have increased by a half billion dollars over the same time period, not accounting for inflation.



**Figure 2.42,** Fiscal year 2019 Town, County, State Gross Sales



**Figure 2.43,** Town Gross Sales and Percent Sales Trend Fiscal Year 2010 to Fiscal Year 2019

## Vacant Commercial Property

The Island's vacant commercial properties have been slowly increasing in development interest.

Mostly, there is interest in diversifying commercial sites into mixed use to allow for the development of housing for the Island workforce. Through the workforce housing initiative,

Town planners have been looking at ways to make the redevelopment of commercial properties more accessible to allow for housing and other commercial opportunities.

*Figure 2.44* shows the location of commercial properties sorted by their percent vacancy. Town staff evaluate this data from

field observation and building permit data. The most recent data shows 13.3% of commercial properties on the Island are more than 50% vacant.

The trend in Island commercial properties towards vacancy seems to follow changes in the Island's economic market.

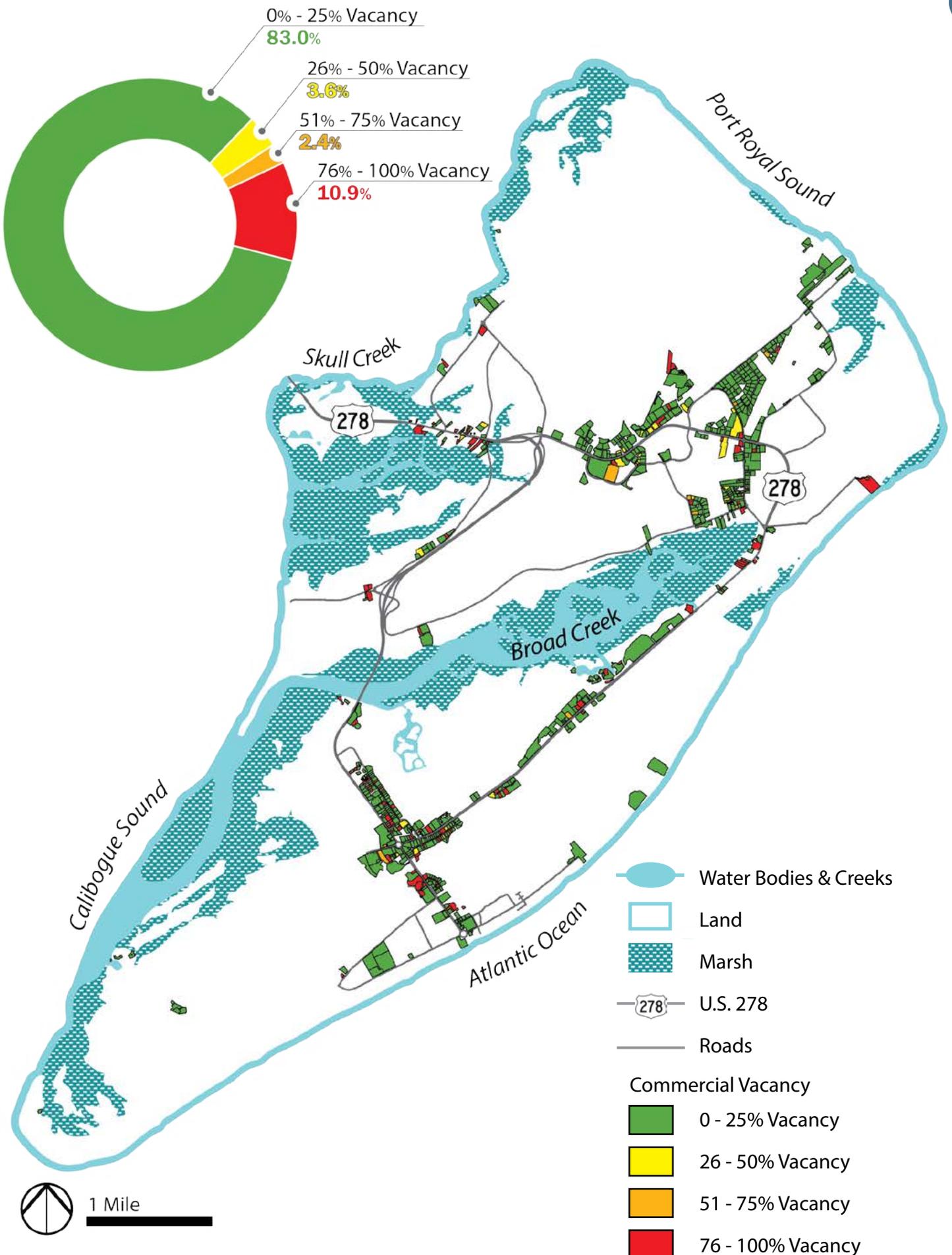


Figure 2.44, 2017 Vacant Commercial Properties Location and by Percent

## The Island's Laborshed

A laborshed is the area from which an employment center draws its commuting workers.

Figure 2.45 shows where Island residents commuted to work in 2017. Over half of the workforce lived and worked on the Island. About 1,100 worked elsewhere in the County.

The furthest location was Greenville, SC, with over 100 workers traveling there. Over 500 workers travel to the Charleston area, and almost 300 to Savannah.

Figure 2.46 shows where commuters who work on the Island live. Almost half of the workforce on the Island lives in other locations. About 3,000 workers travel from elsewhere in the County. The furthest distance is the Charleston area with almost 400 workers commuting to the Island.

Notably, almost 6,000 Island residents commute to work in other areas or regions. The Island is a great place to live, but some find there to be little diversity in the job offerings or professional opportunities.

Contrasting this, 14,500 commute onto the Island for work. The demands of the tourism economy and service industry requiring a large workforce is evident; however, with little obtainable housing, higher cost of living, or by choice, many people employed on the Island live elsewhere.

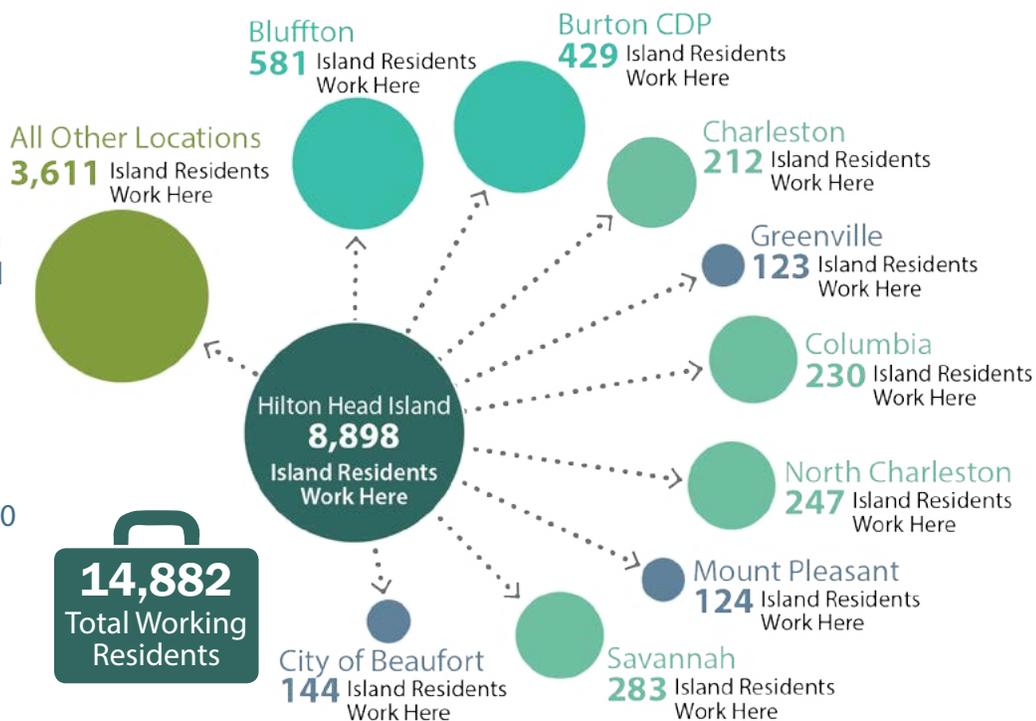


Figure 2.45, 2017 Where Island Residents Work

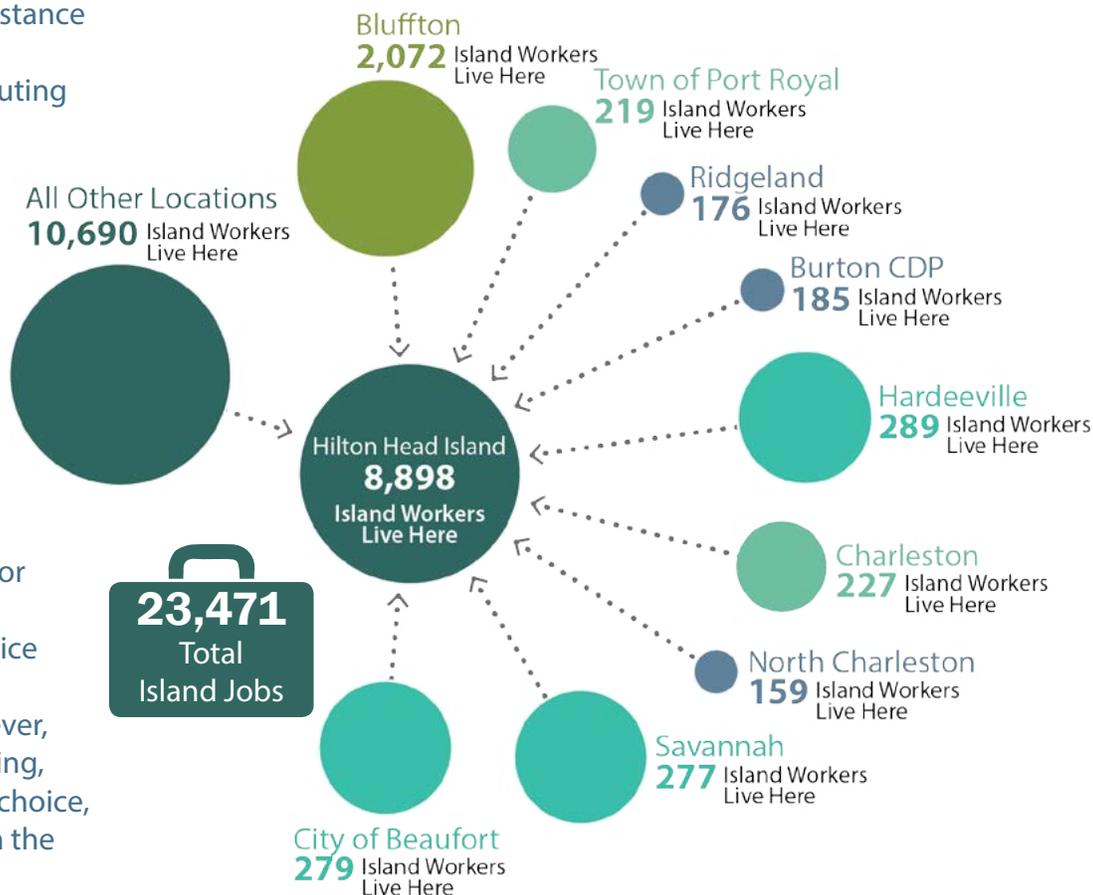
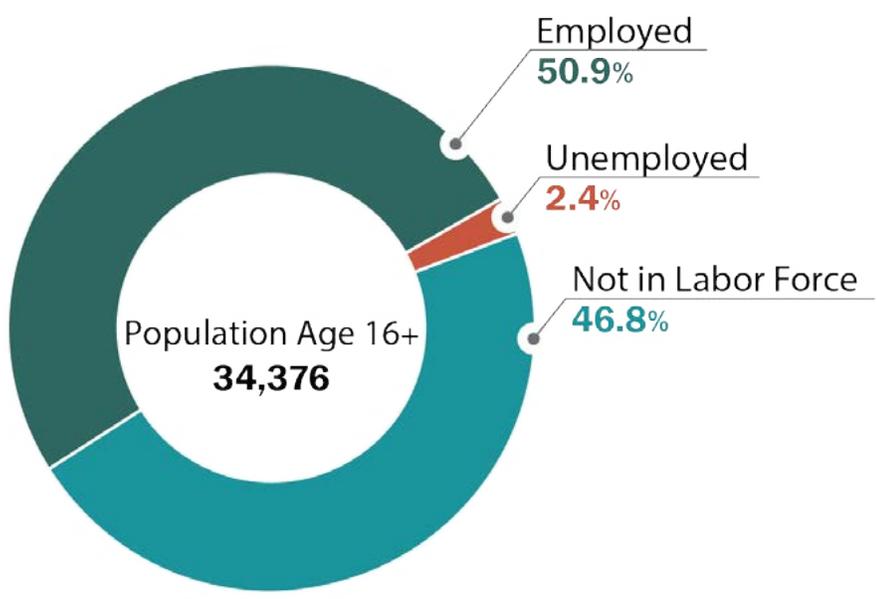


Figure 2.46, 2017 Where Island Workers Live



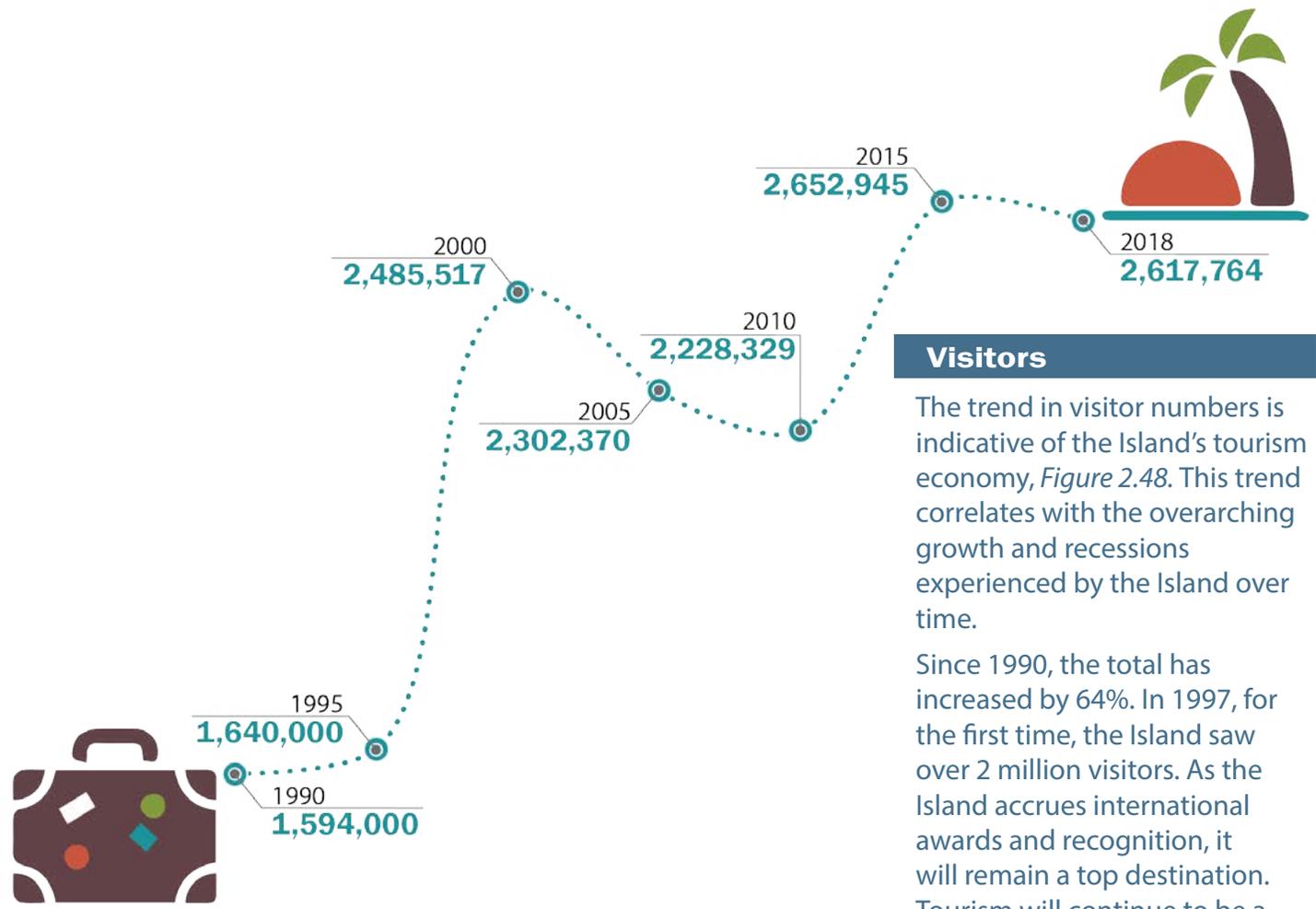
**Figure 2.47**, 2017 Island Employment for Population Age 16+ by Percent

**Employment**

In 2017, the population on the Island over the age of 16 was 34,376. This age group is typically considered for employment data.

Of this population group, half were employed. Almost half were not in the labor force, which reflects the high retirement population on the island, *Figure 2.47*.

In 2017, the unemployment rate was 4.5%. This accounts for the 2.4% of the 16+ population being unemployed. In 2018, the unemployment rate was slightly higher at 4.9%.



**Figure 2.48**, Island Visitors Trend 1990 to 2018

**Visitors**

The trend in visitor numbers is indicative of the Island’s tourism economy, *Figure 2.48*. This trend correlates with the overarching growth and recessions experienced by the Island over time.

Since 1990, the total has increased by 64%. In 1997, for the first time, the Island saw over 2 million visitors. As the Island accrues international awards and recognition, it will remain a top destination. Tourism will continue to be a top economic driver for many years to come.



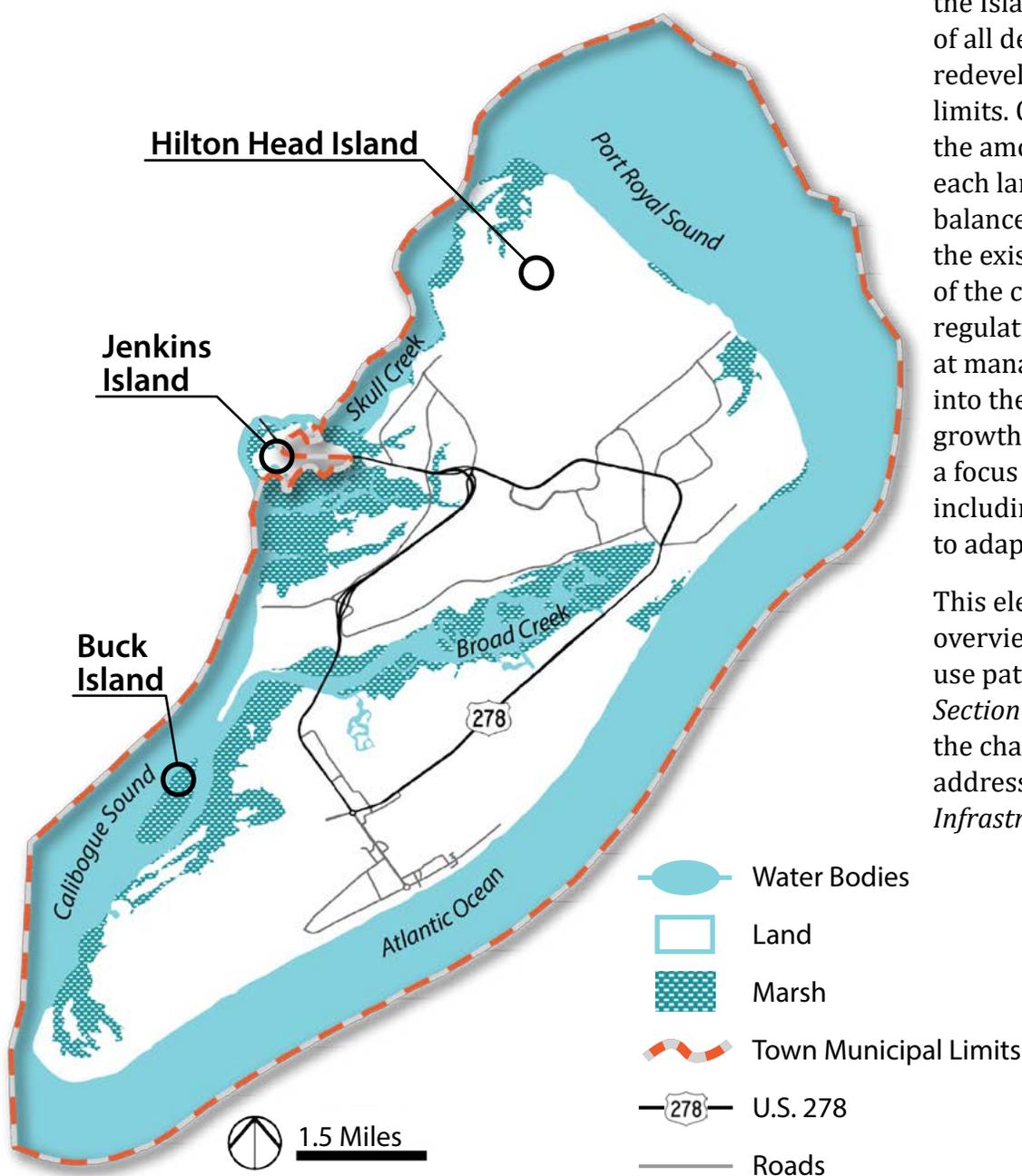
## Land Use

Within the Town’s municipal limits, the land area above mean high tide is 21,862 acres, or 34.5 square miles. As shown in *Figure 2.49*, the municipal limits include all of Hilton Head Island, Buck Island, and a portion of Jenkins Island. Development patterns on the Island are managed through the zoning districts defined in the Town’s Land Management Ordinance (LMO).

Properties on the Island have been categorized by land use, as shown in *Figure 2.51*, page 81. Using categories defined by the American Planning Association (APA), staff conducts field observations, and research on building permits and on business licenses to maintain the map. Regardless of how a property is zoned, land use describes the actual use of any given property as residential, commercial, industrial, public and civic, and other/vacant/undeveloped. This information is utilized by planners to track development patterns and trends on the Island, as well as development potential and limitations.

The land uses and zoning on the Island are the foundation of all development and redevelopment within Town limits. Good planning ensures the amount and location of each land use category is balanced and sustainable for the existing and future needs of the community. In the past, regulations have been aimed at managing growth. Looking into the future, managing growth will continue with a focus on redevelopment including creative strategies to adapt to unique conditions.

This element presents an overview of the Island’s land use patterns and zoning. In *Section 3.0, Our Core Values*, the chapters that primarily address land use are *Infrastructure* and *Economy*.



**Figure 2.49, Town Municipal Limits**

## Land Use

Of the Town's 34.5 square miles of land area above the mean high tide line, 94% is assigned to a land use category. The other 6% is road right of way, wetland, or water bodies not part of a platted parcel.

The Land Use map and category percentages, *Figure 2.51*, show over half of the area is Residential land use: single family or multi-family.

The second largest category, Public and Civic, is almost a

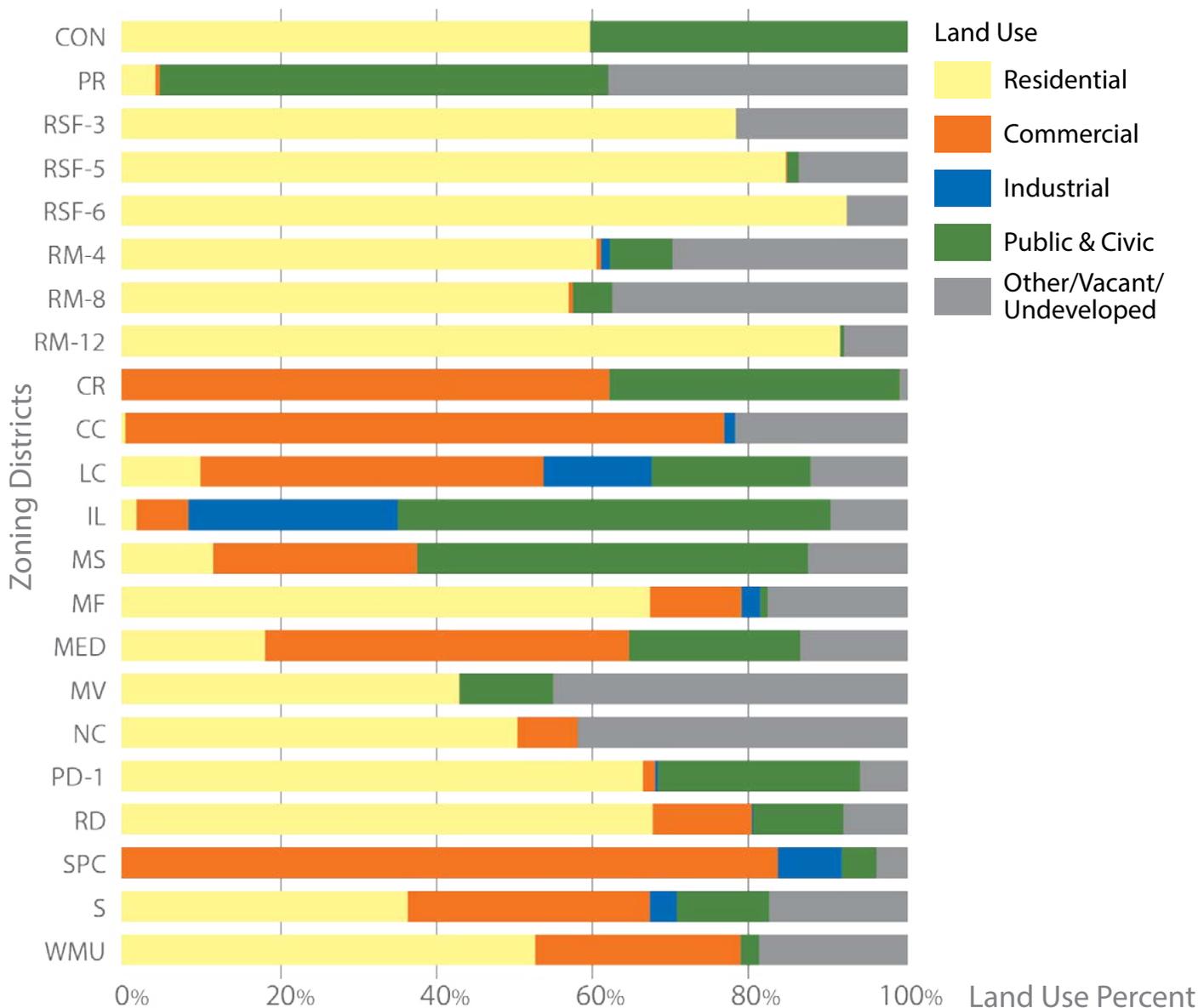
quarter of the area. This consists of parks, recreation areas, and beach access. At just over 11%, the Other category includes undeveloped or vacant parcels, as well as any that do not fit one of the other categories.

Commercial land uses comprise almost 5% and Industrial is the lowest at just over 1%.

*Figure 2.50* shows the break down of land uses comprising each of the Town's zoning

districts. See *Figure 2.52*, page 83, for the Town's zoning map.

In some cases, there are parcels where the underlying zoning does not match the existing land use designation. These are considered nonconforming parcels by use. Typically, these are grandfathered, but planners review areas with high instances of nonconforming uses to determine if there is need to revise zoning regulations or land use categorization.



**Figure 2.50**, Land Use Percent by Zoning District

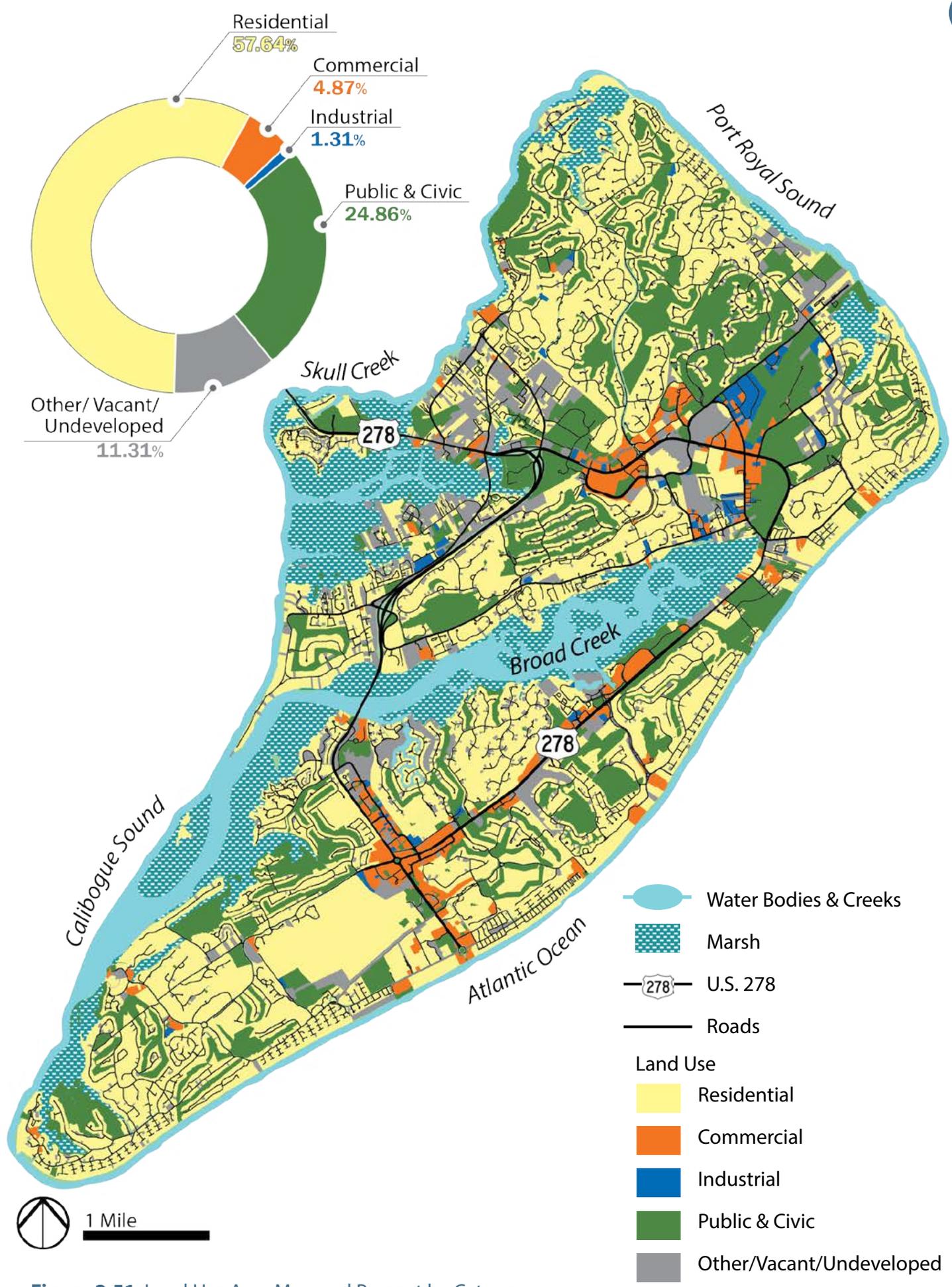


Figure 2.51, Land Use Area Map and Percent by Category

## Zoning Districts

Development in the Town occurs in accordance with the zoning districts and regulations outlined in the Land Management Ordinance (LMO). Parcels are classified into one of several base zoning districts, *Figure 2.52*, with some subject to overlay districts as well.

In 2014, Town Council adopted a new LMO with 22 base zoning and nine overlay districts. The three categories of base zoning districts are *Conservation and Recreation*, *Residential*, and *Mixed Use and Business*. More information about each district can be found in *Chapter 3* of the LMO.

*Table 2.8* shows the percent of land area on the Island by zoning district. A majority is comprised of the Major PUDs in the Planned Development Mixed Use (PD-1) district, *Figure 2.53* on page 84. These communities were all planned before the 1980s, and are governed by adopted master plans.

The next largest zoning district by land area is Low to Moderate Density Residential (RM-4). Many of the Island’s historic neighborhood properties are in this district.

The process to amend a property’s zoning is defined in the LMO as a Zoning Map Amendment. Since 2014, there have been 18 zoning map amendments approved by Town Council. These approvals either change a property’s permitted uses or density allowance. Town planners review patterns in requests for zoning changes to inform future policy changes to the LMO or the zoning map.

### Conservation & Recreation Districts

-  **0.1%** Conservation (CON)
-  **5.3%** Parks and Recreation (PR)

### Residential Base Zoning Districts

-  **0.7%** Residential Single-Family-3 (RSF-3)
-  **1.1%** Residential Single-Family-5 (RSF-5)
-  **0.1%** Residential Single-Family-6 (RSF-6)
-  **7.5%** Low to Moderate Density Residential (RM-4)
-  **2.1%** Moderate Density Residential (RM-8)
-  **0.5%** Moderate to High Density Residential (RM-12)

### Mixed-Use & Business Districts

-  **0.2%** Coligny Resort (CR)
-  **0.5%** Community Commercial (CC)
-  **2.7%** Light Commercial (LC)
-  **2.1%** Light Industrial (IL)
-  **1.5%** Main Street (MS)
-  **0.3%** Marshfront (MF)
-  **0.6%** Medical (MED)
-  **0.4%** Mitchelville (MV)
-  **0.05%** Neighborhood Commercial (NC)
-  **69.4%** Planned Development Mixed Use (PD-1)
-  **2.1%** Resort Development (RD)
-  **0.6%** Sea Pines Circle (SPC)
-  **0.2%** Stoney (S)
-  **0.9%** Waterfront Mixed-Use (WMU)

### Island Properties Not Within Town Limits

-  **1.1%** Jenkins Island/Not in Town Limits

**Table 2.8, Zoning District Legend and Percent by Land Area**

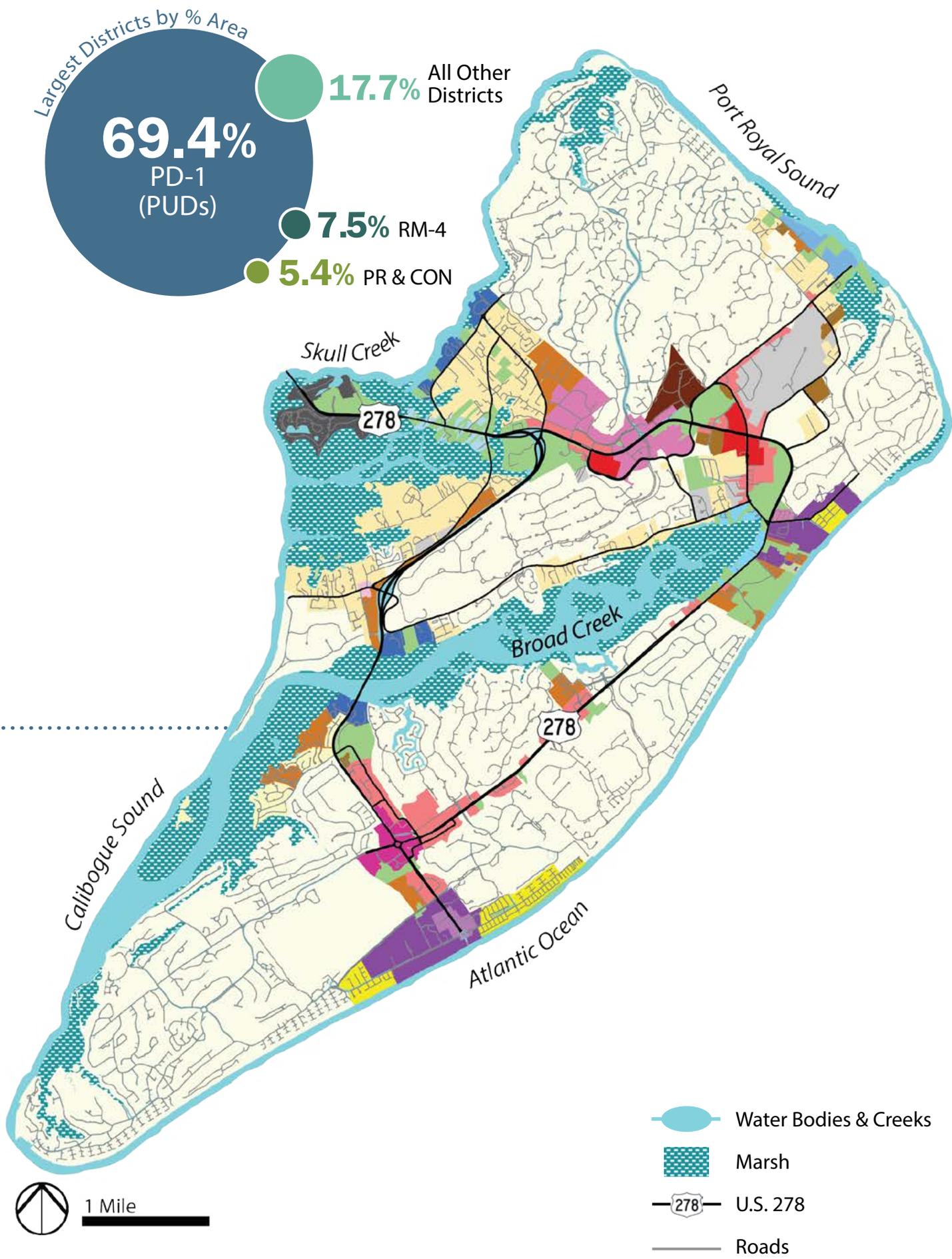
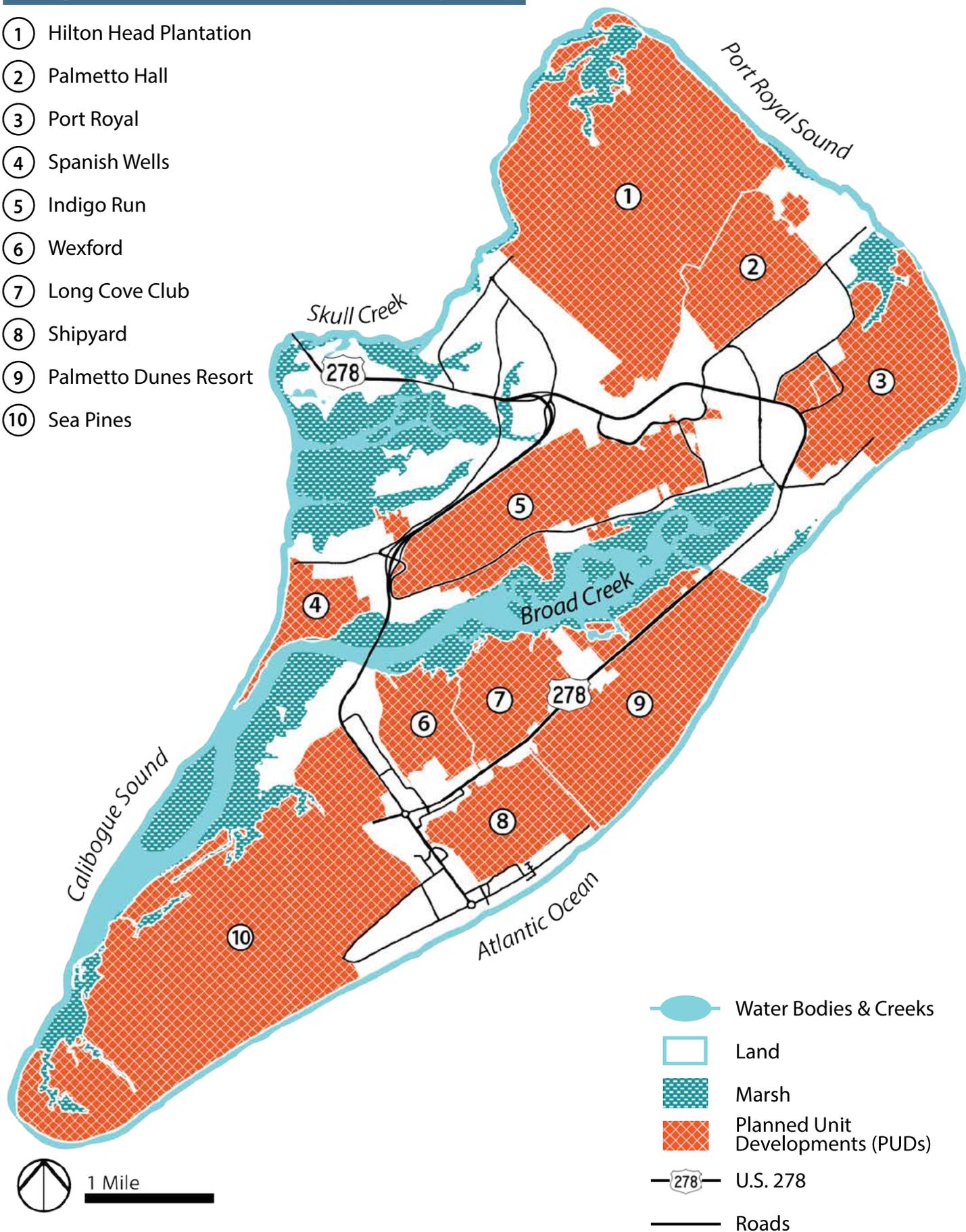


Figure 2.52, Hilton Head Island 2020 Zoning Map

**Major Planned Unit Developments (PUDs)**

- ① Hilton Head Plantation
- ② Palmetto Hall
- ③ Port Royal
- ④ Spanish Wells
- ⑤ Indigo Run
- ⑥ Wexford
- ⑦ Long Cove Club
- ⑧ Shipyard
- ⑨ Palmetto Dunes Resort
- ⑩ Sea Pines



**Figure 2.53, Major Planned Unit Developments (PUDs)**

## Transportation

Transportation on the Island considers land use development, mobility, public safety, infrastructure expense, environmental preservation, and the aesthetics and economic viability of neighborhoods and communities. Looking into the future, the Town should consider each of these topics in order to balance transportation and transit needs in response to the Island's growing popularity for visitors and residents.

This element presents an overview of the major modes of transportation for the Island via road and air. Further discussion about this and water transportation is included in the *Infrastructure* chapter of *Section 3.0, Our Core Values*. The Town's multi-use pathways provide a popular option for transportation and recreation on the Island. They are discussed in the *Infrastructure* chapter and *Section 4.0, Parks + Recreation*.

The *Infrastructure* chapter explores the topic of transportation and transit extensively. As well, most of the other chapters review transportation related topics. **Our Plan Section 5.0, Priority Investment**, takes a closer look at the Town's *Capital Improvement Program (CIP)* with future considerations for expenditures related to transportation.



A remnant dirt road on the Island speaks to the time before paved roads and the need to continue to upgrade Island infrastructure..



The Cross Island Parkway serves as a major connector for the Island.



The Hilton Head Island Airport Terminal



HAWK signal at Coligny Circle

## U.S. 278 Gateway Corridor

The U.S. 278 Gateway Corridor has been a large topic of discussion at the Town in 2020. All four spans of the bridge to the mainland are proposed by SCDOT for renovation in the early to mid 2020s. A committee of stakeholders and community members met from 2019 to 2020 to discuss alternative treatments for the stretch of U.S. 278 from Moss Creek Drive, across the bridge to Spanish Wells Road, that will increase capacity and improve mobility and congestion.

As the primary connector for the Island's main entrance and for the movement of people, workers, services, and goods, this corridor is extremely important to the Island economy and way of life. The average daily trips across the bridge have only been increasing in recent years, and are forecasted to continue this increase according to SCDOT projections, *Figure 2.54*.

A primary concern for any improvements along the corridor is the impact

on adjacent neighborhoods and residences. The Town has been working closely with members of the community and SCDOT to ensure planning for improvements through the corridor and for the bridges is an equitable process. SCDOT has been hosting a website with up to date information about the project and community resources: [scdot278corridor.com](http://scdot278corridor.com).

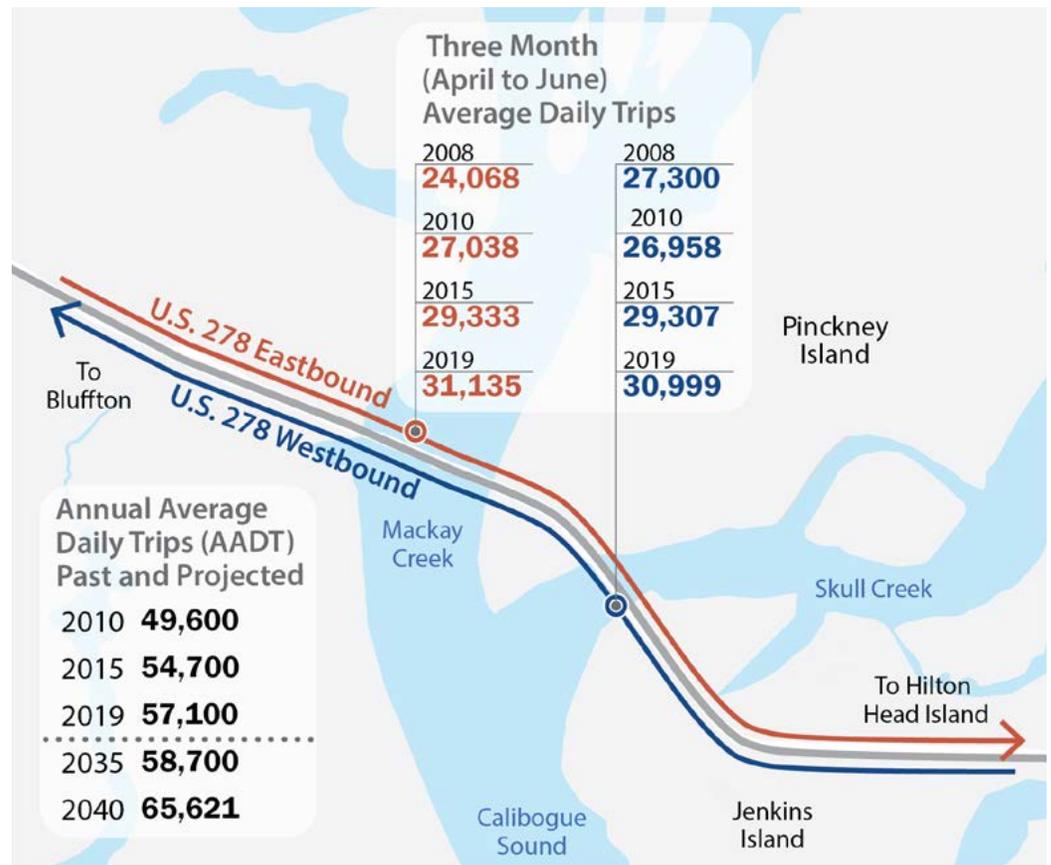


Figure 2.54, U.S. 278 Bridge Average Daily Trips Past and Projected

## The Island's Road Network & Road Ownership

The J. Wilton Graves and Karl Bowers bridges provide roadway access to the Island. William Hilton Parkway, Palmetto Bay Road, Pope Avenue, and the Cross Island Parkway comprise U.S. 278, the Island's primary road. All other roads connecting to U.S. 278 are minor arterials or collectors, which feed into local roads and neighborhoods.

The Island's road network consists of +/-405 miles, most of which are owned privately. The almost 73% of roads owned privately correlate with the 70% of land area on the Island devoted to the private, major PUD communities.

The remaining roads are owned primarily by the State, followed by the County as shown in *Figure 2.55*. Very few, 3.4%, are owned by the Town. In some cases the County holds a maintenance easement where they have funded paving of private roadways.

The Town has designated its public streets in a hierarchy ranked by design and function. This hierarchy, with design standards for new and redeveloped roadways, is defined in *Chapter 5* of the LMO.

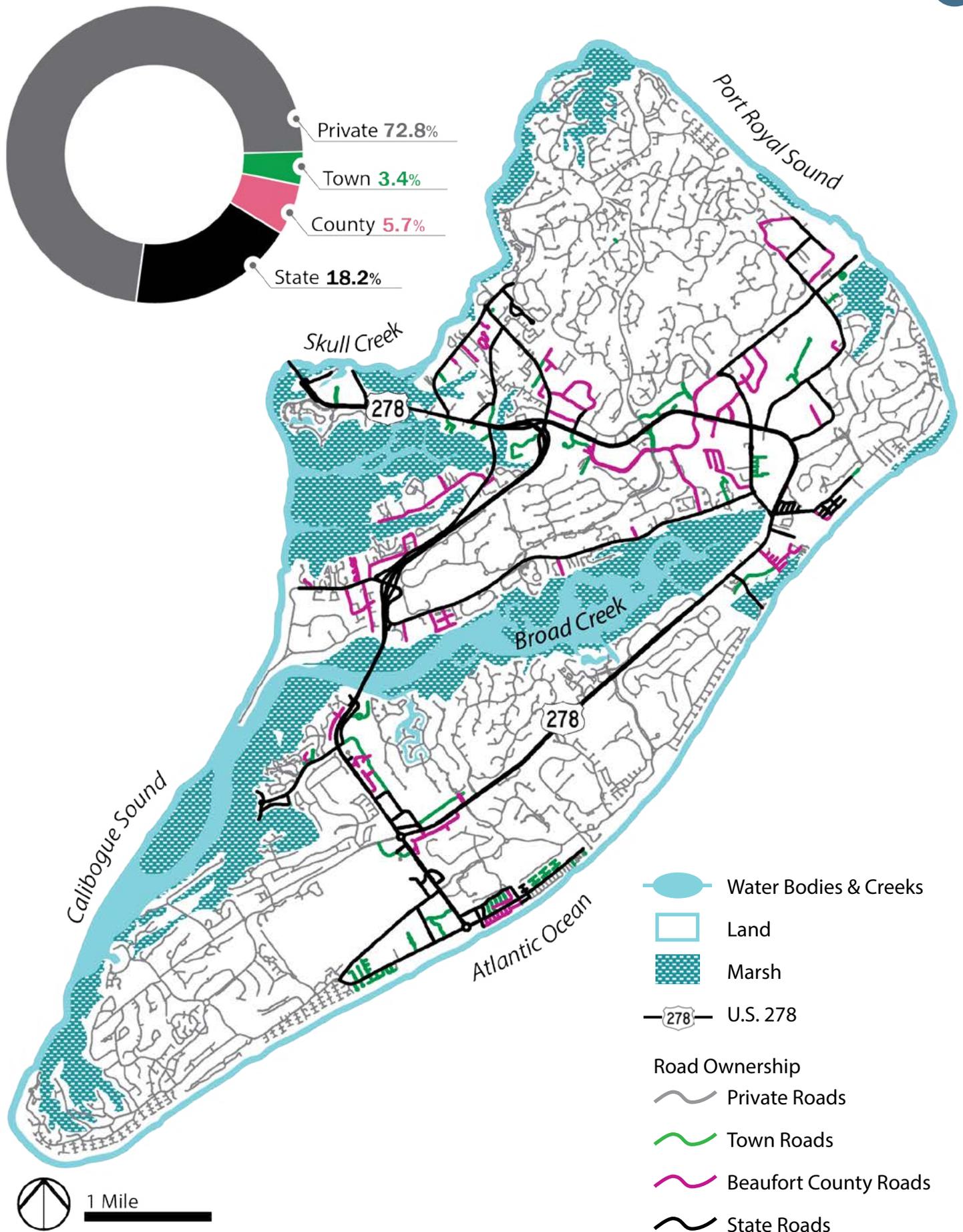


Figure 2.55, Road Ownership Map by Mileage and Percent by Owner



Figure 2.56, Multi-Use Pathway Network

## Multi-Use Pathway Network

Starting with a length of pathway in 1989 along William Hilton Parkway from Sea Pines Circle to Palmetto Dunes, the Town's public multi-use pathway system has grown into a 67-mile network across the Island, *Figure 2.56*. It connects communities to parks, to other amenities, to retail centers, to hotels and condos, and to the beach. Pathways are also a recreation and transportation facility that is inclusive of all people

and abilities. As the pathway network does not currently serve all areas of the Island, the Town continues to invest in developing new segments to build more connections.

There are 28 information kiosks at intervals along the network that feature the Town's pathway map. This system was installed to inform the public about the pathway network with biking information and safety tips. Residents and visitors use

the pathways for walking, running, and biking, and some workers for commuting. Most Island parks are connected via pathways. Many of the Island's private communities also have multi-use, and on road, pathway networks, which contribute another 50+ miles of private pathways to the network. *Figure 2.56* shows the location of the public and private pathway network on the Island with the kiosk locations.

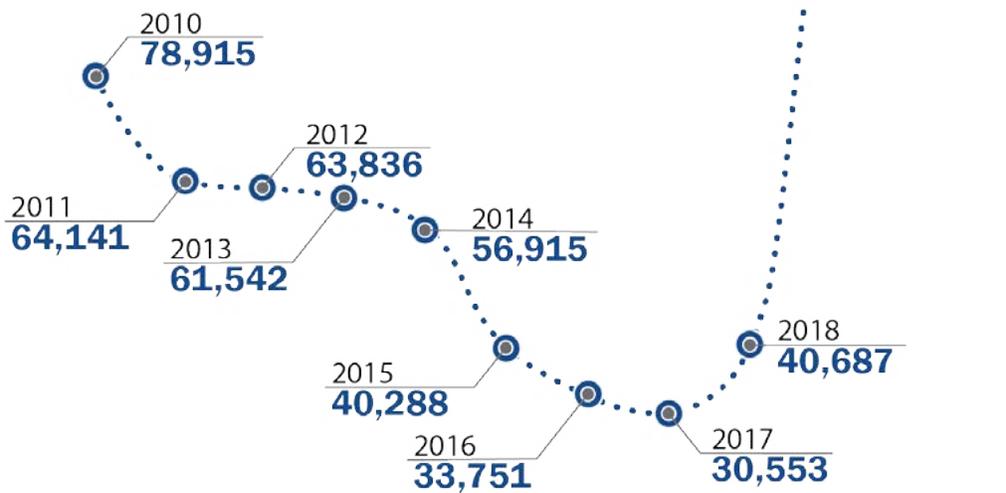
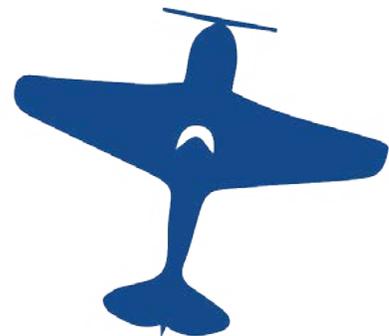
## Hilton Head Island Airport

The Hilton Head Island Airport (HXD) is owned and operated by the County as an enterprise fund. Air transportation accounts for a significant amount of transit on and off the Island via both the commercial and private terminals.

In 2018, the airport opened its expanded 5,000 linear foot runway. This was a planned expansion as part of the **Hilton Head Island Airport Master Plan**, and accounts for the steep increase in arrivals

in 2019 due to its ability to accommodate larger commercial jets, *Figure 2.57*.

Future plans for the Airport entail renovations to the commercial terminal and parking areas to accommodate the increase in use. In 2020, the first phase has been to update the entrance drive off Beach City Road with a new sign, road alignment, and landscape featuring public art by Kevin Eichner, the winning artist from the 2018 Public Art Exhibit.



**Figure 2.57**, Hilton Head Airport Arrivals 2010 to 2019

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**section**

**3.0**

**Our Core Values**





## **Section 3.0 Our Core Values**

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### 3.1 Overview

The chapters in this section, and in *Sections 4.0* and *5.0*, present the goals, strategies, and tactics that will guide future planning and policy decisions for the Town of Hilton Head Island. The definitions for this content in **Our Plan** were carefully curated to ensure the community has a clear understanding of their meaning and purpose.

#### Our Plan Definitions

- **Goal:** an aspiration; a desired outcome
- **Strategy:** a plan of action
- **Tactic:** a tool or action item

These goals and strategies are the result of many hours of community input, staff review, and public comment. Throughout the **Our Plan** process, the Town has worked to ensure our citizens and stakeholders had the opportunity to lend their expertise, insight, and innovative thinking to inform the content. Organized around the Core Values, each chapter contains an introduction about its meaning for the Town and Island community, key ideas from the community shaping the development of the goals, and a table for cross-referencing the relationship of the goals and strategies to the Comprehensive Plan Elements. The Key Ideas and Opportunities bulleted in each chapter demonstrate the genesis of the goals, strategies, and tactics. Town staff coordinated with the Work Group members to ensure the strategies and tactics in **Our Plan** fall within the Town government’s operational scope and responsibility.

Throughout **Our Plan**, given the nature of inter-related ideas around common topics or areas of concern, such as workforce housing, there is overlap in key ideas or the scope of the goals. An index listing the related goals, strategies, and tactics by the topic areas found to be prevalent throughout the **Our Plan** process is available in *Section 6.2*. These references will also be keyed ..... ● Section 6.2 throughout the text where applicable. The Work Groups did explore similar topics, but their goals and ideas were developed through the lens of the group’s specific Core Value. For example, several of the Work Groups discussed the theme of Workforce Housing. The *Economy* group reviewed workforce housing in terms of applicable economic support needs on the Island, and the *Inclusive* group reviewed workforce housing in terms of social need and accessibility. The **Our Plan** Development Team was instrumental in helping to ensure these overlaps are consistent and meaningful throughout.

#### The Elements

In this section ,the Elements will be keyed using this symbology as they relate to items in the document:

- CR Cultural Resources
- NR Natural Resources
- Po Population
- Ho Housing
- CF Community Facilities
- ED Economic Development
- LU Land Use
- Tr Transportation
- PR Parks + Recreation
- PI Priority Investment

## 3.2 The Elements and Core Values

The following pages present a listing of all the Core Value goals and strategies organized by Element. The intent of this section is to provide a quick reference to how the Core Values address the Elements and to ensure the goals and strategies of **Our Plan** are searchable by Element.

There is a page for each Element with a version of the wheel shown below, *Figure 3.1*, where the Core Value goals contributing to the specified Element are rendered in color. This presents a visual representation of the extent to which the Core Values are distributed for each Element. The goals contributing to each Element are then listed by goal number and keyword, with their corresponding related strategies.

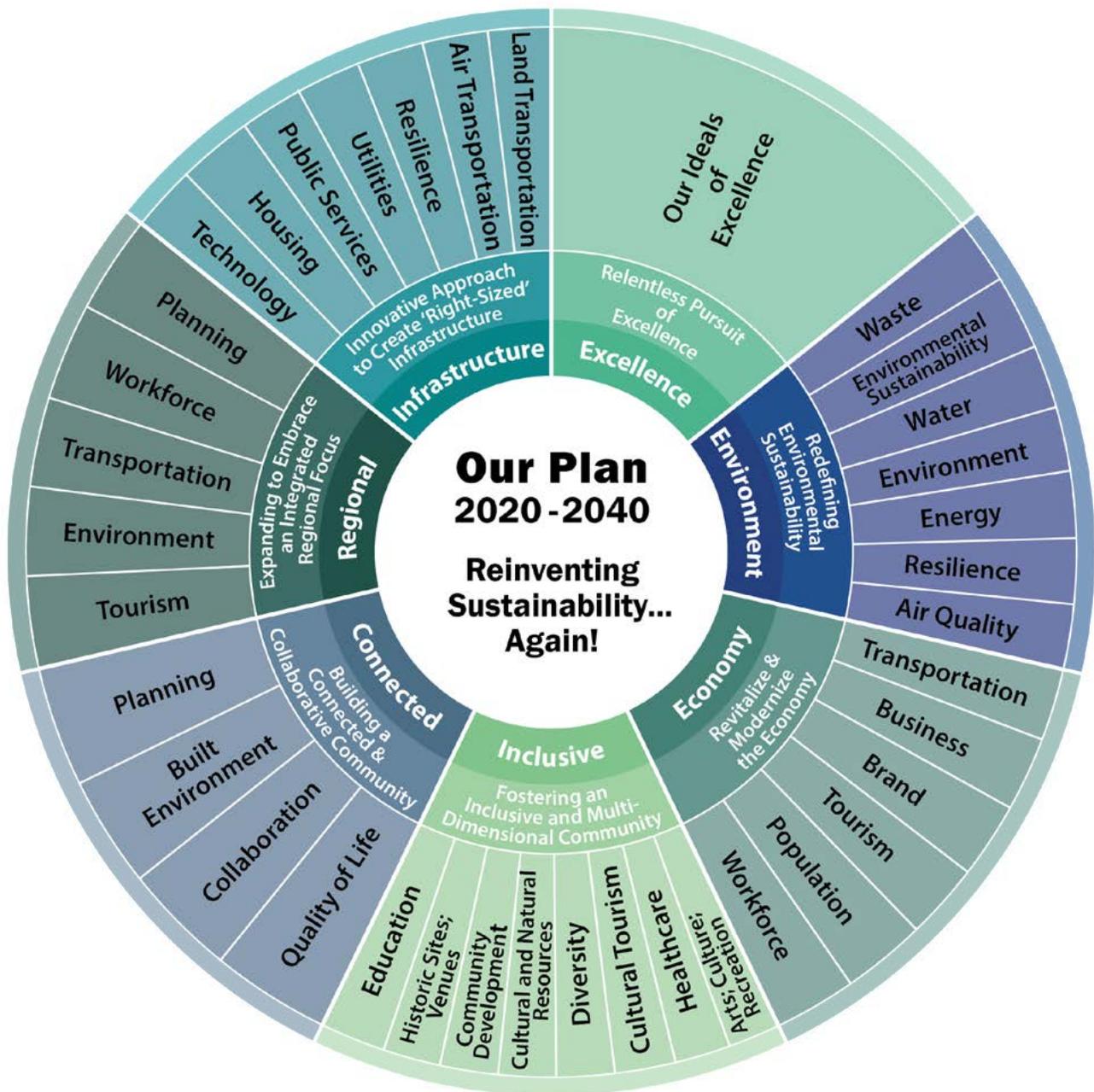


Figure 3.1, Our Plan 2020-2040 Core Values and Goals

## Cultural Resources

### Excellence

1. Ideals of Excellence  
Strategies for Our Place: 1.5, 1.6  
Strategies for Our People: 2.2, 2.8

### Environment

2. Environmental Sustainability: 2.4

### Economy

4. Tourism: 4.1, 4.5, 4.6

### Inclusive

1. Education: 1.3
2. Historic Sites; Venues: 2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 2.7, 2.8
3. Community Development: 3.1, 3.2, 3.8
4. Cultural Resources; Natural Resources: 4.1, 4.2
5. Diversity: 5.3
6. Cultural Tourism: 6.1, 6.2
8. Arts; Culture; Recreation: 8.1, 8.2, 8.3, 8.4

### Connected

2. Built Environment: 2.1
3. Collaboration: 3.1, 3.5
4. Quality of Life: 4.1, 4.5

### Regional

5. Tourism: 5.1

### Infrastructure

1. Transportation (Land): 1.1
2. Transportation (Air): 2.2

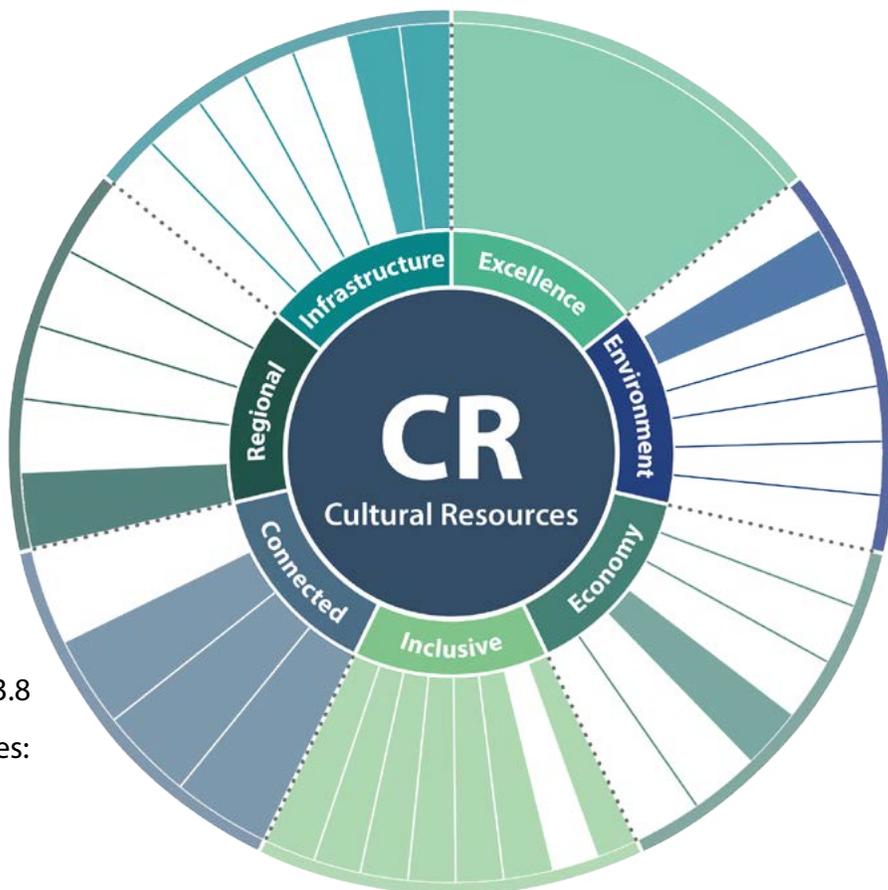


Figure 3.2, Cultural Resources and the Core Values

## Natural Resources

### Excellence

1. Ideals of Excellence  
Strategies for Our Place: 1.6

### Environment

1. Waste: 1.4
2. Environmental Sustainability: 2.1, 2.2, 2.3, 2.4, 2.5, 2.6
3. Water: 3.1, 3.2, 3.3, 3.4
4. Environment: 4.1, 4.2, 4.3, 4.4, 4.5, 4.6
5. Energy: 5.1, 5.2, 5.3, 5.4
6. Resilience: 6.1, 6.2, 6.3, 6.4, 6.5, 6.6
7. Air Quality: 7.3, 7.5

### Economy

3. Brand: 3.1
4. Tourism: 4.1, 4.5, 4.6

### Inclusive

4. Cultural Resources; Natural Resources: 4.1, 4.2

### Connected

4. Quality of Life: 4.4, 4.5

### Regional

1. Planning: 1.4
4. Environment: 4.1, 4.2, 4.4, 4.5
5. Tourism: 5.1

### Infrastructure

3. Resilience: 3.1, 3.2
4. Utilities: 4.1, 4.2, 4.3
5. Public Services: 5.6

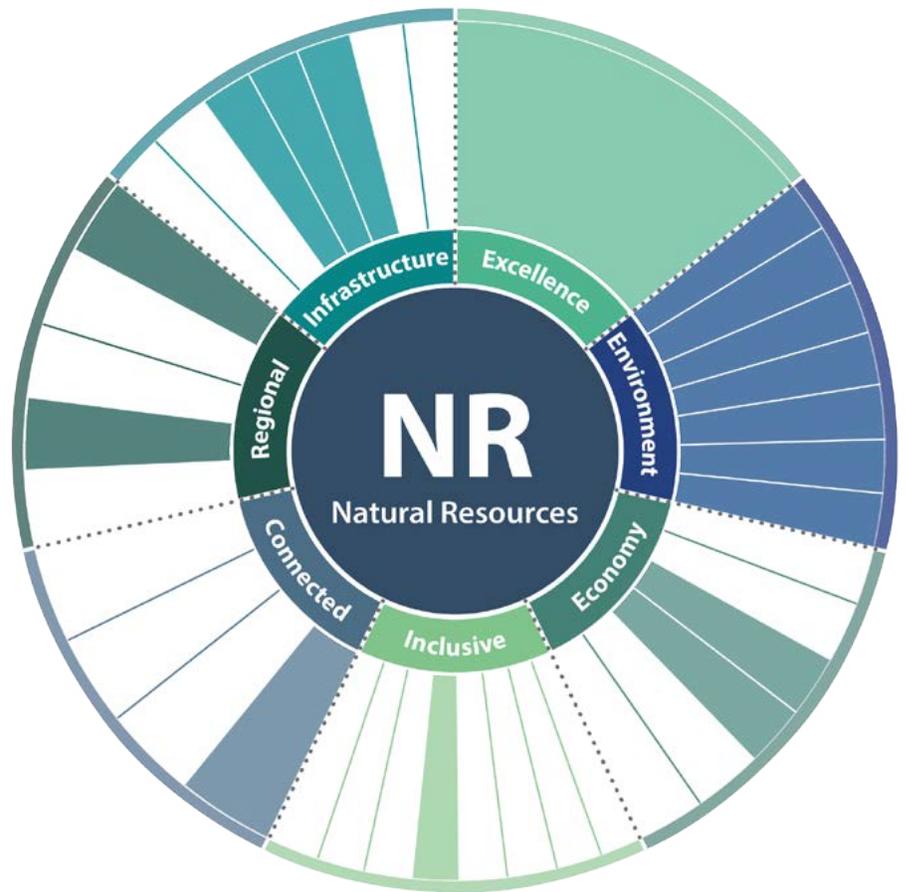


Figure 3.3, Natural Resources and the Core Values

# Population

## Excellence

- 1. Ideals of Excellence  
Strategies for Our People: 2.4, 2.5, 2.10,2.11

## Environment

- 2. Environmental Sustainability: 2.4

## Economy

- 3. Brand: 3.2
- 5. Population: 5.1, 5.3, 5.5
- 6. Workforce: 6.1

## Inclusive

- 1. Education: 1.4
- 3. Community Development: 3.1, 3.2
- 4. Cultural Resources; Natural Resources: 4.1, 4.2
- 5. Diversity: 5.1, 5.2, 5.3, 5.4
- 6. Cultural Tourism: 6.1, 6.2

## Connected

- 1. Planning: 1.2, 1.3
- 2. Built Environment: 2.2, 2.3
- 3. Collaboration: 3.1, 3.2, 3.3, 3.7
- 4. Quality of Life: 4.1

## Regional

- 5. Tourism: 5.3

## Infrastructure

- 5. Public Services: 5.1
- 6. Housing: 6.4

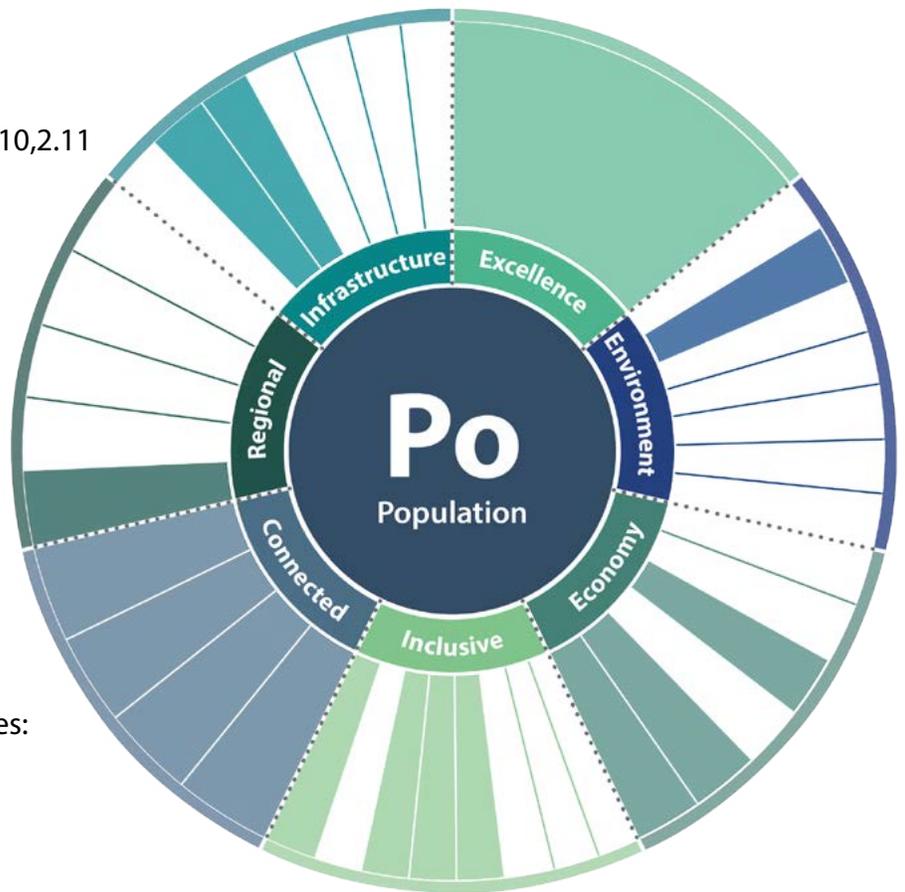


Figure 3.4, Population and the Core Values

# Housing

## Excellence

- 1. Ideals of Excellence  
Strategies for Our People: 2.10

## Environment

- 2. Environmental Sustainability: 2.2

## Economy

- 3. Brand: 3.2, 3.3, 3.5
- 5. Population: 5.3
- 6. Workforce: 6.1

## Inclusive

- 3. Community Development: 3.3, 3.4, 3.5, 3.7

## Connected

- 2. Built Environment: 2.4

## Regional

- 1. Planning: 1.4
- 2. Workforce: 2.1, 2.2, 2.3, 2.4

## Infrastructure

- 6. Housing: 6.1, 6.2, 6.3, 6.4

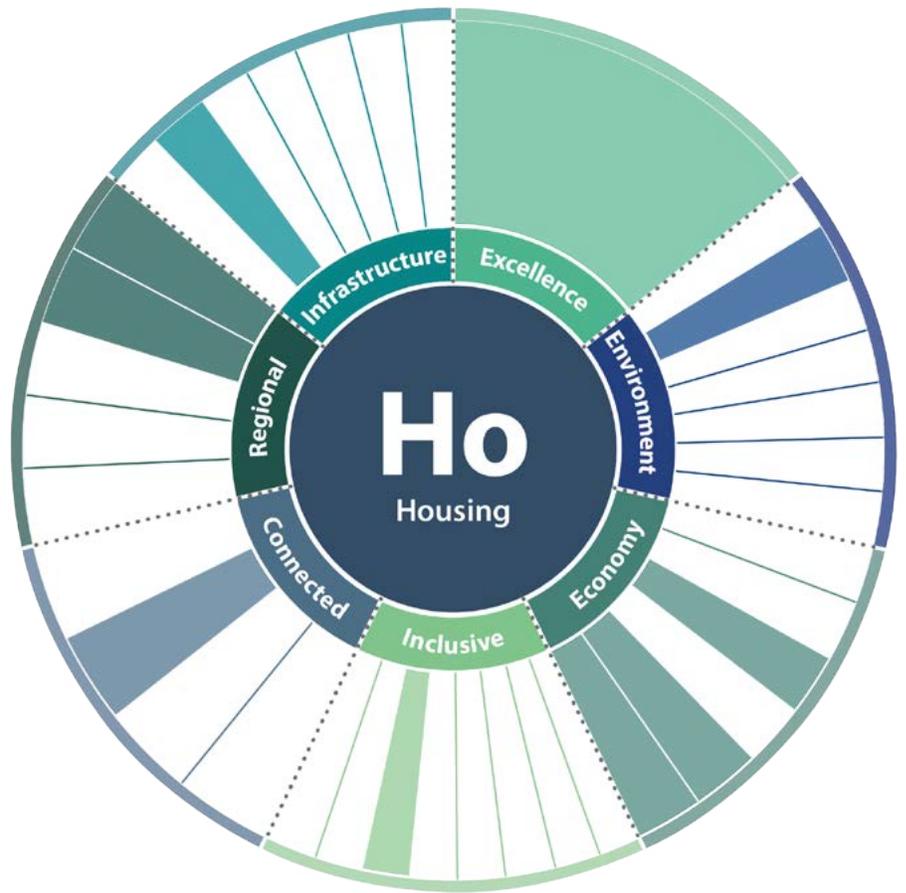


Figure 3.5, Housing and the Core Values

# Community Facilities

## Excellence

- 1. Ideals of Excellence
  - Strategies for Our Place: 1.1, 1.2, 1.4
  - Strategies for Our People: 2.1, 2.3, 2.4, 2.6, 2.7, 2.9, 2.12, 2.13
  - Strategies for Our Planning & Process: 3.1, 3.2, 3.4, 3.5, 3.6, 3.8

## Environment

- 1. Waste: 1.1, 1.2, 1.3, 1.4
- 2. Environmental Sustainability: 2.1, 2.3, 2.4
- 4. Environment: 4.1, 4.2, 4.3, 4.4, 4.5
- 5. Energy: 5.2, 5.4
- 6. Resilience: 6.3, 6.6
- 7. Air Quality: 7.3, 7.5

## Economy

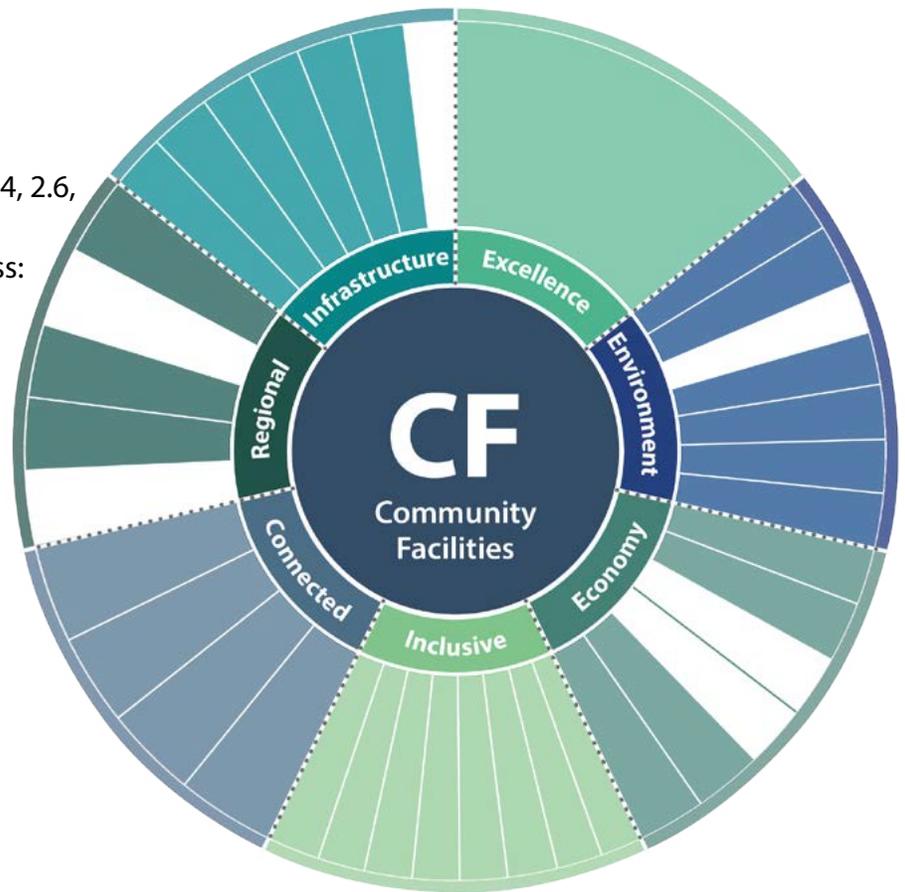
- 1. Transportation: 1.1
- 2. Business: 2.1
- 5. Population: 5.2, 5.4
- 6. Workforce: 6.2, 6.3, 6.4, 6.5

## Inclusive

- 1. Education: 1.1, 1.2, 1.3, 1.4
- 2. Historic Sites; Venues: 2.6
- 3. Community Development: 3.8
- 4. Cultural Resources; Natural Resources: 4.2
- 5. Diversity: 5.3
- 6. Cultural Tourism: 6.1
- 7. Healthcare: 7.1, 7.2, 7.3
- 8. Arts; Culture; Recreation: 8.1, 8.2, 8.4, 8.5

## Connected

- 1. Planning: 1.1, 1.2, 1.3, 1.4
- 2. Built Environment: 2.1
- 3. Collaboration: 3.2, 3.3, 3.4, 3.5, 3.6, 3.7
- 4. Quality of Life: 4.2, 4.3



## Regional

- 1. Planning: 1.1, 1.2, 1.4
- 3. Transportation: 3.1
- 4. Environment: 4.2, 4.3, 4.4

## Infrastructure

- 2. Transportation (Air): 2.4
- 3. Resilience: 3.1, 3.2
- 4. Utilities: 4.1, 4.2, 4.3, 4.4, 4.5, 4.6
- 5. Public Services: 5.1, 5.2, 5.3, 5.4, 5.5, 5.6, 5.7, 5.8, 5.9, 5.10, 5.11
- 6. Housing: 6.2
- 7. Technology: 7.1, 7.2

Figure 3.6, Community Facilities and the Core Values

## Economic Development

### Excellence

1. Ideals of Excellence  
Strategies for Our Place: 1.3, 1.5  
Strategies for Our People: 2.10, 2.11, 2.12, 2.13

### Environment

2. Environmental Sustainability: 2.1

### Economy

1. Transportation: 1.1
2. Business: 2.1, 2.2, 2.3, 2.4, 2.5
3. Brand: 3.2
4. Tourism: 4.1, 4.2, 4.3, 4.4, 4.5, 4.6
5. Population: 5.1, 5.2, 5.3, 5.5
6. Workforce: 6.5

### Inclusive

3. Community Development: 3.5, 3.7
6. Cultural Tourism: 6.2
7. Healthcare: 7.3

### Connected

4. Quality of Life: 4.1

### Regional

1. Planning: 1.3
2. Workforce: 2.1
3. Transportation: 3.1
5. Tourism: 5.1, 5.2, 5.3

### Infrastructure

1. Transportation (Land): 1.8
2. Transportation (Air): 2.1, 2.3

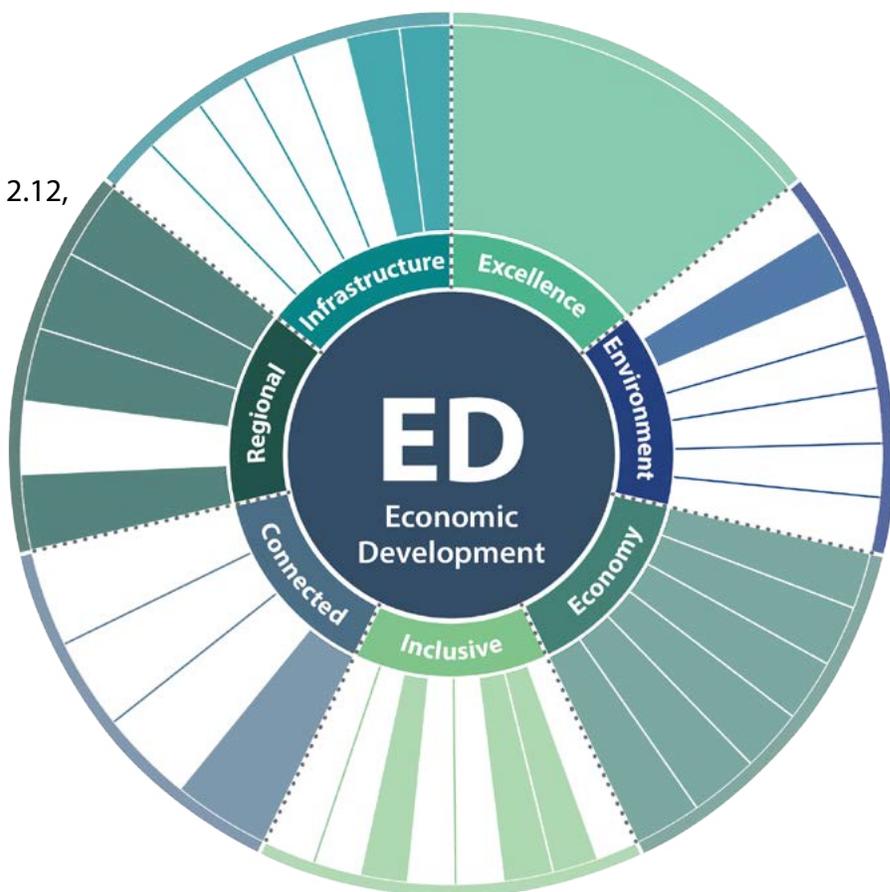


Figure 3.7, Economic Development and the Core Values

# Land Use

## Excellence

- 1. Ideals of Excellence  
Strategies for Our People: 2.12  
Strategies for Our Planning & Process:  
3.3, 3.4

## Environment

- 2. Environmental Sustainability: 2.5
- 3. Water: 3.1
- 4. Environment: 4.2, 4.4
- 6. Resilience: 6.2, 6.4
- 7. Air Quality: 7.4

## Economy

- 2. Business: 2.3
- 3. Brand: 3.1, 3.3, 3.4, 3.6
- 6. Workforce: 6.1, 6.5

## Inclusive

- 2. Historic Sites; Venues: 2.1, 2.2, 2.6, 2.7
- 3. Community Development: 3.3., 3.4, 3.6,  
3.7, 3.8
- 7. Healthcare: 7.3

## Connected

- 1. Planning: 1.4, 1.5
- 2. Built Environment: 2.2, 2.3, 2.4
- 4. Quality of Life: 4.2

## Regional

- 1. Planning: 1.2
- 2. Workforce: 2.1, 2.2, 2.3, 2.4
- 3. Transportation: 3.1
- 4. Environment: 4.3, 4.5

## Infrastructure

- 1. Transportation (Land): 1.6
- 2. Transportation (Air): 2.2
- 3. Public Services: 5.4
- 4. Housing: 6.1, 6.2, 6.3, 6.4

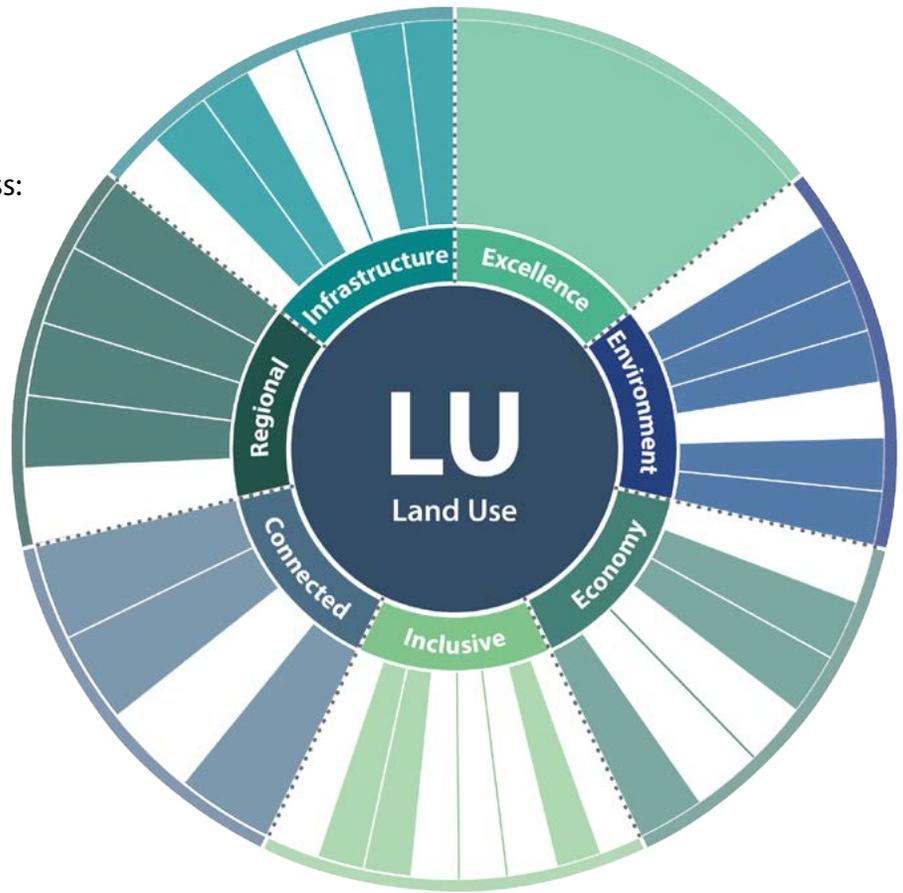


Figure 3.8, Land Use and the Core Values

# Transportation

## Excellence

- 1. Ideals of Excellence  
Strategies for Our Place: 1.3

## Environment

- 7. Air Quality: 7.1, 7.2

## Economy

- 1. Transportation: 1.2
- 6. Workforce: 6.4

## Inclusive

- 3. Community Development: 3.4, 3.7

## Connected

- 2. Built Environment: 2.2, 2.4

## Regional

- 1. Planning: 1.2
- 3. Transportation: 3.1

## Infrastructure

- 1. Transportation (Land): 1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 1.8, 1.9, 1.10
- 2. Transportation (Air): 2.1, 2.2, 2.3, 2.4
- 5. Public Services: 5.11

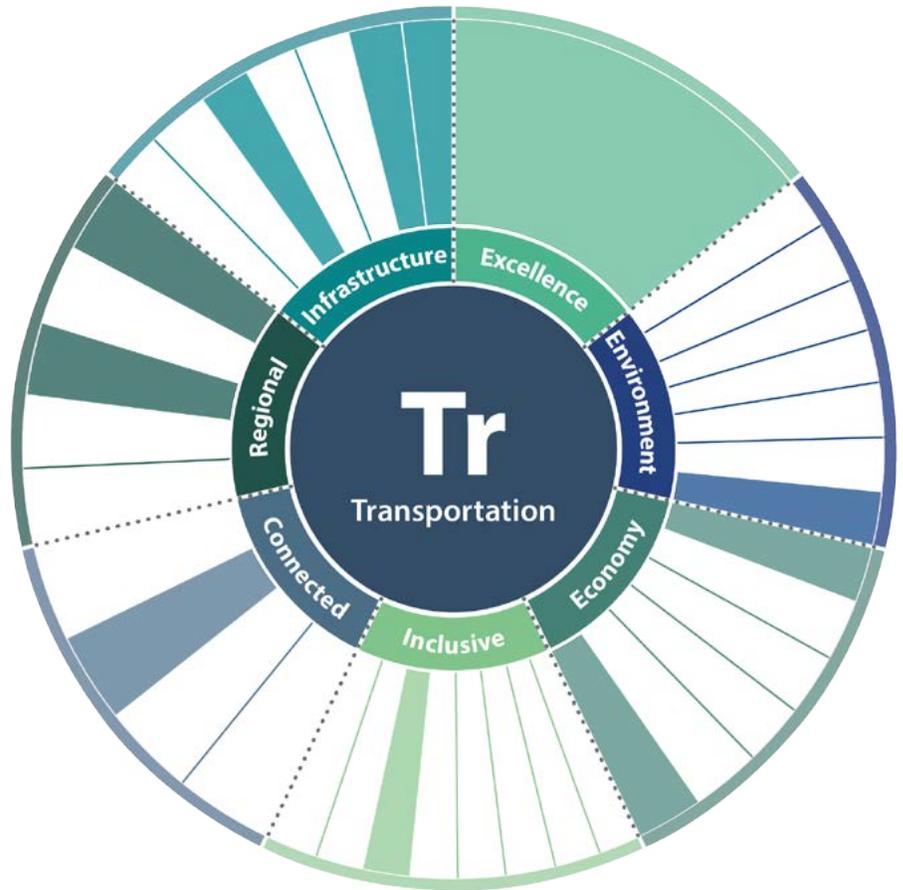


Figure 3.9, Transportation and the Core Values

## Parks + Recreation

### Excellence

1. Ideals of Excellence  
Strategies for Our People: 2.9  
Strategies for Our Planning & Process: 3.7

### Environment

2. Environmental Sustainability: 2.4

### Economy

4. Tourism: 4.6

### Inclusive

2. Historic Sites; Venues: 2.8
3. Community Development: 3.1
4. Natural Resources; Cultural Resources: 4.1, 4.2
5. Diversity: 5.2
8. Arts; Culture; Recreation: 8.5

### Connected

2. Built Environment: 2.1
4. Quality of Life: 4.5

### Regional

3. Transportation: 3.1
4. Environment: 4.3, 4.5

### Infrastructure

1. Transportation (Land): 1.3, 1.9, 1.10
5. Public Services: 5.2, 5.4

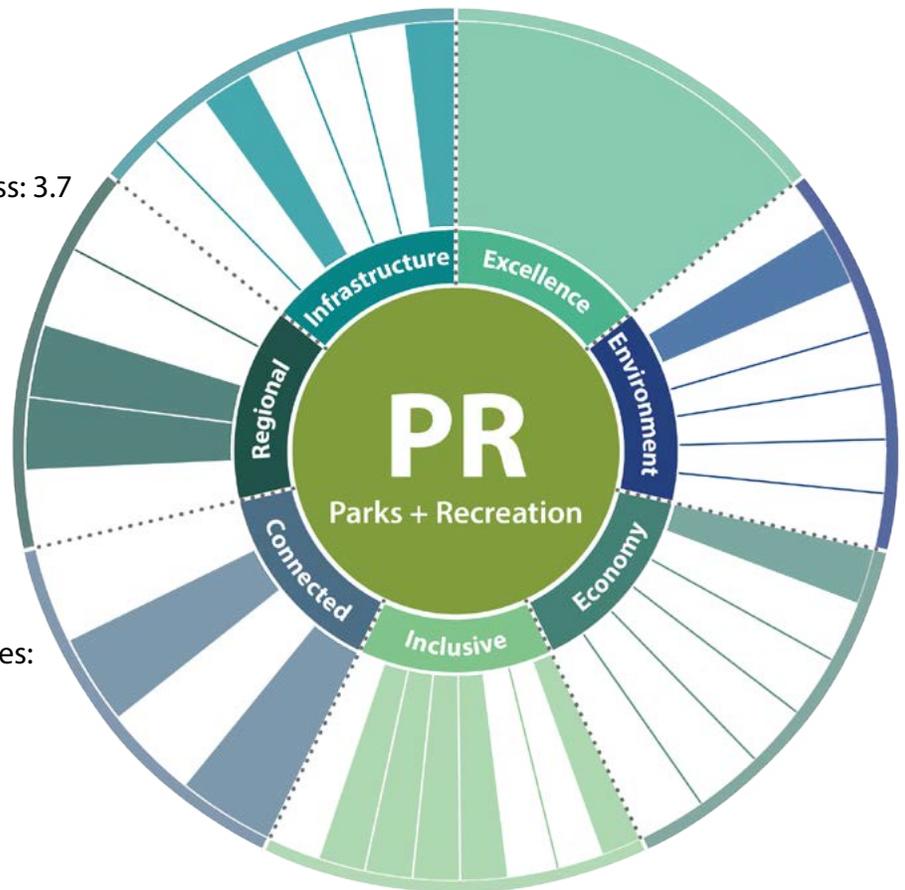


Figure 3.10, Parks + Recreation and the Core Values

## Priority Investment

### Excellence

1. Ideals of Excellence  
Strategies for Our Place: 1.6  
Strategies for Our People: 2.6, 2.7  
Strategies for Our Planning & Process: 3.1, 3.5, 3.6, 3.7, 3.8

### Environment

2. Environmental Sustainability: 2.3
6. Resilience: 6.3, 6.4, 6.6

### Economy

1. Transportation: 1.1, 1.2
3. Brand: 3.1, 3.3
5. Population: 5.1
6. Workforce: 6.1, 6.4

### Inclusive

2. Historic Sites; Venues: 2.1
3. Community Development: 3.7

### Connected

1. Planning: 1.4
2. Built Environment: 2.1

### Regional

1. Planning: 1.1, 1.2
2. Workforce: 2.3
3. Transportation: 3.1

### Infrastructure

1. Transportation (Land): 1.1, 1.4, 1.5
3. Resilience: 3.2
4. Utilities: 4.6
5. Public Services: 5.10, 5.11
6. Housing: 6.2
7. Technology: 7.2

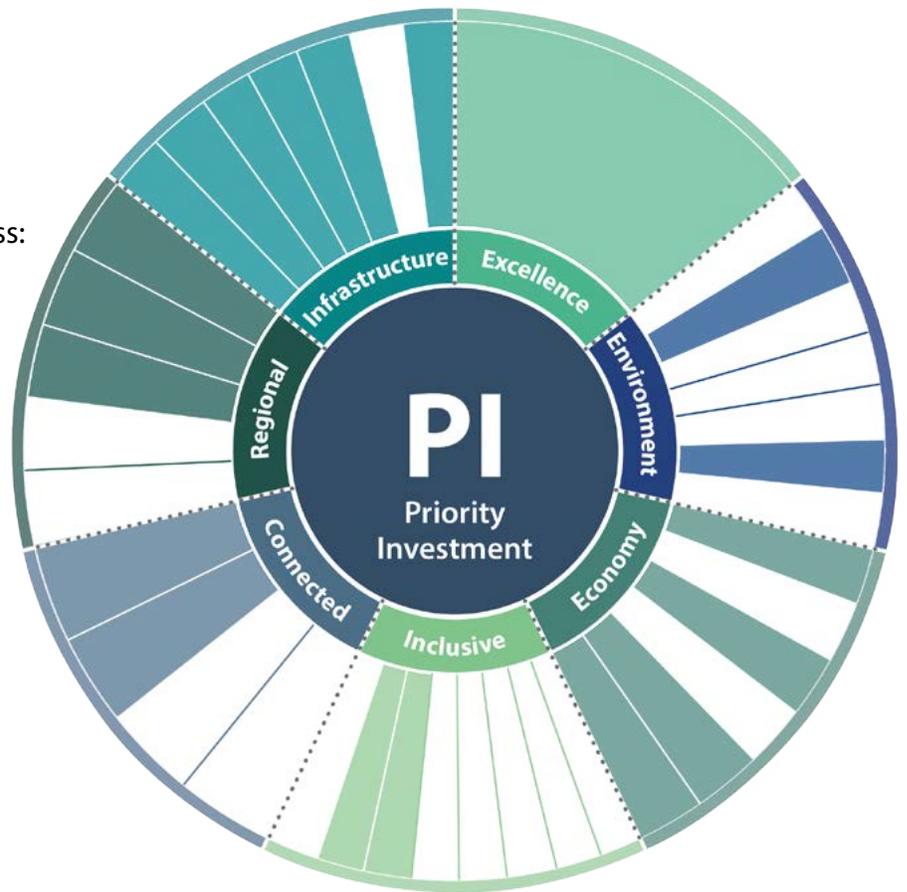


Figure 3.11, Priority Investment and the Core Values

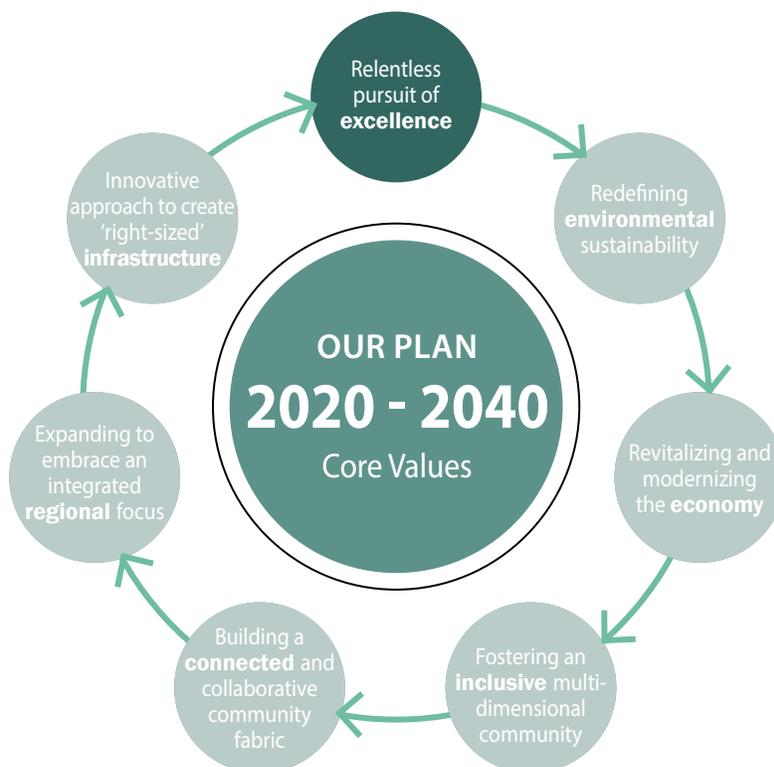
# chapter 1

# Relentless Pursuit of **Excellence**



## Chapter 1. Excellence

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## Overview

During the Our Future community engagement process, a large cross-section of people expressed an overarching desire for Hilton Head Island to be best-in-class. This passion was very apparent and defining for the *Relentless Pursuit of Excellence*. It has carried forward into the **Our Plan** process, as well as other Town initiatives. For the year 2020, Town Council identified three Strategic Outcomes they envision for the Island.

### The Town Council 2020 three Strategic Outcomes include:

- Exceptional Quality of Life
- Prosperity and Innovation
- Best-in-Class Services and Facilities

These three Strategic Outcomes speak to the awareness and interest the Island’s elected officials have for how *Excellence* can and should be a framework for decision-making and planning on the Island. They recognize being **best-in-class** requires pushing boundaries with innovative thinking and through thoughtful planning and investment, while remaining true to the Core Values. Key ideas discussed by Town Council in their development of these three Strategic Outcomes were civic pride, access to the natural environment, providing excellent services and facilities for the community, housing, response to community needs, partnerships, economic development and inclusiveness— all ideas genuinely relevant to and aligned with the policy direction specifically presented in this chapter and generally throughout this document.

According to the community, Hilton Head Island is a unique and beautiful place that is worth protecting. It is evident the Town and the community seek and expect excellence.

## What is Quality of Life?

“An individual’s perception of their position in life in the context of the culture and value systems in which they live and in relation to their goals, expectations, standards and concerns. It is a broad ranging concept affected in a complex way by the person’s physical health, psychological state, personal beliefs, social relationships and their relationship to salient features of their environment” (WHO).

## Three Strategic Outcomes

## What is Best-in-Class?

A term used throughout **Our Plan** as a description for the aspirational vision of the Island as state-of-the-art, and having high achievement and recognition, world-class environments, and embodying the three tenets of sustainability

## Town Council’s Key Ideas

- Civic pride
- Access to the natural environment
- Providing excellent services and facilities for the community
- Housing
- Response to community needs
- Partnerships
- Economic development
- Inclusiveness

## Key Ideas Shaping Excellence

Hilton Head Island has the opportunity to become an epicenter for *Excellence*. A first step is to expand or re-imagine valued aspects of the Town and the community: its history of leading innovative and sustainable development, care for the environment, great recreation facilities and pathways, historic and cultural preservation, tourism, volunteerism, and fiscal stewardship.

### Key Ideas Shaping Excellence

#### *Excellence is the Pursuit of*

- resiliency
- transparency
- best practices
- an environment of innovation
- leadership
- encouragement
- celebration
- creativity
- a positive attitude towards new ideas
- a mindset to continuously work towards exceeding expectations

The *Relentless Pursuit of Excellence* bridges the Town government directly to the community. The Town, with other organizations on the Island and partners in the region, can ask the question— do our actions lead to *Excellence*? In the planning and engagement process, the Town seeks to be continually engaged in the conversation about *Excellence*.

The Town has also long sought to apply high standards in the areas of customer service. There is a desire, however, to expand this approach where possible into other areas, such as communication, healthcare, education, culture, and the arts.

While the other Core Values retain a focus on the Town's scope of work for the community, *Excellence* needs the support of the entire community in order to succeed. The emphasis should be on a people-focused community that embraces and celebrates its history, racial, cultural and socio-economic diversity, and natural resources. During the **Our Plan** process, the *Excellence* Work Group, similarly to Town Council's own discussion, identified education, transportation, community, housing, and employment as areas where there are opportunities for improvement.

#### Opportunities for *Excellence* include

- building an Island brand based on the Core Values
- building an Island community defined by small communities operating collaboratively and by a diverse economic focus
- bringing back the presentation of Hilton Head Island as a "residential-resort" community, with intentional investment and an emphasis on residents that is in balance with the tourism economy
- creating an atmosphere that encourages inclusiveness for full-time residents and second homeowners
- using communication and engagement to garner input from citizens and stakeholders about their expectations and ideas
- implementing new technology for communications and processes
- continuing to tap our resources in human intellectual capital to leverage the opportunities presented by the unique population of the Island

#### ..... Opportunities for **Excellence**

# Our Ideals of Excellence

*Excellence* for Hilton Head Island needs defining. This was discussed extensively during the **Our Plan** process and accomplished through establishing *Our Ideals of Excellence* (Ideals). The Ideals lay the groundwork for the Island’s brand in concert with the Core Values and serve to define *Excellence* for the Town and the Island community. The Ideals provide accountability to ensure a high-quality of life for all residents and visitors is available and achievable into the future.

The resulting one goal for this chapter is “To adopt and pursue Our Ideals of Excellence,” which is categorized into three action areas: Our Place, Our People, and Our Planning and Process. The respective strategies and tactics provide further specifics pertaining to implementation of the Ideals using these categories.

## To be a Community that

### Ideals..... For Our Place

1. Is welcoming, inclusive, values diversity, safe, and people-focused
2. Is recognized as an excellent place to live, work, and visit
3. Preserves, values, and recognizes its history
4. Attracts businesses and residents who identify with and appreciate the Hilton Head Island community’s *Ideals of Excellence* and Core Values
5. Is recognized as a best-in-class destination where visitors are welcomed and the economic impact of tourism is valued
6. Protects the natural environment as a unique quality of our identity

### Ideals..... For Our People

7. Prioritizes the greater good
8. Attracts and maintains a diverse and multi-dimensional residential population, providing a competitive live-work option
9. Recognizes the benefit and value of arts, culture, recreation, healthy living, and education for the community

### Ideals..... For Our Planning & Process

10. Fosters a collaborative, transparent, and inclusive environment when resolving concerns or planning for the future
11. Considers sustainability as foundational to the Island’s development and redevelopment of environmental and economic projects and policies
12. Fosters a spirit of inspiration and leads by example
13. Uses innovation and learning to continually develop and apply best practices and standards for processes and projects
14. Continually adapts the Core Values and Comprehensive Plan to meet the needs of the present and the future



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# Goals

## OUR IDEALS OF EXCELLENCE

To adopt and pursue *Our Ideals of Excellence* for Hilton Head Island.

## Strategies & Tactics

### 1. FOR OUR PLACE

---

- 1.1 Establish a brand for the Town that reflects *Our Ideals of Excellence* and the Core Values in order to initiate progress for these strategies and provide a foundation for the Town as outlined in this chapter.
- 1.2 Deploy *Our Ideals of Excellence* through the Town's community engagement, communication standards, and execution of projects and policy.
  - 1.2.1 Develop a sense of place that clearly communicates our community values and *Our Ideals of Excellence*, for example, through promotion or other visual standards.

Economy Goal 3 ● ..... 1.3 Ensure *Our Ideals of Excellence* are reflected in how the Island is promoted and marketed.

- 1.4 Apply for and promote awards of recognition for the Town, such as the League of American Bicyclists *Bicycle Friendly Community* designation and the National Civic League's *All America City Award*.

Economy Tactic 4.1.2 ● ..... 1.5 Foster the preservation and promotion of the rich cultural heritage and historical resources of Hilton Head Island.  
Inclusive Strategy 2.5 ●

Infrastructure Goal 1 ● ..... 1.6 Evaluate, develop, and maintain standards that preserve and enhance the natural and physical environments that reflect the character of the Island.  
Priority Investment Strategy 3.3 ●

Environment Goal 4 ● ..... 1.6.1 Set an example for the community by developing and maintaining Town projects and properties in a manner that preserves and enhances Island character.  
Infrastructure Strategy 1.3 ●

### 2. FOR OUR PEOPLE

---

Connected Strategy 3.6 ● ..... 2.1 Develop a communication plan that relays *Our Ideals of Excellence*, as well as their adoption and implementation strategies.

Inclusive Tactic 2.4.1 ● ..... 2.2 Encourage increased knowledge and awareness of, and respect for, the local Island and Gullah Geechee history.

- 2.3 Pursue awards, programming such as the National Flood Insurance Community Rating System (CRS), and recognitions that promote the qualities of our residential community.

Inclusive Strategy 5.2 ● ..... 2.4 Continue to host Town special events and meetings that are in compliance with adopted standards for accessibility. Evaluate adopting a policy for accessibility that meets or exceeds the standards.  
Connected Strategy 4.2 ●

- 2.5 Continue to acquire and maintain the most current and accurate demographic data for Hilton Head Island for use by staff and the community. Collaborate with regional resources as needed to acquire data. ● Economy Strategy 3.2
- 2.6 Continue to provide excellent law enforcement, Fire Rescue, Emergency Management, and disaster recovery services for Island residents and visitors. Build on the outstanding reputation of the Fire Rescue and Emergency Management services as existing custodians of excellence. ● Infrastructure Strategy 5.3  
● Priority Investment Strategy 3.2  
● Priority Investment Strategy 4.3
- 2.7 Continue to provide the staff and requisite facilities needed to maintain the excellent administration of all Town government functions, including customer service. ● Infrastructure Strategy 5.1  
● Infrastructure Strategy 5.2  
● Priority Investment Goal 4
- 2.8 Continue to engage the community through excellent arts and culture education with outreach opportunities and events. ● Inclusive Strategy 8.4
- 2.9 Recognize the importance of parks and recreation for the Island community through the development, maintenance, improvement, and enhancement of recreation facilities and programs. ● Inclusive Strategy 8.5  
● Parks + Recreation Goal 2
- 2.10 Work with partners and anchor institutions to promote opportunities that will diversify the residential population.
  - 2.10.1 Encourage development and redevelopment opportunities that help Hilton Head Island be a competitive and affordable place to live and work. ● Economy Strategy 5.2
- 2.11 Leverage the deep experience and skills of the retirement community and their volunteerism to publicize the human capital on the Island. ● Economy Strategy 5.5
- 2.12 Recognize the importance of the private healthcare sector to the Island's economy and quality of life through continued consideration for ways to bolster advancements and private investment. ● Economy Strategy 5.4  
● Economy Strategy 6.5  
● Inclusive Goal 7  
● Regional Strategy 1.4
- 2.13 Recognize the importance of the public and private education sector to the Island's economy and quality of life through continued consideration for ways to bolster education opportunities, partnerships, and private investment. ● Inclusive Goal 1

### 3. FOR OUR PLANNING AND PROCESS

- 3.1 Evaluate the Town's Comprehensive Plan on a regular basis for consistency and applicability to existing conditions, policies, and projects in existence at the time. ● Priority Investment Strategy 4.4
  - 3.1.1 Develop and maintain a list of goals, strategies and tactics that are specifically being addressed or accomplished so the Island community can follow progress and stay involved with the Comprehensive Plan.

**3.2** Create our Town government to be a Center for Excellence.

**3.2.1** Encourage the Town Council, boards, commissions, and staff to monitor and evaluate their work and projects for compliance with the Core Values and *Our Ideals of Excellence*.

**3.2.2** Develop and deploy a survey or measurement tool to obtain the Island community’s outlook on *Our Ideals of Excellence*, interests, input, or concerns as applicable for Town projects, processes, or policies.

**3.2.3** Consider convening citizen think tank sessions to vet new ideas and obtain input on the Town’s progress and implementation of policies.

**3.3** Continue to provide an appropriate range of land uses that accommodate the needs of the community.

Connected Strategy 2.3 ● .....**3.3.1** Provide appropriate modifications to the zoning designations and land use regulations to meet community needs while maintaining Island character.

**3.4** Ensure new design and development standards consider *Our Ideals of Excellence*.

Connected Goal 1 ● .....**3.5** Continue to engage the community, above and beyond what is minimally required, in the planning and policy process.

Connected Strategy 1.3 ● .....**3.5.1** Instill a strong sense of civic pride by encouraging involvement in Town boards and commissions, in public decision-making, and through community engagement.

Connected Tactic 1.1.3 ● .....**3.5.2** Evaluate and incorporate the application of on-line tools, applications, or services in planning and engagement processes.

Connected Strategy 1.1 ● .....**3.5.3** Ensure the Town’s technology and communications plans, applications, and infrastructure are positioned to provide best-in-class community engagement for day-to-day activities, as well as during states of emergency or natural disasters.  
Priority Investment Strategy 5.1 ●

**3.6** Pursue awards and recognition for the Town’s planning and design efforts.

Regional Strategy 1.2 ● .....**3.7** Evaluate and utilize public and/or private partnerships and cooperation in Town projects or beautification efforts.  
Regional Strategy 2.1 ●  
Priority Investment Goal 2 ●

Priority Investment Goal 1 ● .....**3.8** In the development of best practices and standards for processes, policies and projects, use innovation and learning to continually build and improve upon past experiences.

**3.8.1** Identify and apply standards and best practices for processes and projects.

**3.8.2** Ensure the planning process is dynamic and transparent.

**3.8.3** Use lessons learned and innovation to continually improve upon *Our Ideals of Excellence* and applicable strategies and tactics.

# Excellence & The Elements

Goal Number	Strategy Number	Cultural Resources	Natural Resources	Population	Housing	Community Facilities	Economic Development	Land Use	Transportation	Parks + Recreation	Priority Investment
Ideals of Excellence		CR	NR	Po	Ho	CF	ED	LU	Tr	PR	PI
1. Our Place	1.1					CF					
	1.2					CF					
	1.3						ED				
	1.4					CF					
	1.5	CR					ED				
	1.6	CR	NR						Tr		PI
2. Our People	2.1					CF					
	2.2	CR									
	2.3					CF					
	2.4			Po		CF					
	2.5			Po							
	2.6					CF					PI
	2.7					CF					PI
	2.8	CR									
	2.9					CF				PR	
	2.10			Po	Ho		ED				
	2.11			Po			ED				
	2.12					CF	ED	LU			
	2.13					CF	ED				

Table 3.1, Excellence + Elements Matrix

Goal Number	Strategy Number	Cultural Resources	Natural Resources	Population	Housing	Community Facilities	Economic Development	Land Use	Transportation	Parks + Recreation	Priority Investment
3. Our Planning & Process	3.1					CF					PI
	3.2					CF					
	3.3							LU			
	3.4					CF		LU			
	3.5					CF					PI
	3.6					CF					
	3.7									PR	PI
	3.8					CF					PI

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Future IQ. "Section 7.1: Strategic Pillars." *Our Future- Vision and Strategic Action Plan*. Town of Hilton Head Island, 2018.

- Core Values figure page 108

"WHOQOL: Measuring Quality of Life." *World Health Organization*. [www.who.int/healthinfo/survey/whoqol-qualityoflife/en](http://www.who.int/healthinfo/survey/whoqol-qualityoflife/en), Accessed 30 July 2020.

#### For more information:

League of American Bicyclists, [www.bikeleague.org](http://www.bikeleague.org)

- Bicycle Friendly America, [www.bikeleague.org/bfa](http://www.bikeleague.org/bfa)

National Civic League All America City Award, [www.nationalcivicleague.org/america-city-award](http://www.nationalcivicleague.org/america-city-award)

National Flood Insurance Program Community Rating System (CRS), [www.fema.gov/national-flood-insurance-program-community-rating-system](http://www.fema.gov/national-flood-insurance-program-community-rating-system)



# chapter 2

# Redefining **Environmental Sustainability**



## Chapter 2. Environment

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## Overview

The environment and sustainability are foundational values of the Hilton Head Island community. While the Vision of this plan is a comprehensive definition of *Reinventing Sustainability... Again!*, the environment arm of sustainability, as per *Figure 1.4*, .....● Figure 1.4 resonates strongly with the Island community. When people speak, describe, or market the Island, their discussion always includes the natural environment. One is hard pressed to find any publication about the Island that fails to speak of the beach, live oaks, marshes, wildlife, or waterways.

In the 1950s and 1960s, Charles Fraser challenged the planning industry's way of thinking by developing the Sea Pines community in concert with the environment. His Seven Basic Principles for this type of development have remained an integral part of the Island's identity and development patterns. Since then, the world advanced in the realms of research, technology, and practical applications. The definition of sustainability has expanded into many other facets of human life. The environment is now on equal footing with social equity, quality of life, the economy, and human impact. In 2020, the Island has new challenges to face that were not relevant 60 years ago, and the impacts of development, industry, and the economy are felt beyond the boundaries of the Town.

### Who is Charles Fraser?

Charles Fraser was an innovative planner who envisioned unconventional principles for his developments on the Island, beginning with Sea Pines. This became the foundation for subsequent community development and environmental stewardship on the Island through today.

Fraser's Seven Basic Principles are embedded in many of the Island's subsequent development patterns and way of life:

1. Do not impose development on the environment.
2. Create green space for privacy.
3. Keep density as low as profitably possible.
4. Create roads for beauty and efficiency not just transit.
5. Build no structure higher than the tallest tree.
6. Cut only those trees that are absolutely necessary.
7. Think always of enhancing the quality of life for those who would be residents of the Island.

### ..... The Seven Basic Principles

The community is supportive of environmental sustainability, and the Town has taken strides towards greater participation in efforts to support it. Through participation in the *Tree City USA*® and *Audubon International Sustainable Communities Program*, education about environmental sustainability for the public has been more available. There is also a strong sense of environmental stewardship.

## Tree City USA®

According to the Arbor Day Foundation website, the municipality with the Tree City USA® designation has met four core standards for urban forestry management: maintaining a tree board or department, having a community tree ordinance, spending at least \$2 per capita on urban forestry, and celebrating Arbor Day.

The Town is one of more than 3,400 communities in the U.S. to have been awarded this designation (Arbor).

Local community efforts, such as the Turtle Trackers and Coastal Discovery Museum, educate and offer opportunities for residents and visitors to learn about the natural environment. Beachgoers are educated every time they see the Island's Sea Turtle Patrol or signage about "lights out for turtles." There are also opportunities for one to learn about the history of the Island inhabitant's dependence on the environment through cultural experiences, offered by The Gullah Museum of Hilton Head Island and Gullah Heritage Trail Tours. For the Island and region, the *Beaufort County Rural and Critical Lands Preservation Program* has acquired over 23,000 acres for conservation since 2000.

As concerns grow over current or future conditions and impacts, there is a perception the Town is not at the forefront of environmental sustainability. In order to stay on pace with efforts by our regional partners, the State, and nation, dedicated consideration towards a more resilient approach in policy and planning is important. A balance of environmental action should be maintained within all facets of sustainability: environment, economy, and society. This chapter is focused on *Redefining Environmental Sustainability* for Hilton Head Island in light of the Vision for 2040.

## Town Environmental Programs



TREE CITY USA®



Audubon  
International

- *Tree City USA®* is a program sponsored by the Arbor Day Foundation in cooperation with the USDA Forest Service and the National Association of State Foresters. The Town of Hilton Head Island has held the *Tree City USA®* designation since 2000.
- In 2010, the Town of Hilton Head Island began participating in the *Audubon International Sustainable Communities Program*, and received the "Green Community" designation in 2011. Further, the Town received the "Sustainable Planning" award in 2015 and the certification as a "Sustainable Community" in 2017. This program assists communities with assessing natural resources and environmental concerns, and identifies steps which can be taken to move closer to community sustainability.
- The *Town of Hilton Head Island Green Blueprint* was adopted by Town Council in 2015. This document presents action items and responsible parties for implementing the fourteen categories of the *Audubon International Sustainable Communities Program*.

## Key Ideas Shaping Our Environment

Current measures the Town has in place to support a thriving natural environment will be important for the future. The Town does not know what the Island's conditions in 2040 will be, but a starting point is recognizing the crucial environmental resources of today and ensuring they endure. The Hilton Head Island of the 1960's has not been forgotten, and the community has worked to adapt it to be relevant today. There is opportunity to do more, however, to stay on track with contemporary advancements in sustainability and modern thinking. Throughout the **Our Plan** process, key ideas and plans of action emerged to inform a new definition for environmental sustainability.

*Environmental sustainability for Hilton Head Island looks like*

- reducing waste and increasing recycling and composting
- creating a new green brand for the Island
- being an epicenter for environmental research and education
- preserving and restoring water quality and availability
- protecting potable water resources
- monitoring the environment
- strengthening environmental regulations
- adopting a forest management program
- wetland, beach, and forest preservation planning
- conserving energy and expanding use of renewable energy
- reducing dependence on fossil fuels
- preparing for and mitigating the effects of sea level rise and climate change
- improving air quality

..... **Key Ideas Shaping Our Environment**

There were many specific topics the community determined to be of significant concern for the Island’s natural environment during this process. Strengths include the unique wildlife and related ecosystem environments, thirteen miles of beach, vibrant marsh environment, natural resource ordinances, extensive tree canopy, recognition and awards, and community support for environmental protection. To balance these strengths with the need to advance towards better environmental sustainability, opportunities for the Town and the community were identified. These have been the foundation for the goals, strategies, and tactics presented in this chapter.

## Opportunities for..... Our Environment

Opportunities for our *Environment* are to

- form partnerships that can strengthen and support the Town as a coastal community
- build on eco-tourism as an opportunity to educate the community
- find new ways to use vacant commercial space instead of developing green fields
- explore new technology to improve energy, waste, and water use
- preserve the Island’s natural environment, trees, and wetlands
- utilize mitigation to protect the wetlands
- anticipate the future climate or environment that could impact the human footprint and presence on the Island
- have a plan for adaptation and resilience to future environmental concerns



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# Goals



## 1. WASTE

To work towards a Town-wide zero waste model.



## 2. ENVIRONMENTAL SUSTAINABILITY

To become a recognized leader in environmental protection and sustainability.



## 3. WATER

To monitor our water resource so that it is clean, abundant, and available.



## 4. ENVIRONMENT

To protect and preserve the natural environment of Hilton Head Island.



## 5. ENERGY

To maximize the efficiency of energy usage and expand the use of renewable energy.



## 6. RESILIENCE

To prepare a plan for and to mitigate the effects of climate change or other natural disasters.



## 7. AIR QUALITY

To improve air quality by reducing/minimizing emissions.

# Strategies & Tactics

## 1. WASTE ..... ● Regional Strategy 4.4

To work towards a Town-wide **zero waste model**.

- 1.1 Examine waste collection options that take into account the unique aspects of the Island and maximize efficient collection.
- 1.2 Explore methods to improve recycling and composting rates.
- 1.3 Encourage Beaufort County to create an off-Island materials processing center and work with County leaders to identify long-term waste disposal and recycling capabilities for on and off island facilities, and within the region.
- 1.4 Pursue promotional and educational efforts to foster recycling, composting, and litter control.
  - 1.4.1 Facilitate composting models at highly visible sites, such as schools and Town facilities.
  - 1.4.2 Pursue new ways to disseminate information on waste and recycling to residents and visitors.
  - 1.4.3 Promote Beaufort County’s recycling and litter control programs.
  - 1.4.4 Incorporate initiatives to reuse and up-cycle trash for art programs or with local artists.

### What is a Zero Waste Model ?

According to the U.S. Environmental Protection Agency: a waste management model that takes “a holistic approach to addressing the problem of unsustainable resource flows. Zero Waste encompasses waste eliminated at the source through product design and producer responsibility, and waste reduction strategies further down the supply chain such as recycling, reuse and composting (US EPA)”.

## 2. ENVIRONMENTAL SUSTAINABILITY ..... ● Regional Strategy 4.5

To become a recognized leader in environmental protection and sustainability.

- 2.1 Investigate ways to foster environmental ecosystem and environmental sustainability research.
  - 2.1.1 Sponsor an environmentally-focused event of regional or national significance, such as a Sea Turtle Symposium.
  - 2.1.2 Develop and implement a *Sustainable Practices Plan* for Town Hall.
  - 2.1.3 Look for ways to partner with local and regional..... ● Regional Strategy 4.2 education organizations to accomplish this goal and strategy.
- 2.2 Encourage and offer options for sustainable development of..... ● Economy Strategy 3.1 structures and sites.

**2.2.1** Investigate implementation of environmentally sustainable standards, such as Sustainable Sites Initiative, LEED, or Earthcraft, for all development projects.

**2.2.2** Integrate a Low Impact Development (LID) menu of optional design techniques in the Land Management Ordinance (LMO). Provide an incentive for each LID technique.

Priority Investment Strategy 3.3 ● .....**2.3** Strive for a green standard for all Town facilities and capital improvement projects.

**2.3.1** Continue to pursue green certifications, such as Sustainable Sites Initiative, or LEED, for new and redeveloped Town facilities and infrastructure.

Inclusive Goal 4 ● .....**2.4** Explore ways to expand environmental education efforts and programs.  
Parks + Recreation Strategy 3.1 ●

**2.4.1** Continue to implement effective environmental education efforts and projects, such as installing interpretive signs on Town property.

Regional Goal 1 ● .....**2.4.2** Strengthen existing and form new local, regional, and national partnerships with environmental organizations, governments, businesses, religious groups, civic groups, neighborhoods, property owners associations (POAs), schools and universities, and others for environmental education purposes.  
Regional Strategy 4.2 ●

**2.4.3** Use current communication formats and social media to successfully implement this strategy.

**2.5** When evaluating property for land acquisition, identify opportunities to provide localized benefits, environmental protections and sustainability benefits.

**2.6** Continue to maintain or strengthen existing environmental protections for buffers, trees, wetlands, dunes, and special habitat areas.

### 3. WATER

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To monitor our water resource so that it is clean, abundant, and available.

**3.1** Preserve healthy watersheds and restore impaired watersheds.

**3.1.1** Continue to publish water quality data regularly.

Figure 2.9 ● .....**3.1.2** Continue to monitor water quality at stormwater discharge points and use the data to guide future infrastructure improvements.

- 3.1.3 Explore incentives for applicants to use watershed friendly, low-impact planning strategies during plan review.
  - 3.1.4 Look for ways to reduce impervious surfaces Island-wide through the use of pervious materials and other methods, and address the watersheds with high impervious percentages. ● Figure 2.7a  
● Figure 2.7b
  - 3.1.5 Explore innovative methods to take development pressure off environmentally sensitive headwater regions.
  - 3.1.6 Continue to implement the recommendations of the **Broad Creek Management Plan** and evaluate the need to update the plan to address changing conditions.
  - 3.1.7 Consider incentivizing alternative stormwater management to include LID techniques, such as bioretention, treatment trains, permeable pavement, and infiltration.
- 3.2 Foster the reduction of the amount of treated water used for irrigation and increase the amount of reclaimed water used for irrigation. ● Infrastructure Strategy 4.2
- 3.2.1 Continue to encourage the use of drought-tolerant native plantings with high value for wildlife food and habitat.
  - 3.2.2 Educate the community about the benefits of limiting turf grass, which requires more irrigation and fertilization than native, drought-tolerant species.
  - 3.2.3 Limit the amount of turf grass and species requiring irrigation planted for Town projects and properties.
  - 3.2.4 Encourage infrastructure improvements needed to store and use reclaimed water. ● Infrastructure Tactic 4.3.1
  - 3.2.5 Utilize projects and development on Town-owned land to demonstrate rainwater recycling techniques.
- 3.3 Continue efforts to educate the public on preventing water pollution and increasing water conservation.
- 3.3.1 Promote sites like the Betsy Jukofsky Xeriscape Garden at Town Hall, and build demonstration sites and structures, such as green roofs and rainwater harvest technologies.
  - 3.3.2 Highlight resources for alternative stormwater management and designs on the Town's website for both single family and non-single family developments.

- 3.4 Ensure the beach environment stays protected by continuing to prevent surface runoff and/or discharge from stormwater runoff and pools.

Excellence Strategy 1.6 ● .....4. ENVIRONMENT

To protect and preserve the natural environment of Hilton Head Island.

- 4.1 Establish goals and clear metrics for water (salt and fresh) quality and quantity, tree coverage, wildlife, and beach erosion.

LMO Sections ● .....  
16-3-106.L and 16-3-106.M

- 4.1.1 Monitor the effectiveness of the Coastal Protection Area Overlay (CPA-O) and Transition Area Overlay (TA-O) districts.

- 4.1.2 Continue to maintain and protect the beach ecosystem for wildlife and critical habitat for flora and fauna, such as the Piping Plover.

- Figure 2.39 ● .....4.1.3 Continue to preserve and maintain open space, including the improvement and enhancement of existing open space.

- 4.2 Find ways to use Town property to showcase environmental preservation.

- Infrastructure 1.9.2 ● .....4.2.1 Where applicable, establish greenways between Town properties and other areas of open space.

- 4.2.2 Where applicable, establish **blueways** to link Town-owned properties.

**What are Blueways?**

Blueways are a network of water-based recreational trails alongside lagoons, canals, creeks, and riverways. Typically, a blueway will provide routed trails for activities such as kayaking and paddleboarding.

- 4.3 Encourage utility companies to maintain easements in a controlled state that balances preservation of natural areas.

- 4.4 Create a forest management program to preserve and enhance the Island’s forested areas.

- 4.5 Maintain and adapt the wetland management program to preserve and enhance our wetland system.

- 4.5.1 Enhance, create, and maintain vegetated riparian wetland buffers with viewing corridors and windows.

- 4.5.2 Maintain and protect wetland buffers on Town-owned property by utilizing native plants and pervious surfaces.

- 4.5.3 Continue to evaluate and adopt regulations to ensure wetland buffers are protected.

- 4.6 Use Town communications and sustainability outreach resources to educate residents and visitors on natural resource ordinances.

## 5. ENERGY

---

To maximize the efficiency of energy usage and expand the use of renewable energy.

- 5.1 Evaluate ways to incentivize the use of energy-efficient building techniques, such as Sustainable Sites Initiative, LEED, Earthcraft, green materials, and appliances for residential and non-residential developments.
- 5.2 Use Town facilities as examples of efficient energy use and renewable energy systems.
  - 5.2.1 Continue to pursue Sustainable Sites Initiative, LEED, or similar certifications for Town buildings, project sites, and facilities.
  - 5.2.2 Continue to install new and replace as needed energy-efficient appliances, lighting, and HVAC systems in Town buildings and facilities.
  - 5.2.3 Consider installing renewable energy systems, such as solar panels, on Town buildings/property to demonstrate the benefits of renewable energy sources.
  - 5.2.4 Reduce energy consumption of Town buildings where possible.
- 5.3 Encourage Island residents and businesses to use renewable energy systems, such as solar panels.
- 5.4 Promote Palmetto Electric’s energy efficiency and renewable energy programs in Town facilities and to residential property owners, commercial investors, and visitors.

## 6. RESILIENCE

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To prepare a plan for and to mitigate the effects of climate change ..... ● Infrastructure Goal 3 or other natural disasters.

- 6.1 Develop and implement a resiliency or adaptation plan to ..... ● Infrastructure Strategy 3.1  
● Regional Strategy 4.1 address coastal flooding, sea level rise, and other issues the Island could face due to climate change.
  - 6.1.1 Identify and define a determination of the most likely future climate and environmental conditions for the Island.
  - 6.1.2 Use the latest technology to better understand the long-term implications of sea level rise and climate change on the Island’s natural resources.
  - 6.1.3 Strive to achieve a **net zero carbon footprint** for Town facilities by balancing carbon dioxide emissions with carbon removal or offsetting.
  - 6.1.4 Continue to document sea level rise impacts on the Island.

### What is a Net Zero Carbon Footprint?

Also termed “carbon neutrality,” a term used to describe the state of an entity (such as a company, service, product or event), where the carbon emissions caused by them have been balanced out by funding an equivalent amount of carbon savings elsewhere in the world (carbonfootprint.com).

- 6.2** Adjust Town codes as appropriate to minimize the impacts of climate change and sea level rise on private property.
  - 6.2.1** Examine the benefits and costs of requiring new structures to be elevated above the minimum requirements.
  - 6.2.2** Evaluate the environmental impact on exemptions when permitting the redevelopment of nonconforming structures.
  - 6.2.3** Anticipate the effects of new FEMA Flood Maps.
- 6.3** Maintain all programs required to support and continue the beach renourishment program and dune reconstruction and protection projects.
- 6.4** Continue to acquire or protect wetlands and other low-lying and flood-prone pieces of land in order to decrease development in flood-prone areas.
- 6.5** Use Town communications and sustainability outreach resources to educate residents and visitors about climate change and how it will affect the Island.

- Priority Investment Goal 3 ● .....**6.6** Develop and implement a resiliency plan to address all types of natural disasters or states of emergency that can impact the Island residents, visitors, and businesses.
- 6.6.1** Continue to maintain, re-evaluate, and implement as needed the *Town's Continuity of Operations Plan (COOP)*.
  - 6.6.2** Continue to maintain, re-evaluate, and implement as needed the *Town's Disaster Recovery Plan*.

## 7. AIR QUALITY

To improve air quality by reducing/minimizing emissions.

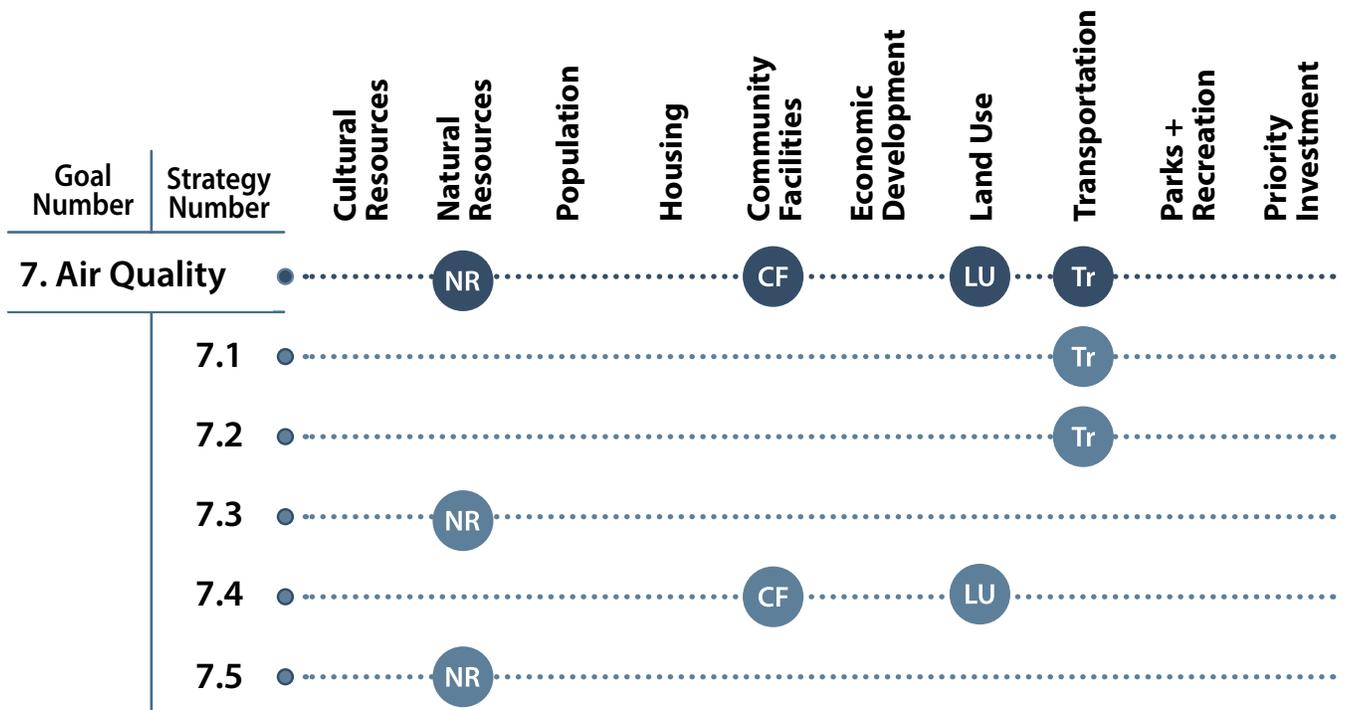
- Infrastructure Strategy 1.8 ● .....**7.1** Explore opportunities for the further development and use of public transit and other innovative transportation strategies, such as prioritizing vehicles that use renewable energy.
- Infrastructure Strategy 1.8 ● .....**7.2** Promote the use of low-impact alternative electric transportation where appropriate.  
Infrastructure Strategy 1.9 ●
- 7.3** Continue to preserve and plant trees for reduction of the urban heat island effect.
  - 7.4** Continue to purchase property to decrease the total available density within Town municipal limits.
  - 7.5** Educate residents and visitors about air quality and noise pollution, and their relative impacts on human and environmental health.

# Environment & The Elements

Goal Number	Strategy Number	Cultural Resources	Natural Resources	Population	Housing	Community Facilities	Economic Development	Land Use	Transportation	Parks + Recreation	Priority Investment
1. Waste			NR			CF					
	1.1					CF					
	1.2					CF					
	1.3					CF					
	1.4		NR			CF					
2. Sustainability		CR	NR	Po	Ho	CF	ED	LU		PR	PI
	2.1		NR			CF					
	2.2		NR		Ho		ED				
	2.3		NR			CF					PI
	2.4	CR	NR	Po		CF				PR	
	2.5		NR						LU		
	2.6		NR								
3. Water			NR					LU			
	3.1		NR					LU			
	3.2		NR								
	3.3		NR								
	3.4		NR								

Table 3.2, Environment + Elements Matrix

Goal Number	Strategy Number	Cultural Resources	Natural Resources	Population	Housing	Community Facilities	Economic Development	Land Use	Transportation	Parks + Recreation	Priority Investment
4. Environment			NR			CF		LU			
	4.1		NR			CF					
	4.2		NR			CF		LU			
	4.3		NR			CF					
	4.4		NR			CF		LU			
	4.5		NR								
	4.6					CF					
5. Energy			NR			CF					
	5.1		NR								
	5.2		NR			CF					
	5.3		NR								
	5.4		NR			CF					
6. Resilience			NR			CF		LU			PI
	6.1		NR								
	6.2		NR					LU			
	6.3		NR			CF					PI
	6.4		NR					LU			PI
	6.5		NR								
	6.6		NR			CF					PI



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Future IQ. "Section 7.1: Strategic Pillars." *Our Future- Vision and Strategic Action Plan*. Town of Hilton Head Island, 2018.

- Core Values figure page 120

"How Communities Have Defined Zero Waste." *U.S. Environmental Protection Agency*. [www.epa.gov/transforming-waste-tool/how-communities-have-defined-zero-waste](http://www.epa.gov/transforming-waste-tool/how-communities-have-defined-zero-waste), Accessed 13 July 2020

### For more information:

Audubon International Sustainable Communities Program, [auduboninternational.org/sustainable-communities-program](http://auduboninternational.org/sustainable-communities-program)

Beaufort County, [www.beaufortcountysc.gov](http://www.beaufortcountysc.gov)

- Rural and Critical Lands Preservation Program, [www.beaufortcountysc.gov/planning/rural-and-critical-lands-preservation.html](http://www.beaufortcountysc.gov/planning/rural-and-critical-lands-preservation.html)
- Solid Waste and Recycling, [www.beaufortcountysc.gov/solid-waste-and-recycle](http://www.beaufortcountysc.gov/solid-waste-and-recycle)

Coastal Discovery Museum, [www.coastaldiscovery.org](http://www.coastaldiscovery.org)

Earthcraft, [earthcraft.org](http://earthcraft.org)

FEMA Flood Maps and Information, <https://www.floodsmart.gov/flood-map-zone/about>

Gullah Heritage Trail Tours, [gullahheritage.com](http://gullahheritage.com)

The Gullah Museum of Hilton Head Island, [www.gullahmuseumhhi.org](http://www.gullahmuseumhhi.org)

Leadership in Energy and Environmental Design (LEED), [www.usgbc.org/leed](http://www.usgbc.org/leed)

Palmetto Electric Cooperative, [www.palmetto.coop](http://www.palmetto.coop)

Sea Turtle Patrol Hilton Head Island, [www.seaturtlepatrolhhi.org](http://www.seaturtlepatrolhhi.org)

Sustainable Sites Initiative(SITES®), [www.sustainablesites.org](http://www.sustainablesites.org)

Tree City USA®, [www.arboday.org/programs/treeCityUSA/index.cfm](http://www.arboday.org/programs/treeCityUSA/index.cfm)

Turtle Trackers, [turtletrackers.weebly.com](http://turtletrackers.weebly.com)





# chapter 3

# Revitalizing & Modernizing the **Economy**

## Chapter 3. Economy

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## Overview

Destination tourism and retirement are two of the biggest drivers for the Hilton Head Island economy. The Island location, and access to the natural environment with resort style planned communities, is appealing for visitors and residents alike. Historically, the Island has maintained a small town feeling, while hosting a large service, hospitality, healthcare, and retail industry in support of these economic drivers. New trends and changes in the region are, however, starting to affect the Island economy. The new influences include population and job growth in the region, housing, and trends in younger generational preferences for living, technology, and work.

Increasingly, there are jobs and places to live in other areas of Beaufort County, offering many of the same amenities as the Island's planned communities. Hilton Head Island is no longer the only place to find work, and housing prices on the Island are not always affordable. Many young professionals and families are also settling or working in Bluffton, Hardeeville, Savannah, and other communities in between. Recently, the Island has seen a decrease in its available workforce and many service jobs go unfilled. The workforce, tiring of a long commute, is starting to look for jobs closer to their homes. In 2017, out of 23,471 Island jobs analyzed, 62% (14,573) were filled by workers commuting from areas off-island, *Figure 2.46*. When more current data is available, it will be interesting to see if it is reflective of economic trends in the job market and commuting for the region. ..... ● Figure 2.46

In terms of today's visitor to the Island, numerous studies and nation-wide research show younger generations, while still interested in destination tourism, are looking for different experiences. The trends in tourism are shifting. While golf and tennis are still prevalent attractions, modern travelers want to have adventures (Expedia).

There are many who still commute daily to the Island and play golf when they visit, but changing patterns have started to affect many aspects of the Island and its economy. This is setting a course for the Island to experience change. For some time, the perception has been that Hilton Head Island is a place to visit—a resort community for the affluent. Now, there is a renewed drive to build on the current strengths in the economy, and show that Hilton Head Island is a place for people of all ages, cultures, and income levels to visit, or live and work.

New dimensions in the economy are taking shape. The Town has been working on a workforce housing initiative locally and with

## What are Opportunity Zones?

Opportunity Zones are a federal program created by Congress in 2017. The goal is to promote job creation and economic development in rural and lower-income urban areas. This is accomplished through tax reductions for investors funding projects in these areas using unrealized capital gains.

The zone on the Island is one of 135 in the State, and is comprised of a census tract with total population of 4,015. This includes the Hilton Head Island Airport and surrounding industrial, residential, and commercial areas. The area overlaps Baygall, Mitchelville, Big Hill, and a portion of Marshland historic neighborhoods, and other commercial and residential areas around the Port Royal Plaza area on Mathews Drive.

## Key Ideas Shaping Our Economy

regional partners. The investment community has started to think creatively about how to address the vacant commercial areas on the Island and workforce challenges. A census tract in the Town has been designated as one of the State's 135 **Opportunity Zones**, which opens the door for new investment. With growing interest in experience-based tourism, many companies have expanded their offerings into the realm of outdoor adventure and cultural tourism. Using this momentum, the Town can continue to help *Revitalize and Modernize the Economy*.

## Key Ideas Shaping Our Economy

With 2.5 to 3 million visitors per year and home sales trending up, Hilton Head Island is not moving away from the current economy, nor should it. In order to expand the Island economy to meet the needs of the tourism base and grow towards new opportunities, there are several key factors to consider.

Factors affecting the our *Economy* include

- partnerships with regional organizations
- sensitive regulations that work to preserve Island character
- global recognition
- destination tourism and the hospitality industry
- land, water, and air access
- virtual access and technologies that are driving growth
- the region's economy and development patterns
- the full range of generational populations

Taking into account these factors, opportunities have been identified that encourage the modernization and revitalization needed to support the Island through changing external factors and evolving local conditions.

Opportunities for our *Economy* are to

- strengthen regional partnerships
- add to our two main economic drivers
- leverage ways to attract young professionals and families so more people live and work on the Island
- focus on ways to foster leading edge redevelopment and modernization practices
- modernize and revitalize vacant spaces without expanding existing footprints
- continue to leverage local intellectual capital and volunteerism
- discover ways to export our intellectual capital using collaboration and technology
- growth in the health sector and in technologies to support an aging population
- invest in venue spaces
- improve transit and housing to meet workforce needs
- educate entrepreneurs about and streamline the process for starting a business
- diversify the tourism economy and soften shoulder seasons with more eco-tourism, culture and heritage, arts and entertainment, outdoor recreation and education, service, and culinary-based opportunities
- continue to monitor technology infrastructure to ensure it meets the needs of residents, businesses, and visitors

## ..... Opportunities for Our Economy

This chapter presents goals, strategies, and tactics for how the Town can address economic challenges and opportunities facing the future. The overarching consensus is the strong economic drivers that brought the Island into the modern era should be supported. Further, they should be revitalized and modernized to adapt to new ideas and trends.

# Goals



## 1. TRANSPORTATION

To continue to improve access to and around Hilton Head Island.



## 2. BUSINESS

To attract more diverse businesses, specifically those with high intellectual capacity and a small footprint.



## 3. BRAND

To manage evolving economic growth while maintaining Hilton Head Island's unique aesthetic.



## 4. TOURISM

To explore, understand, prepare for, and adapt to the future of tourism.



## 5. POPULATION

To attract a diverse and dynamic local population.



## 6. WORKFORCE

To have a high-quality, sustainable workforce.

# Strategies & Tactics

## 1. TRANSPORTATION

---

To continue to improve access to and around Hilton Head Island.

- 1.1** Encourage transit and technology providers to design ..... ● Priority Investment Strategy 1.1 and build consistent infrastructure coverage to, from, and throughout the Island to stay cost competitive and provide a prosperous economy.
- 1.2** Consider diverse transportation options for alternate means ..... ● Infrastructure Goal 1  
of access to the Island. ● Priority Investment Strategy 2.2
  - 1.2.1** Continue to work with Beaufort County to ..... ● Infrastructure Strategy 2.1  
modernize and revitalize the Hilton Head Island Airport as an important asset for the Island. ● Infrastructure Strategy 2.3
  - 1.2.2** Work with transportation partners to increase ..... ● Regional Tactic 3.1.9  
options for public transportation throughout the region to attract workforce and visitors, and provide options for residents.
  - 1.2.3** Complement public transit operations such as ..... ● Regional Tactic 3.1.4  
those of Palmetto Breeze (LRTA) by connecting transit stops with employment destinations and tourist destinations.
  - 1.2.4** Continue to promote and improve the Island's multi-use pathway system as a viable alternative to auto-oriented transportation.
  - 1.2.5** Evaluate options to integrate marine-based ..... ● Regional Tactic 3.1.5  
transportation when cost effective and where feasible.

## 2. BUSINESS

---

..... ● Regional Strategy 5.2

To attract more diverse businesses, specifically those with high intellectual capacity and a small footprint.

- 2.1** Lead the community as an employer that continues to work with staff for telecommuting and remote work in response to situational needs or natural disasters.
- 2.2** Collaborate and coordinate with existing organizations to market and expand upon Hilton Head Island's diverse economic opportunities.
- 2.3** Explore innovative methods to guide development, such as evaluation of policy and ordinances that can facilitate this goal.
- 2.4** Seek to attract businesses that can diversify the Island's economic base, such as technology and sustainability-related enterprises.

Infrastructure Goal 7 ● .....**2.5** Foster and encourage new business start-ups that promote diversification of the Town’s economy and jobs, or offer opportunities to advance the **Creative Economy**.

*Our Ideals of Excellence* 4 ● .....**3. BRAND** \_\_\_\_\_  
 Excellence Strategy 1.3 ●  
 Priority Investment Goal 3 ● To manage evolving economic growth while maintaining Hilton Head Island’s unique aesthetic.

Priority Investment Strategy 1.1 ● .....**3.1** Support sustainable redevelopment that preserves the environment, modernizes infrastructure, and creates economic benefit to the greatest extent possible.  
 Environment Strategy 2.2 ●

Excellence Strategy 2.5 ● .....**3.2** Monitor demographics and economic trends to manage emerging growth and changes.

**3.2.1** Maintain information to track the Island’s actual daytime and seasonal populations, including the impacts of the commuting workforce and the seasonal visitor population on the Island’s infrastructure and infrastructure planning and maintenance.

**3.2.2** Monitor trends in housing development to provide housing options that meet market demands.

Connected Strategy 3.2 ● .....**3.2.3** Provide data as needed or requested to support other agencies or organizations.

Priority Investment Strategy 3.3 ● .....**3.3** Monitor areas that have high concentrations of aging structures to target for potential redevelopment.

**3.3.1** Research opportunities to encourage property owners of dilapidated structures to rehabilitate and convert the buildings to workforce housing as a means to provide both redevelopment and additional housing.

Inclusive Strategy 3.4 ● .....**3.4** Continue to encourage re-purposing or revitalization of existing commercial spaces/structures or buildings through flexibility or incentives for redevelopment.  
 Connected Strategy 2.4 ●

Figure 2.33 ● .....**3.5** Encourage a variety of housing types to meet the needs of the population.

**What is the Creative Economy?**

The creative economy encompasses job markets using creativity to develop products, services, or intellectual capital. This can include jobs in graphic design, photography, fashion, art, or architecture (Howkins).

**3.6** Re-evaluate prior efforts to consider developing appearance and maintenance standards to optimize the character of the Island for commercial areas.

## 4. TOURISM

To explore, understand, prepare for, and adapt to the future of tourism.

- 4.1 Work with the Hilton Head Island-Bluffton Visitor and Convention Bureau (VCB) to explore, understand, prepare for, and adapt to the future of tourism.
  - 4.1.1 Promote to Island visitors the destination as a ..... ● *Our Ideals of Excellence*  
best-in-class, well-maintained, coastal Island residential and resort community with high speed telecommunication and land, water, and air access, where it is possible to operate remotely and also enjoy a fulfilling Island lifestyle.
  - 4.1.2 Encourage opportunities for culture and heritage ..... ● Inclusive Goal 6  
based tourism. ● Excellence Strategy 1.5
- 4.2 Strive for a balance between tourism and resident economies.
- 4.3 Collaborate with organizations to market globally a clear brand of Hilton Head Island and what makes the Island unique.
  - 4.3.1 Continue to encourage the Hilton Head Island Ambassador Program be offered by the University of South Carolina Beaufort (USCB).
- 4.4 Encourage the tourism industry on the Island to offer visitors a chance to mitigate their travel carbon footprint.
- 4.5 Continue to support special events such as the Latin Music Fest, Juneteenth Celebration, HHI Gullah Celebration, RBC Heritage Golf Tournament, and Concours d'Elegance.
- 4.6 Continue to support existing arts, park and recreation, ..... ● Inclusive Strategy 2.8  
culture, and history organizations through appropriate and creative funding. ● Connected Strategy 4.5

### What is the New Economy?

"A buzzword to describe new, high-growth industries that are on the cutting edge of technology and are believed to be the driving force of economic growth and productivity; [refers] to a redesign of the capitalist system around environmental and social goals (Kenton)."

## 5. POPULATION

To attract a diverse and dynamic local population.

- 5.1 Build relevance to young professionals that represent the ..... ● Priority Investment Strategy 5.1  
**New Economy** by embracing technology and offering live/work options.
- 5.2 Encourage companies to promote and provide ..... ● Excellence Tactic 2.10.1  
opportunities for their staff to work remotely or from home.
- 5.3 Foster an economy that includes support for a healthy aging population and allows for aging in place.
  - 5.3.1 Work with appropriate organizations that can help the Town to best utilize and support its older population.

**5.3.2** Encourage housing options that provide opportunities for residents to age in place.

Excellence Strategy 2.12 ● ..... **5.4** Create an environment for prosperity and innovation that will allow the private sector healthcare providers to access adequate, cost effective healthcare services for the Island’s aging population, including residents and visitors.  
Economy Strategy 6.5 ●  
Inclusive Goal 7 ●  
Inclusive Strategy 7.3 ●  
Regional Strategy 1.4 ●

Excellence Strategy 2.11 ● ..... **5.5** Leverage the deep experience and skills of retirees and their volunteerism to publicize the human capital on the Island.

Regional Goal 2 ● ..... **6. WORKFORCE**

---

To have a high-quality, sustainable workforce.

Inclusive Strategy 3.3 ● ..... **6.1** Encourage the development of workforce housing through effective incentives.

Connected Tactic 4.1.1 ●  
Regional Goal 2 ●  
Infrastructure Strategy 6.1 ●  
Priority Investment Strategy 1.1 ●

**6.1.1** Continue to pursue the recommendations from the Town’s **Workforce Housing Strategic Plan**.

**6.1.2** Identify methods to support construction of new workforce housing by 2024.

**6.1.3** Support programs aimed at increasing home ownership, such as Habitat for Humanity.

**6.1.4** Consider the use of Town-owned properties, where appropriate, for future development projects or land swaps for workforce housing.

**6.1.5** Review the land acquisition program to determine if a workforce housing component would be an appropriate modification going forward.

**6.1.6** Monitor changing demographics and trends in housing development to allow for housing options to meet market demands.

**6.1.7** Continue to educate the public on the potential impact on their daily quality of life that is directly affected by the supply or lack of workforce housing.

**6.2** Coordinate with educational institutions/agencies to meet the educational and training needs of the Island’s population and workforce.

**6.2.1** Collaborate with local industry to determine current and future education needs.

**6.2.2** Encourage diverse educational opportunities that will prepare students for a career, including two-year trade schools, such as through partnerships with USCB or TCL to help expand their program offerings.

**6.2.3** Collaborate with educational institutions and schools in ways that expand them into the local economy.

**6.3** Lead the community as an employer that ensures staff are fairly compensated based on the comparative data in the job market.

**6.3.1** Evaluate and implement as needed the results of..... ● Priority Investment Strategy 1.1  
Town staff wage and benefit analyses.

**6.3.2** Encourage businesses to conduct wage and benefit surveys.

**6.4** Evaluate transportation options for the workforce. .... ● Regional Tactic 3.1.2  
● Infrastructure Strategy 1.8  
● Priority Investment Strategy 2.2

**6.4.1** Encourage enhancements to the public transportation network, such as continued integration of bike racks on buses, linking pathways to transit stops, and providing a link to off-island users.

**6.4.2** Encourage the coordination of existing regional..... ● Regional Tactic 3.1.9  
public transit providers to enhance the service to the mainland and the Island for the commuting workforce.

**6.5** Continue to advance opportunities where possible for the ..... ● Excellence Strategy 2.12  
Town to have a role in the workforce development and private sector investment in the healthcare industry.  
● Economy Strategy 5.4  
● Inclusive Goal 7  
● Regional Strategy 1.4

# Economy & The Elements

Goal Number	Strategy Number	Cultural Resources	Natural Resources	Population	Housing	Community Facilities	Economic Development	Land Use	Transportation	Parks + Recreation	Priority Investment
1. Transportation						CF	ED		Tr		PI
	1.1					CF	ED				PI
	1.2								Tr		PI
2. Business						CF	ED	LU			
	2.1					CF	ED				
	2.2						ED				
	2.3						ED	LU			
	2.4						ED				
	2.5						ED				
3. Brand			NR	Po	Ho		ED	LU			PI
	3.1		NR					LU			PI
	3.2			Po	Ho		ED				
	3.3				Ho			LU			PI
	3.4							LU			
	3.5				Ho						
	3.6							LU			

Table 3.3, Economy + Elements Matrix

Goal Number	Strategy Number	Cultural Resources	Natural Resources	Population	Housing	Community Facilities	Economic Development	Land Use	Transportation	Parks + Recreation	Priority Investment
4. Tourism		● CR	● NR				● ED			● PR	
	4.1	● CR					● ED				
	4.2						● ED				
	4.3						● ED				
	4.4		● NR				● ED				
	4.5	● CR					● ED				
	4.6	● CR					● ED			● PR	
5. Population				● Po	● Ho	● CF	● ED				● PI
	5.1			● Po			● ED				● PI
	5.2					● CF	● ED				
	5.3			● Po	● Ho		● ED				
	5.4					● CF					
	5.5			● Po			● ED				
6. Workforce				● Po	● Ho	● CF	● ED	● LU	● Tr		● PI
	6.1			● Po	● Ho			● LU			● PI
	6.2					● CF					
	6.3					● CF					
	6.4					● CF			● Tr		● PI
	6.5					● CF	● ED	● LU			

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Future IQ. "Section 7.1: Strategic Pillars." *Our Future- Vision and Strategic Action Plan*. Town of Hilton Head Island, 2018.

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Howkins, John. *The Creative Economy: How People Make Money from Ideas*. 2nd ed., Penguin UK, 2013.

Kenton, Will. "New Economy." *Investopedia*, 16 Nov. 2017, <https://www.investopedia.com/terms/n/neweconomy.asp>, Accessed 25 July 2020.

### For more information:

Annual Juneteenth Celebration, [exploremitchelville.org/explore/programs/juneteenth](https://exploremitchelville.org/explore/programs/juneteenth)

Hilton Head Island Airport, [www.hiltonheadairport.com](https://www.hiltonheadairport.com)

Hilton Head Island-Bluffton Chamber of Commerce and Visitor & Convention Bureau (VCB), [www.hiltonheadisland.org](https://www.hiltonheadisland.org)

Hilton Head Island Concours d'Elegance, [www.hhiconcours.com](https://www.hhiconcours.com)

Hilton Head Island Gullah Celebration, [gullahcelebration.com](https://gullahcelebration.com)

Hilton Head Regional Habitat for Humanity, [habitathhi.org](https://habitathhi.org)

Island Ambassadors Program, [www.hhicenter.com/island-ambassadors](https://www.hhicenter.com/island-ambassadors)

La Isla Magazine Latin Music Festival, [www.latinxtoday.com/6968\\_eventos/index.html](https://www.latinxtoday.com/6968_eventos/index.html)

Lowcountry Regional Transportation Authority (LRTA), [www.beaufortcountysc.gov/lowcountry-regional-transportation-authority/index.html](https://www.beaufortcountysc.gov/lowcountry-regional-transportation-authority/index.html)

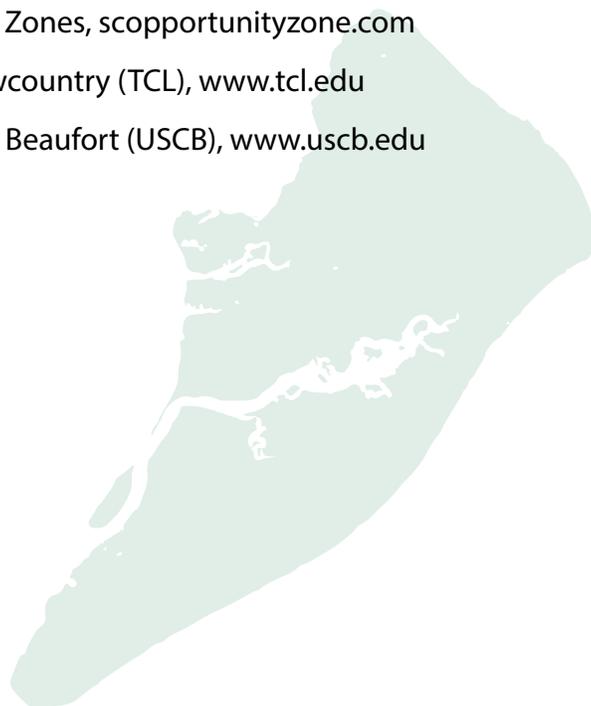
- Palmetto Breeze, [www.palmettobreezetransit.com](https://www.palmettobreezetransit.com)

RBC Heritage, [www.rbcheritage.com](https://www.rbcheritage.com)

South Carolina Opportunity Zones, [scopportunityzone.com](https://scopportunityzone.com)

Technical College of the Lowcountry (TCL), [www.tcl.edu](https://www.tcl.edu)

University of South Carolina Beaufort (USCB), [www.uscb.edu](https://www.uscb.edu)





# chapter 4

## **Fostering an Inclusive Multi-dimensional Community**

## Chapter 4. Inclusive

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## Overview

The three-pronged definition of sustainability represented by *Figure 1.4, Defining Sustainability*, describes the cross-section of economy and society as “Equitable Social Conditions.” Fully grasping the Vision for **Our Plan** entails addressing socio-economic trends of present day Hilton Head Island that could be more sustainable and **equitable**. In the era of modern development, the Island depended on a commuter workforce, attracted an aging retiree population, witnessed an increase in the desire to preserve the Gullah culture and land, saw investment in historic neighborhoods, and saw an increase in potential live and work investment from younger families and professionals.

In the last several years, the Town has begun to address many of these themes. The on-going workforce housing initiative is developing policies that may provide more obtainable housing and access for commuters. Town initiatives, such as the Gullah Geechee Land and Cultural Preservation Task Force, the **Gullah Geechee Culture Preservation Project Report**, and a Historic Neighborhoods Preservation Administrator on Town staff, are aiding cultural preservation. The Island-wide sewer master plan, a partnership with the Hilton Head Public Service District (PSD) supported financially by the Town, has been completed. Neighborhoods also have benefited from the continuation of Project SAFE (Sewer Access for Everyone), a joint program of the Hilton Head PSD and Community Foundation of the Lowcountry that provides grants for low- and moderate-income homeowners to connect to the public sewer system.

The *Fostering an Inclusive Multi-dimensional Community Core Value* entails taking a close look at socio-economic challenges. It encourages the Island’s progression into the future with a mixed, equitable, and diverse society. This is a society that is mindful of the Island’s historic and current cultures, welcoming to a range of ages and income levels to live and work, and maintains the unique environmental qualities that define Hilton Head Island. This Core Value also considers education, health, quality of life, the arts, and recreation, which are important to any active and thriving community.

### Parks + Recreation and Inclusive

For the Our Future Vision, parks and recreation were not included specifically as a Core Value. They do, however, adhere closely to the tenets of the *Inclusive Core Value*. Prior versions of the Town’s Comprehensive Plan have represented parks and recreation with a *Recreation* element.

..... ● Figure 1.4

#### What is Equity?

“Equity” or “equitable” are used in this chapter to imply balance, fairness, and equality.

#### What is Multi-dimensional?

Multi-dimensional is inclusive of all levels and types of

- income
- culture
- age ranges
- familial preference
- race
- gender
- ethnicity
- ability
- life stages
- interests

In the **Our Plan** process, the Parks + Recreation Task Group was housed as a sub-group of Inclusive. The Task Group's role was to advise staff and the project consultant throughout the process and oversee the incorporation of the Town's **Parks and Recreation**

Section 4.0 ● ..... **Master Plan, Part 1** incorporated into **Our Plan Section 4.0**.

## Key Ideas Shaping Our Inclusive Community

Hilton Head Island is a unique destination, but it is also a unique place to live and work. While there is no call to abandon the community planning and economic models that have carried the Island into the 21st century, there is an opportunity to revisit and expand them to be more inclusive of today's trends, demographics, and community interests.

Here are some examples: the Spanish-speaking population on the Island now out-paces the African American and Gullah Geechee population in size, and is higher than the median population for the state of South Carolina. Considering the age demographics, with a median age of 57, as of 2018 per *Figure 2.23*, the younger age groupings are marginally represented in the Island population. Most residential developments are exclusive and priced for higher income earners, investors, and retirees.

Figure 2.23 ● .....

In order to become a sustainable place to live and work, it is important to consider **equity** in education, community development, the economy, and housing options for all areas and all populations of the Island.

### Key Ideas Shaping ..... Our Inclusive Community

An *Inclusive* and multi-dimensional community fosters

- obtainable housing and access
- the arts
- recreation and active living
- education
- healthcare
- cultural preservation and celebration
- a viable economy
- equitable development standards

Keeping in mind these key factors, the Town, community members, and the private sector can bring inclusion to the forefront. The goals, strategies, and tactics in this chapter address these opportunities and actions the Town can take towards an *inclusive* future.

Opportunities for our *Inclusive* community include

- fostering a high quality of life for all Island residents and visitors
- fostering high standards for education
- imagining new venues for the arts and entertainment
- continuing regional partnerships with organizations like USCB to develop local arts and education programs
- identifying and preserving historic sites
- evaluating or modifying community development standards
- evaluating the needs of the Island workforce
- protecting natural and cultural resources
- fostering a multi-dimensional and diverse population
- expanding tourism into heritage, cultural and environmental sectors
- reasonable access to healthcare
- access and mobility enhancements

..... **Opportunities for Our Inclusive Community**



## 1. EDUCATION

To create an environment that fosters equitable, high-quality education options, where Hilton Head Island is recognized as an epicenter of life-long learning.



## 2. HISTORIC SITES; VENUES

To identify and re-imagine historic places and venues so that they are inviting and accessible.



## 3. COMMUNITY DEVELOPMENT

To foster creation of sustainable, inclusive, equitable, and innovative community development on the entire Island.



## 4. NATURAL RESOURCES; CULTURAL RESOURCES

To create awareness and respect for our core community and environmental values, promoting inclusiveness and equality for all residents and guests.



## 5. DIVERSITY

To recognize, respect, and promote multi-dimensional diversity on the Island, now and into the future.



## 6. CULTURAL TOURISM

To promote and expand cultural tourism equitably to improve the quality of life for all stakeholders.



## 7. HEALTHCARE

To foster a quality healthcare system and health education that are available, accessible, affordable, innovative, and beneficial for all.



## 8. ARTS; CULTURE; RECREATION

To build diversity and provide exceptional quality of life offerings in arts, culture, and recreation.

### What is Healthcare?

Healthcare for **Our Plan** encompasses the land use, economic development, and community facility components of the healthcare industry for the Island and region. While the Town's jurisdictional duties do not fall within the realm of healthcare, actions can be taken by the Town to bolster future development through Land Use regulations and economic development engagement to promote private sector investment.

# Strategies & Tactics

## 1. EDUCATION

..... ● Excellence Strategy 2.13

To create an environment that fosters equitable, high-quality education options, where Hilton Head Island is recognized as an epicenter of life-long learning.

- 1.1 Work in partnership with the public school district, private schools, Island non-profit organizations, and concerned citizens to assess on-going needs for early education facilities.
- 1.2 Encourage Beaufort County to continue their efforts to provide resources and funding for the Hilton Head Island Library.
- 1.3 Continue to coordinate and partner with the University of South Carolina Beaufort (USCB) and encourage other continuing education programs to partner with arts and culture organizations, and primary, secondary, and tertiary schools, in establishing continuing education.
- 1.4 Cooperate and collaborate with the public school district to assess the needs of the Beaufort County School District Hilton Head Island Cluster.

### What is Education?

Education for **Our Plan** encompasses the land use, economic development, and community facility components of the education sector for the Island and region. While the Town's jurisdictional duties do not fall within the realm of education, actions can be taken by the Town to bolster future development through Land Use regulations and economic development engagement to promote private sector investment and to partner with the Beaufort County School District, USCB, and other private education facilities and programs.

## 2. HISTORIC SITES; VENUES

To identify and re-imagine historic places and venues so that they are inviting and accessible.

- 2.1 Consider developing a historic landmarks protection or similar program using recommendations from the Town's **Gullah Geechee Culture Preservation Project Report**, the Heritage Library, or Mitchelville Preservation Project.
- 2.2 Continue working with planned communities and other private landowners to provide access to cultural and historic sites for family members, friends, and historians for the purpose of education and maintenance.
- 2.3 Continue installing wayfinding signs and historic markers to identify Island historic sites, historic neighborhoods, important historic events, and to recognize people who contributed significantly to sustaining life on the Island.
  - 2.3.1 Continue to support the Town's Office of Cultural Affairs (OCA) in efforts to establish wayfinding signs for unique historic areas.

**2.4** Continue establishing educational programs to help residents and visitors of all ages better understand the long, unique history and rich cultural traditions of Hilton Head Island.

Excellence Strategy 2.2 ● ..... **2.4.1** Establish a program to help better educate Town officials and staff, area school teachers, employers, and others on Gullah culture so they can better understand the culture and more effectively interact with the Island’s Gullah citizens per the Town’s **Gullah Geechee Culture Preservation Project Report**.

Excellence Strategy 1.5 ● ..... **2.5** Continue to support efforts towards the preservation of historic Island culture, including that of the Gullah Geechee community.

**2.6** Continue to work with local communities and organizations and investigate land acquisition towards the preservation of historic and cultural sites for future generations to enjoy.

**2.7** Explore the possibility of establishing historic overlay districts to identify, preserve, and protect sites and structures deemed appropriate for such designation.

Economy Strategy 4.6 ● ..... **2.8** Continue to support arts, culture, and history opportunities that contribute to the unique character of the Island.  
Connected Strategy 4.5 ●

Parks + Recreation Goal 3 ● ..... **2.8.1** Support the development of Historic Mitchelville Freedom Park.

**2.8.2** Support the planned expansion of the Coastal Discovery Museum.

**2.8.3** Continue to foster partnerships between arts, culture, and history institutions and organizations that support this goal and strategy.

Connected Strategy 1.3 ● ..... **3. COMMUNITY DEVELOPMENT**

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To foster creation of sustainable, inclusive, equitable, and innovative community development on the entire Island.

Connected Strategy 3.1 ● ..... **3.1** Foster events, organizations, and gathering spaces that encourage involvement from the Island’s residential and visitor populations.  
Parks + Recreation Strategy 1.1 ●

Connected Strategy 3.4 ● ..... **3.2** Continue to identify and encourage the many different organizations and groups that currently are involved in community building efforts inside and outside the Island’s gated communities.

Economy Strategy 6.1 ● ..... **3.3** Continue to implement the recommendations from the Town’s **Workforce Housing Strategic Plan**.  
Connected Tactic 4.1.1 ●  
Regional Goal 2 ●  
Infrastructure Strategy 6.1 ●  
Priority Investment Strategy 1.1 ●

- 3.4 Evaluate opportunities for diversity in housing costs and transportation modes by establishing incentives for redevelopment of abandoned and underutilized spaces. ● Economy Strategy 3.4  
● Connected Strategy 2.4
- 3.5 Encourage employer assisted housing programs to entice more employees of various professions (teachers, police officers, fire fighters, etc) to live within Town limits. ● Regional Strategy 2.3
- 3.6 Encourage collaboration and interaction between residential communities. ● Connected Strategy 3.4
- 3.7 Address housing issues by using a systematic approach that integrates economic development, transportation, and land use. ● Priority Investment Strategy 1.1
- 3.8 Integrate public policy recommendations from the Town's **Gullah Geechee Culture Preservation Project Report.**

**4. NATURAL RESOURCES; CULTURAL RESOURCES** ● Environment Strategy 2.4

To create awareness and respect for our core community and environmental values, promoting inclusiveness and equality for all residents and guests.

- 4.1 Encourage programs and educational experience about preserving the Island's ambiance, cultural, and natural areas. ● Parks + Recreation Strategy 3.1
- 4.2 Continue to provide equitable access for Island residents and visitors to enjoy the natural Island environment. ● Parks + Recreation Goal 8
  - 4.2.1 Provide equitable access to waterways via beach access, fishing docks, boat ramps/boat launches, Americans with Disabilities Act (ADA) infrastructure, parks and open space, trails and pathways, and conserved natural areas for either recreational or personal enjoyment.

**5. DIVERSITY** ● Economy Goal 5

To recognize, respect, and promote multi-dimensional diversity on the Island, now and into the future.

- 5.1 Continue to assess and analyze the basic needs and assets for Island communities.
- 5.2 Ensure that local businesses and other public spaces accommodate the ease of mobility for citizens with physical disabilities by complying with the ADA. ● Connected Strategy 4.2  
● Excellence Strategy 2.4  
● Parks + Recreation Goal 8
- 5.3 Foster innovative ways to bridge residential communities inside and outside of the security gates with respect to age, income, culture, and education. ● Connected Strategy 2.2
- 5.4 Identify and address the needs of the different demographics on the Island that include, but are not limited to, the elderly, youth, disabled, Gullah Geechee, and Spanish-speaking populations. ● Connected Strategy 4.1

Economy Tactic 4.1.2 ● .....**6. CULTURAL TOURISM**

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To promote and expand cultural tourism equitably to improve the quality of life for all stakeholders.

Connected Strategy 3.3 ● .....**6.1** Continue to support and promote local arts and cultural events through various media, the Town’s website, social media, newsletters, and the OCA.

**6.2** Continue to develop the economic value of Hilton Head Island’s art and cultural resources in tourism.

**6.2.1** Integrate cultural preservation recommendations from the Town’s **Gullah Geechee Culture Preservation Project Report**.

**6.2.2** Promote and incorporate cultural tourism as a major component of economic development plans for the Town.

Excellence Strategy 2.12 ● .....**7. HEALTHCARE**

---

Economy Strategy 5.4 ●  
Economy Strategy 6.5 ●  
Regional Strategy 1.4 ●

To foster a quality healthcare system and health education that are available, accessible, affordable, innovative, and beneficial for all.

**7.1** Coordinate with institutions and organizations, such as Hilton Head Regional Healthcare, Volunteers in Medicine, the Medical University of South Carolina (MUSC), and other medical groups to assess healthcare needs for the diverse Island population.

**7.2** Encourage diverse offerings to access healthcare, such as mobile units and telemedicine.

Economy Strategy 5.4 ● .....**7.3** Foster an environment that will promote innovation and private sector investment in the local healthcare industry to attract a qualified and talented work force and provide opportunities for expanding the industry through land use regulations.

Parks + Recreation Goal 2 ● .....**8. ARTS; CULTURE; RECREATION**

---

To build diversity and provide exceptional quality of life offerings in arts, culture, and recreation.

Parks + Recreation Strategy 1.1 ● .....**8.1** Continue to work with public/private partnerships to develop venues to accommodate special events and facilitate space for gathering when social distance protocols may be required.

Connected Tactic 4.5.2 ● .....**8.1.1** Implement the plan for a community arts campuses outlined in the Town’s **Venue Committee Report**.

**8.1.2** Continue to support and facilitate the use of community parks for festivals and events.

Connected Strategy 2.1 ● .....**8.2** Continue to provide space for the public display of art in parks and buildings for artists to display their work and add character to the space where it is located.

- 8.3 Continue to support arts, culture, and recreation through funding sources, such as the Accommodations Tax (ATAX). ● Economy Strategy 4.6
- 8.4 Continue to support the Town’s Office of Cultural Affairs and the promotion of cultural events, such as festivals, art exhibits, and performances for all cultures represented on the Island. ● Excellence Strategy 2.8
- 8.5 Implement recommendations from the **Parks and Recreation Master Plan, Part 1**. ● Excellence Strategy 2.9  
● Connected Tactic 4.5.1  
● Parks and Recreation Section 4.7

## Inclusive & The Elements

Goal Number	Strategy Number	Cultural Resources	Natural Resources	Population	Housing	Community Facilities	Economic Development	Land Use	Transportation	Parks + Recreation	Priority Investment
1. Education		● CR		● Po		● CF					
	1.1					● CF					
	1.2					● CF					
	1.3	● CR				● CF					
	1.4			● Po		● CF					
2. Historic Sites; Venues		● CR				● CF		● LU		● PR	● PI
	2.1	● CR						● LU			● PI
	2.2	● CR						● LU			
	2.3	● CR									
	2.4	● CR									
	2.5	● CR									
	2.6	● CR				● CF		● LU			
	2.7	● CR						● LU			
	2.8	● CR								● PR	

Table 3.4, Inclusive + Elements Matrix

Goal Number	Strategy Number	Cultural Resources	Natural Resources	Population	Housing	Community Facilities	Economic Development	Land Use	Transportation	Parks + Recreation	Priority Investment
3. Community Development		CR		Po	Ho	CF	ED	LU	Tr	PR	PI
	3.1	CR		Po						PR	
	3.2	CR		Po							
	3.3				Ho			LU			
	3.4				Ho			LU	Tr		
	3.5				Ho		ED				
	3.6							LU			
	3.7				Ho		ED	LU	Tr		PI
	3.8	CR					CF	LU			
4. Natural and Cultural Resources		CR	NR	Po		CF				PR	
	4.1	CR	NR							PR	
	4.2	CR	NR	Po		CF				PR	
5. Diversity		CR		Po		CF				PR	
	5.1			Po							
	5.2			Po						PR	
	5.3	CR		Po		CF					
	5.4			Po							

Goal Number	Strategy Number	Cultural Resources	Natural Resources	Population	Housing	Community Facilities	Economic Development	Land Use	Transportation	Parks + Recreation	Priority Investment
6. Cultural Tourism		● CR				● CF	● ED				
	6.1	● CR				● CF					
	6.2	● CR					● ED				
7. Healthcare						● CF	● ED	● LU			
	7.1					● CF					
	7.2					● CF					
	7.3					● CF	● ED	● LU			
8. Arts; Culture; Recreation		● CR				● CF				● PR	
	8.1	● CR				● CF					
	8.2	● CR				● CF					
	8.3	● CR									
	8.4	● CR				● CF					
	8.5					● CF				● PR	

## Resources & Works Cited

Future IQ. "Section 7.1: Strategic Pillars." *Our Future- Vision and Strategic Action Plan*. Town of Hilton Head Island, 2018.

- Core Values figure page 152

### For more information:

Beaufort County School District, [www.beaufortschools.net](http://www.beaufortschools.net)

Coastal Discovery Museum, [www.coastaldiscovery.org](http://www.coastaldiscovery.org)

Community Foundation of the Lowcountry, [cf-lowcountry.org/](http://cf-lowcountry.org/)

Heritage Library, [heritagelib.org](http://heritagelib.org)

Hilton Head Public Service District, [www.hhpsd.com](http://www.hhpsd.com)

- Project SAFE, [www.hhpsd.com/project-safe](http://www.hhpsd.com/project-safe)

Hilton Head Regional Healthcare, [www.hiltonheadregional.com](http://www.hiltonheadregional.com)

Historic Mitchelville Freedom Park, [exploremitchelville.org](http://exploremitchelville.org)

Medical University of South Carolina (MUSC), [web.musc.edu](http://web.musc.edu)

Mitchelville Preservation Project, [mitchelvillepreservationproject.com](http://mitchelvillepreservationproject.com)

Town of Hilton Head Island Office of Cultural Affairs, [www.culturehhi.org](http://www.culturehhi.org)

University of South Carolina Beaufort (USCB), [www.uscb.edu](http://www.uscb.edu)

Volunteers in Medicine, [vimclinic.org](http://vimclinic.org)



# chapter 5

## Building a **Connected** & Collaborative Community Fabric



## Chapter 5. Connected

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## Overview

Chapter 4 discusses the social arm of sustainability. Similarly, *Building a Connected and Collaborative Community Fabric* is another Core Value that relates strongly to social principles. Both the *Inclusive* and *Connected* Core Values share similar concerns for the Island community; however, achieving a high status of connectivity for Hilton Head Island entails investigation into the many facets that create communities. This includes aspects of all the Core Values from physical connectivity provided by the built environment, to the human connection with each other and the natural environment, as well as through recreational and cultural experiences.

In this way, the *Connected* Core Value is foundational to many of the goals and strategies throughout this document, and encompasses all three facets of sustainability: environment, social, and economy. Community unification, with a commitment and plan for progressive change, is important to the future growth and attraction of living and visiting the Island. This change begins with connection and a strong community fabric that underpins, and is foundational to, the Town's Vision and Core Values. The following statements provide further insight into how *Connected* relates to all the Core Values.

**Connected to Excellence:** Being a truly connected and collaborative community requires standards of excellence in communication, planning, and deployment of resources used to build physical and virtual community on the Island. It also requires that the Town's mission and values, defined by Our Future and *Our Ideals of Excellence*, be clearly communicated to ..... ● *Our Ideals of Excellence* residents and visitors.

**Connected to Environment:** The human connection to the natural environment on Hilton Head Island is very strong and solicits passion, excitement, and expectation from residents and visitors. It serves as a basis for festivals, events, activities, and art that brings members of the community together.

**Connected to Economy:** The unique environment and community of Hilton Head Island has built a strong economy around retirement and destination tourism. The connectivity capabilities offered by technology are an important factor in growing the Island's economy into new arenas and all areas of sustainability.

### What is Community Fabric?

Community fabric is the many environmental, social, and economic characteristics, interests, qualities, and values that are important to building trust and binding a community of people and places together.

**Connected to Inclusive:** A high level of connectivity can only be achieved when a community is inclusive. Efforts towards more inclusion and equity throughout the Island will build connections that foster trust and strengthen community.

**Connected to Regional:** Hilton Head Island does not exist in a vacuum. The Town is dependent upon relationships and partnerships with other municipalities, organizations, and businesses in the region. Collaborating and ensuring strong lines of communication with these external entities helps to strengthen the Town government and its services.

**Connected to Infrastructure:** Communities are physically connected by transit infrastructure and virtually connected by technology. These connections are strengthened by best-in-class infrastructure and facilities that can support continued collaboration across property lines and within social, work, virtual, or neighborhood environments.

**Connected to Parks + Recreation:** The Island park system is extensive. It serves a great purpose towards connecting communities and people to other people, to the natural environment, and to opportunities for adventure and recreation experiences.

## Key Ideas Shaping Our Connected Community

Throughout the Our Future and **Our Plan** processes, community members expressed an interest in decreasing the feeling of separation that exists on the Island—physical, socioeconomic, and virtual. Hilton Head Island’s unique development pattern and social fabric exists as “communities within communities.” Seventy percent of the Island’s land areas falls within 10 planned unit developments (PUDs). There is no “downtown” in a traditional sense. Instead, multiple nodes of activity are spread out among developed commercial centers, such as the Coligny area, Shelter Cove, and Main Street; however, each provides unique experiences and offerings. The existing pattern of development and activity, instead of presenting a barrier, provides opportunity for the Island community. Finding new ways to build connections in a meaningful way should be considered, and should include societal values and changing interests.

The key factors of building a more *Connected Community* fabric entail

- building trust
- tapping the network of influence and intellectual capital
- tapping into the spirit of volunteerism and giving
- defining new physical and virtual spaces, and connecting existing ones to provide a sense of cohesion

..... **Key Ideas Shaping Our Connected Community**

A resilient, connected community is one that unites together around and commits to a plan for change, growth, and maintenance. Connectivity is a foundational piece to building a modern community. The opportunity to connect exists when we find ways to bring people together across real and perceived boundaries, and by creating meaningful physical spaces and collaborative platforms. The goals, strategies, and tactics in this chapter address ways the Town can grow connectivity for Hilton Head Island.

Opportunities for Our *Connected Community* include

- collaborative planning and partnership
- technology that serves the community, helps to build connections, and facilitates partnerships
- connecting the built environment
- investing in quality of life initiatives
- a willingness to evolve and take an innovative approach to bridge spatial and societal separations

..... **Opportunities for Our Connected Community**

# Goals



## 1. PLANNING

To foster a planning process that is inclusive, collaborative, on-going, and responsive to changing circumstances and stakeholder priorities.



## 2. BUILT ENVIRONMENT

To promote designs for the built environment that capitalize on our natural beauty and community strengths, reinforcing our unique sense of place.



## 3. COLLABORATION

To enable residents and visitors to collaborate around common values and celebrate the realization of shared objectives.



## 4. QUALITY OF LIFE

To foster an exceptional quality of life for residents, outstanding experiences for visitors, and economic opportunity for our workforce.

# Strategies & Tactics

## 1. PLANNING

- Excellence Strategy 3.5
- Priority Investment Goal 1

To foster a planning process that is inclusive, collaborative, on-going, and responsive to changing circumstances and stakeholder priorities.

- 1.1** Apply tools, applications and services to facilitate sharing information supporting community connections and collaborative efforts. ● Excellence Tactic 3.5.3  
● Regional Tactic 1.1  
● Infrastructure Strategy 7.2

- 1.1.1** Plan for technology infrastructure to facilitate best-in-class government services.

- 1.1.2** Maintain a strong presence on social media and keep up with ever-changing and new digital and social media platforms to reinforce the Town's Core Values.

- 1.1.3** Evaluate the development and use of technology such as online tools, applications, and services to facilitate connectivity, enhance transparency, and increase outreach and public involvement. ● Excellence Tactic 3.5.2

- 1.1.4** Solicit input from stakeholders when testing new tools for communication.

- 1.1.5** Maintain a best-in-class website that is informative, modern and easy to navigate.

- 1.1.6** Continue to use multiple forms of communication that are both non-digital and technology based. Evaluate these methods periodically to ensure they are the best options available for communication to meet the needs of the community.

- 1.2** Ensure optimal opportunities are provided for citizen and stakeholder participation in the planning and policy development processes.

- 1.2.1** Continue to consider citizen participation when setting meeting times.

- 1.2.2** Continue to solicit input and participation from stakeholders in Town projects and programs.

- 1.2.3** Continue to engage experts and task forces where needed to participate in the planning process.

- 1.2.4** Monitor citizen participation via different methods of input in order to determine future investment in technological advancements or applications that will facilitate maximum participation.

- Excellence Tactic 3.5.1 ● .....**1.3** Work towards a balanced composition of Town boards that reflects the diversity of the Island’s population.
- Regional Strategy 1.1 ● .....**1.4** Engage in cooperative planning efforts with officials from Jasper County, Lowcountry Council of Governments (LCOG), the Town of Bluffton, Beaufort County, and other regional localities or counties.  
Priority Investment Goal 2 ●
- Regional Strategy 5.1 ● .....**1.5** Identify similar areas in the State and region for cross-training or opportunities to learn from other municipalities.

Parks + Recreation Goal 2 ● ..... **2. BUILT ENVIRONMENT** 

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To promote designs for the built environment that capitalize on our natural beauty and community strengths, reinforcing our unique sense of place.

- Infrastructure Strategy 1.3 ● .....**2.1** Foster the development of public spaces and streetscape designs that encourage community connections through  
Inclusive Strategy 8.2 ●  
Parks + Recreation Goal 1 ●
  - vibrant public spaces that provide rich social opportunities
  - well maintained and attractive spaces
  - pedestrian scale design
  - public art
  - access to technology that accommodates connectivity
- Inclusive Strategy 5.3 ● .....**2.2** Foster community connectivity in the location and design of neighborhoods.
  - 2.2.1** Foster the creation of community nodes with multiple modes of transport connectivity.
  - 2.2.2** Encourage neighborhood designs that provide gathering spaces and connectivity to the pathway network.
- Infrastructure Tactic 1.10.3 ● .....**2.2.3** Encourage interconnection between developments to promote the establishment of neighborhoods and to provide safe and convenient access to neighborhood level public facilities, such as parks and schools.  
Infrastructure Tactic 6.2.1 ●
- Excellence Tactic 3.3.1 ● .....**2.3** Find ways to ensure exceptional “quality of life” ideals are considered when reviewing proposed residential developments.
- Inclusive Strategy 3.4 ● .....**2.4** Create incentives and/or public/private partnerships for redevelopment with goals of diversity in housing types and cost, and types of transportation modes.  
Economy Strategy 2.4 ●

### 3. COLLABORATION

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To enable residents and visitors to collaborate around common values and celebrate the realization of shared objectives.

- 3.1 Foster events, organizations, and communication ..... ● Inclusive Strategy 3.1  
infrastructure that encourage involvement from the Island’s entire residential and visitor populations.
- 3.2 Share data and planning requests to help nonprofit ..... ● Economy Strategy 3.2.3  
organizations, through the provision of public information, more effectively meet community needs.
- 3.3 Encourage creation of a single source for community ..... ● Inclusive Strategy 6.1  
information, both online and in print, and participate by providing information on Town programs and events.
- 3.4 Continue to identify the many different organizations and ..... ● Inclusive Strategy 3.2  
groups that are involved in community building efforts ..... ● Inclusive Strategy 3.6  
inside and outside the Island’s gated communities.
- 3.5 Evaluate the creation of workshops and education series on various topics. Consider partnering with universities or other communities.
- 3.6 Continue to maintain, evaluate, and develop the Town’s ..... ● Excellence Strategy 2.1  
communication plan to meet the needs of the community.
- 3.7 Analyze the feasibility and potential value of re-establishing the Human Relations Council for the Island community to direct their interests or concerns.

### 4. QUALITY OF LIFE

---

To foster an exceptional quality of life for residents, outstanding experiences for visitors, and economic opportunity for our workforce.

- 4.1 Foster a healthy, self-sustaining community that encourages ..... ● Inclusive Strategy 5.4  
economic, cultural, and demographic diversity by understanding the needs and assets of each of the Island’s many different communities, including but not limited to, the elderly, youth, disabled, Gullah Geechee and Spanish-speaking populations.
  - 4.1.1 Continue to implement the recommendations from ..... ● Economy Strategy 6.1  
the Town’s **Workforce Housing Strategic Plan**. ..... ● Inclusive Strategy 3.3  
..... ● Regional Goal 2
  - 4.1.2 Continue to implement the recommendations from ..... ● Infrastructure Strategy 6.1  
the Gullah Geechee Land and Cultural Preservation Task Force, and the Town’s **Gullah Geechee Culture Preservation Project Report**. ..... ● Priority Investment Strategy 1.1

Excellence Strategy 2.4 ● .....4.2 In support of aging in place efforts, encourage site and building designs that provide high-quality experiences associated with ADA requirements, rather than just meeting the minimum standards. Consider a policy that requires the retrofitting of nonconforming sites and the addition of **smart infrastructure**.  
 Inclusive Strategy 5.2 ●

4.3 Maintain effective and open relationships with education institutions and organizations to promote a vibrant scholastic environment on the Island.

Regional Strategy 4.2 ● .....4.4 Reinforce Hilton Head Island’s unique sense of place and quality of life through environmental education, protection, and access to nature and wildlife.

Inclusive Strategy 2.8 ● .....4.5 Celebrate and promote the Island’s rich arts, culture, history, environment, and recreation opportunities.  
 Regional Strategy 5.1 ●  
 Parks + Recreation Goal 1 ●

Inclusive Strategy 8.5 ● .....4.5.1 Continue to implement the recommendations from the Town’s **Parks and Recreation Master Plan, Part 1**.  
 Parks and Recreation Section 4.7 ●

Inclusive Tactic 8.1.1 ● .....4.5.2 Continue to implement the recommendations from the Town’s **Venue Committee Report** that will promote the arts, entertainment, history, and culture of the Island.

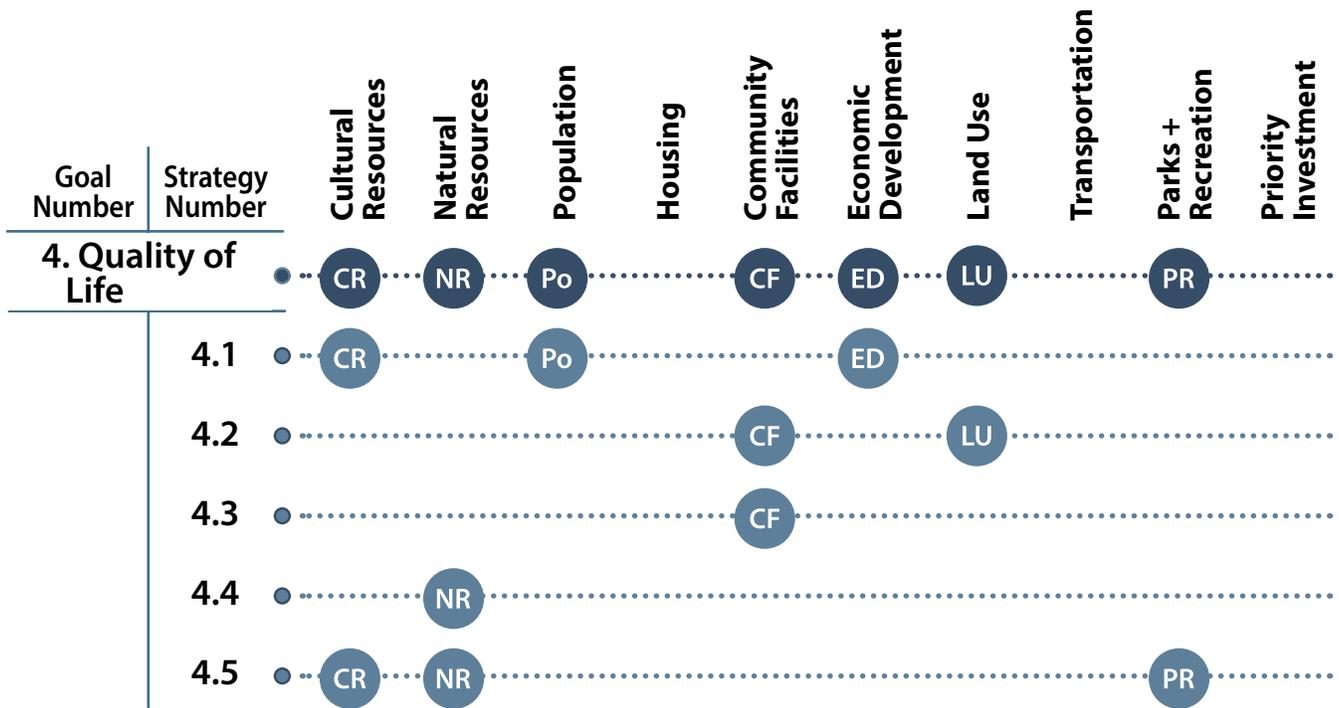
## What is Smart Infrastructure?

Technology, applications, and services that collect data for analysis and utilization by smart cities or other entities employing the use of digital infrastructure (Zumio).

# Connected & The Elements

Goal Number	Strategy Number	Cultural Resources	Natural Resources	Population	Housing	Community Facilities	Economic Development	Land Use	Transportation	Parks + Recreation	Priority Investment
1. Planning				Po		CF		LU			PI
	1.1					CF					
	1.2			Po		CF					
	1.3			Po		CF					
	1.4					CF		LU			PI
	1.5					CF		LU			
2. Built Environment		CR		Po	Ho	CF		LU	Tr	PR	PI
	2.1	CR				CF				PR	PI
	2.2			Po				LU	Tr		
	2.3			Po				LU			
	2.4				Ho			LU	Tr		
3. Collaboration		CR		Po		CF					
	3.1	CR		Po							
	3.2			Po		CF					
	3.3			Po		CF					
	3.4					CF					
	3.5	CR				CF					
	3.6					CF					
	3.7			Po		CF					

Table 3.5, Connected + Elements Matrix



## Resources & Works Cited

Future IQ. "Section 7.1: Strategic Pillars." *Our Future- Vision and Strategic Action Plan*. Town of Hilton Head Island, 2018.

- Core Values figure page 166

"Smart Infrastructure." *Zumio*, [zum.io/why/smart-infrastructure/](http://zum.io/why/smart-infrastructure/). Accessed 25 July 2020.

### For more information:

Beaufort County, [www.beaufortcountysc.gov](http://www.beaufortcountysc.gov)

Jasper County, [www.jaspercountysc.gov](http://www.jaspercountysc.gov)

Lowcountry Council of Governments (LCOG), [www.lowcountrycog.org](http://www.lowcountrycog.org).

Town of Bluffton, [www.townofblufftonsc.gov](http://www.townofblufftonsc.gov)



# chapter 6

## Expanding to Embrace an Integrated **Regional Focus**



## Chapter 6. Regional

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## Overview

Hilton Head Island is a barrier island, which means it has defined physical boundaries. While the Island's shape and size control available space for development and land-based growth, environmental, social, and economic influences extend beyond the physical controls.

This became relevant with the construction of the Byrnes Bridge in 1956, which aided in economic support for the Island's first community store and the Hilton Head Inn that opened that same year. This land-based transportation network was strengthened when the Cross Island Parkway opened in 1997, closing the U.S. 278 loop, and connecting the north and south ends of the Island quickly to the mainland. The advent of convenient vehicular transit to the Island, and the development of the Hilton Head Island Airport, made investment and development on the Island more possible. This helped build the thriving economic, commercial, and residential patterns seen today.

Consequently, Hilton Head Island is now an award-winning destination known for its beautiful natural environment, recreation amenities, planned residential communities, cultural heritage, and resorts. In 2020, while home to a modestly sized residential population of just under 40,000, the Island will host upwards of 2.5 to 3 million visitors from all over the world. Even still, opportunities to diversify tourism offerings across the region exist. They should be considered to help expand the tourism focus regionally with partnerships that can be mutually beneficial. One example is the Town working with the University of South Carolina Beaufort (USCB) to build hospitality and arts programming. New degrees in humanities and arts offered by the university on the Island invite growth and opportunity as students choose to remain in the region to grow their professions in these fields.

The systems in place to support this progress require a strong connection to the mainland. Issues the Island faces as it looks forward to 2040, require *Expanding to Embrace a Regional Focus*. The Town recognizes this and has been an active participant in regional partnerships, such as Southern Lowcountry Regional Board (SoLoCo), Lowcountry Area Transportation Study (LATS), Lowcountry Council of Governments (LCOG), Beaufort County Economic Development Corporation (BCEDC), and the Southern Carolina Regional Development Alliance. Town Council and staff remain active and dedicated in participation with these networks, understanding these partnerships are key to ensuring Hilton Head Island remains vibrant, connected, relevant, collaborative, and committed to growing towards the preferred future.

With the growth of the job and tourism market in neighboring communities, other points of interest in the Lowcountry between Savannah and Charleston now join Hilton Head Island. Communities like Bluffton and other areas in southern Beaufort County have become vibrant places to live, work, and visit. The regional economy and population expand beyond the boundaries of the Island, broadening investment and resources, as the Island is no longer the centerpiece of the region's economy. The daily trips over the bridge from people traveling off-Island for goods and services contributes to the increase in annual average daily trips in the last several years (see *Figure 2.54*, page 86). With this, the bridge to the mainland has become more of a two-way exchange, which means planning for new bridge infrastructure is on par with other regional efforts that support the movement of people and goods throughout the region.

Figure 2.54 ● .....

With changes in the regional economy and increased growth comes an increase in development and demand for resources. The Island is downstream of much of this activity, and it will also be supported by strong regional planning, housing, tourism, transportation, and environmental resource protections. Looking towards a holistic regional approach to reinventing sustainability, this chapter takes a closer look at how the Town can address opportunities affecting the Island and the region.

## Key Ideas Shaping Our Regional Focus

With this discussion about growth in the region, apparent issues facing it involve transportation and the workforce. In 2020, the Island's workforce laborshed, *Figures 2.45* and *2.46* on page 76, extends out to Interstate 95 and into Georgia. As discussed in earlier chapters, many workers choose to live on the mainland and commute to work on the Island, or have had to find affordable places to live elsewhere. The daily influx of commuters and visitors onto the Island has increased drastically in recent years with the growing popularity of the Island as a destination. A regional approach is being taken by the Town and should continue in order to address the impact of work-related commuting, regional resident travel, and visitor travel across the bridge. The same thinking applies to obtainable housing. Answers to these challenges are not solely within the confines of the Island's boundaries.

Figure 2.45 ● .....  
Figure 2.46 ●

Other areas to consider are the need for regional planning to address alternative transit infrastructure, such as pathways and bike lanes, emergency response and resilience, and environmental protection. The Island’s healthcare system is also reliant on regional partners. The Town’s role in healthcare is addressed in *Inclusive Goal 7*. .....

● Inclusive Goal 7

The key factors to consider for our *Regional* focus are

- viewing the region as a partner, not a competitor
- understanding the pursuit of sustainability extends beyond political and physical boundaries
- transportation
- transit and housing for the Island’s workforce
- resiliency planning and emergency response coordination
- continued collaboration and involvement in regional initiatives
- commitment from other regional governments and partners
- being uniquely situated to bring ideas and lessons learned to the table

..... **Key Ideas Shaping Our Regional Focus**

The Town, by taking these factors into account as it moves into the next twenty years of planning and guiding policy for the Island, will be able to build on new opportunities and stay a strong regional partner.

## Opportunities for... Our Regional Focus

### What is Savannah “Arc of Innovation”?

Hilton Head Island is within range of the influence of Savannah, a center for innovation in goods, services, vitality, diversity of social networks, and attraction for young professionals and entrepreneurs. By taking advantage of proximity to and tapping into Savannah’s arc, the Island can find creative problem solving resources for issues that can benefit from the innovation and advancements of a larger city (Vision Plan).

Expanding our *Regional* approach could foster opportunity for

- economic diversity for new industries, business sectors and investment
- a strong connection to Bluffton to collaborate on shorter-term solutions
- regional thinking as part of everyday decision-making
- transportation improvements for residents, workers, and visitors
- the conservation of environmental assets crucial to the destination economy of the region
- partnerships across state lines or political boundaries
- tapping into the Savannah “Arc of Innovation” to expand and diversify the Island economy
- establishing collaborative relationships with other municipalities in the region, such as the “sister city” concept, to foster sharing resources to address regional issues, such as the workforce
- continued and strengthened regional initiatives
- collaboration and innovative problem solving for issues affecting the region, such as housing and transit for the workforce

The following goals, strategies, and tactics provide direction for the Town to move towards *Expanding to Embrace an Integrated Regional Focus* within the areas of planning, housing, transportation, environmental protection, and tourism.



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# Goals



## 1. PLANNING

To enable innovation and excellence in regional planning and coordination for the Town of Hilton Head Island as a built-in part of the everyday process.



## 2. WORKFORCE

To improve and expand opportunities for workforce development and housing on Hilton Head Island and in the region.



## 3. TRANSPORTATION

To increase access between Hilton Head Island and the region through a viable multi-modal transportation system.



## 4. ENVIRONMENT

To lead the region in environmental protection and eco-friendly practices.



## 5. TOURISM

To expand tourism focus in order to promote diverse offerings across the region.

# Strategies & Tactics

## 1. PLANNING

To enable innovation and excellence in regional planning and coordination for the Town of Hilton Head Island as a built-in part of the everyday process.

- ..... ● Environment Tactic 2.4.2
- ..... ● Priority Investment Goal 2

- 1.1 Collaborate with nearby jurisdictions on regional efforts to increase communication and participation between Hilton Head Island and regional municipal, county, and state governments. .... ● Connected Strategy 1.1  
..... ● Connected Strategy 1.4

- 1.1.1 Increase advocacy efforts related to legislative issues that affect the region.

- 1.1.2 Encourage attendance at annual workshops and/or retreats of other government agencies.

- 1.2 Participate and share in the leadership of the development of strong partnerships within Beaufort County and the region. .... ● Excellence Strategy 3.7

- 1.2.1 Coordinate with regional partners on emergency planning, response, evacuation, and communication. .... ● Infrastructure Tactic 1.7.3

- 1.2.2 Continue to participate in meetings and serve as a member on the Southern Lowcountry Regional Board (SoLoCo).

- 1.3 Build and strengthen existing relationships with regional and private sector economic development partners.

- 1.3.1 Begin building links to research institutions and industry groups in the Savannah Region by tapping into the **"Arc of Innovation."**

- 1.3.2 Maintain relationships with Beaufort County organizations.

- 1.4 Develop programs and policies to encourage the private sector to become involved in addressing issues such as housing, climate change, environmental protection, education, and healthcare across the region. .... ● Excellence Strategy 2.12  
..... ● Economy Strategy 5.4  
..... ● Economy Strategy 6.5  
..... ● Inclusive Goal 7

## 2. WORKFORCE

To improve and expand opportunities for workforce development and housing on Hilton Head Island and in the region.

- ..... ● Economy Goal 6
- ..... ● Economy Strategy 6.1
- ..... ● Inclusive Strategy 3.3
- ..... ● Connected Tactic 4.1.1
- ..... ● Infrastructure Strategy 6.1
- ..... ● Priority Investment Strategy 1.1

- 2.1 Pursue regional cooperation of public, private, and nonprofit agencies in meeting area housing and workforce needs. .... ● Excellence Strategy 3.7

- 2.2 Work toward regional solutions to workforce housing issues that result in the construction of quality workforce housing.

- Inclusive Strategy 3.5 ● .....**2.3** Encourage employer assisted housing programs to allow more employees of various professions (teachers, police officers, firefighters, etc.) to live within the Town limits or within Beaufort County.
- 2.4** Evaluate and consider participation in a Regional Housing Trust Fund.
- 2.5** Look for ways to coordinate with regional and local economic development partners to strengthen avenues for workforce development on the Island.

### 3. TRANSPORTATION

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To increase access between Hilton Head Island and the region through a viable multi-modal transportation system.

- Infrastructure Strategy 1.8 ● .....**3.1** Improve and expand transportation infrastructure to connect the Island’s multi-modal system to the rest of the region.
- Priority Investment Strategy 2.2 ●
- Infrastructure Tactic 1.4.2 ● .....**3.1.1** Coordinate with the State and County to seek funding for improvements to provide for a safe, efficient, and well-maintained regional transportation network, and to protect the capital investment in the transportation system through adequate maintenance of facilities and roadways.
- Infrastructure Tactic 1.5.1 ●
- Economy Tactic 6.4.1 ● .....**3.1.2** Coordinate with Beaufort County to enhance the Island’s pathway network by providing a link from the Town’s multi-use pathways to pathway systems on the mainland.
- Infrastructure Tactic 1.9.5 ●
- Parks + Recreation Goal 5 ●
- 3.1.3** Coordinate traffic modeling with regional partners for use in future critical, regional transportation projects to develop a regional transportation vision that identifies emerging needs.
- Economy Tactic 1.2.3 ● .....**3.1.4** Complement public transit operations such as those of Lowcountry Regional Transportation Authority (Palmetto Breeze), by connecting transit stops with employment and tourist destinations.
- Infrastructure Tactic 1.9.3 ●
- Economy Tactic 1.2.5 ● .....**3.1.5** Encourage coordination of regional partners to assess potential marine-based transportation to serve Hilton Head Island, City of Beaufort, and Savannah when feasible.
- 3.1.6** Coordinate and work with appropriate agencies to plan for, evaluate, and implement evacuation routes away from the coast of South Carolina and Georgia for safety, efficiency, and capacity.

- 3.1.7** Work with appropriate agencies, including GDOT and SCDOT, Town of Bluffton and Beaufort County, to provide input on roadway improvements along the U.S. 278 corridor, I-95, and I-16, as well as the secondary road system in southern Beaufort County.
- 3.1.8** Promote regional transportation and land use planning for all of southern Beaufort County by working with the Town of Bluffton, Jasper County, and Beaufort County.
- 3.1.9** Encourage the coordination of regional public transit to serve the mainland and the Island for workers and visitors, including the potential for public transit to and from the Savannah-Hilton Head International Airport and the Hilton Head Island Airport.
  - Economy Tactic 1.2.2
  - Economy Tactic 6.4.2
- 3.1.10** Coordinate with appropriate agencies for the protection and routine maintenance of the bridges and causeways that provide the only ground transportation link from the Island to the mainland.
  - Infrastructure Tactic 1.1.2

#### 4. ENVIRONMENT

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To lead the region in environmental protection and eco-friendly practices.

- 4.1** Develop regional approaches to promote resiliency to climate change and sea level rise.
  - Environment Strategy 6.1
  - Infrastructure Strategy 3.1
- 4.2** Partner regionally on environmental education by initiating and maintaining partnerships with other municipalities and County, State, and Federal agencies for environmental education purposes.
  - Environment Tactic 2.1.3
  - Environment Tactic 2.4.2
  - Connected Strategy 4.4
  - 4.2.1** Host workshops and seminars in Beaufort County for the general public's information on environmental issues and regulations.
- 4.3** Partner on land acquisition to preserve open space or serve the needs of the region for parks and recreation.
  - Parks and Recreation Goal 1
  - 4.3.1** Coordinate with various agencies including the Beaufort County Rural and Critical Lands Board and property owners to identify and purchase undeveloped property for parks and recreation or preservation as needed.
  - 4.3.2** Coordinate conservation of regional environmental assets and plans for natural resource and habitat preservation by acquiring conservation and park land to preserve natural and cultural resources for education, interpretive, and passive recreation uses.

Environment Goal 1 ● .....**4.4** Cooperate with Beaufort County and appropriate agencies to seek funding sources to increase the capacity and level of service for recycling and solid waste management on the Island.

Environment Goal 2 ● .....**4.5** Promote environmental protection through regulation and eco-friendly practices during the development and redevelopment processes in the region.

## **5. TOURISM**

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To expand tourism focus in order to promote diverse offerings across the region.

Connected Strategy 1.5 ● .....**5.1** Partner across the region to identify and market our collective strengths, unique qualities, and arts/cultural/heritage tourism in order to identify, develop, and leverage the region’s competitive advantages.  
Connected Strategy 4.5 ●

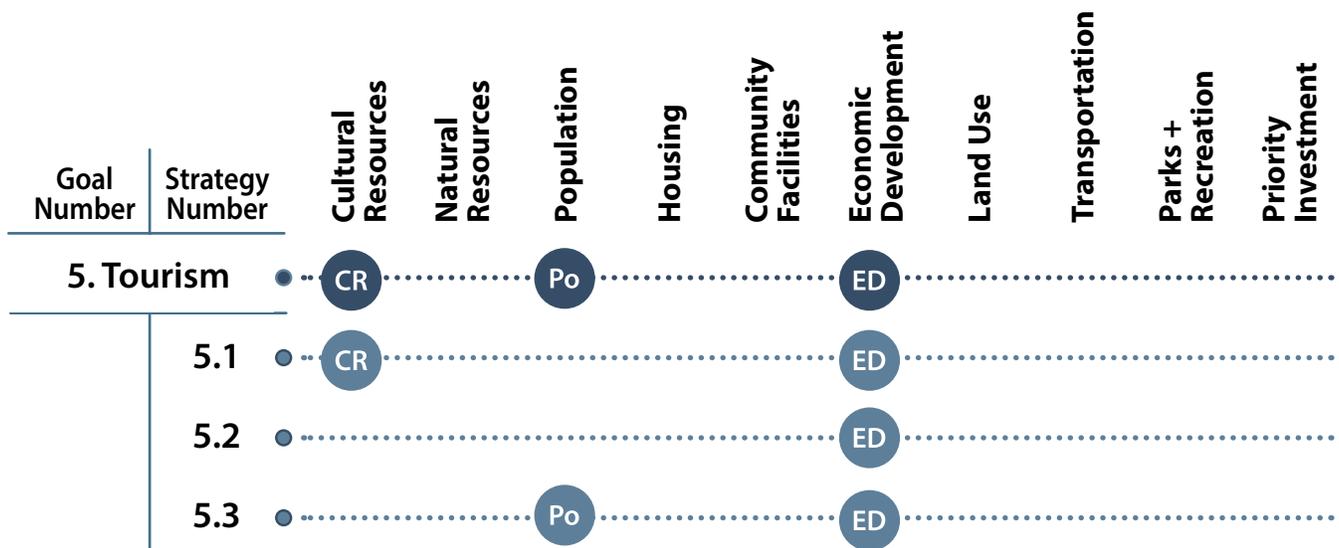
Economy Goal 2 ● .....**5.2** Attract businesses that diversify the region’s tourism industry.

**5.3** Identify and analyze data to encourage the conservation of regional assets that bring people to the region.

# Regional & The Elements

Goal Number	Strategy Number	Cultural Resources	Natural Resources	Population	Housing	Community Facilities	Economic Development	Land Use	Transportation	Parks + Recreation	Priority Investment
1. Planning			NR		Ho	CF	ED	LU	Tr		PI
	1.1					CF					PI
	1.2					CF		LU	Tr		PI
	1.3						ED				
	1.4		NR		Ho	CF					
2. Workforce					Ho		ED	LU			PI
	2.1				Ho		ED	LU			
	2.2				Ho			LU			
	2.3				Ho			LU			PI
	2.4				Ho			LU			
	2.5				Ho		ED	LU			
3. Transportation						CF	ED	LU	Tr	PR	PI
	3.1					CF	ED	LU	Tr	PR	PI
4. Environment			NR			CF		LU		PR	
	4.1		NR								
	4.2		NR			CF					
	4.3					CF		LU		PR	
	4.4		NR			CF					
	4.5		NR					LU			

**Table 3.6,** Regional + Elements Matrix



## Resources & Works Cited

Our Future IQ. "Section 7.1: Strategic Pillars," "Section 8.6.2 Key strategic Action Areas." *Our Future- Vision and Strategic Action Plan*. Town of Hilton Head Island, 2018.

- Core Values figure page 178
- 'Arc of Innovation' definition page 182

### For more information:

City of Beaufort, [www.cityofbeaufort.org](http://www.cityofbeaufort.org)

Beaufort County, [www.beaufortcountysc.gov](http://www.beaufortcountysc.gov)

- Beaufort County Economic Development Corporation (BCEDC), [southerncarolina.org/beaufort](http://southerncarolina.org/beaufort)
- Lowcountry Regional Transportation Authority (LRTA), [www.beaufortcountysc.gov/lowcountry-regional-transportation-authority/index.html](http://www.beaufortcountysc.gov/lowcountry-regional-transportation-authority/index.html)
  - Palmetto Breeze, [www.palmettobreezetransit.com](http://www.palmettobreezetransit.com)
- Beaufort County Rural and Critical Lands Preservation Program, [www.beaufortcountysc.gov/planning/rural-and-critical-lands-preservation.html](http://www.beaufortcountysc.gov/planning/rural-and-critical-lands-preservation.html)

Town of Bluffton, [www.townofbluffton.sc.gov](http://www.townofbluffton.sc.gov)

Georgia Department of Transportation (GDOT), [www.dot.ga.gov](http://www.dot.ga.gov)

Hilton Head Island Airport, [www.hiltonheadairport.com](http://www.hiltonheadairport.com)

Jasper County, [www.jaspercountysc.gov](http://www.jaspercountysc.gov)

Lowcountry Council of Governments (LCOG), [www.lowcountrycog.org](http://www.lowcountrycog.org).

City of Savannah, [www.savannahga.gov](http://www.savannahga.gov)

Savannah-Hilton Head International Airport, [savannahairport.com](http://savannahairport.com)

South Carolina Department of Transportation (SCDOT), [www.scdot.org](http://www.scdot.org)

Southern Carolina Regional Development Alliance, [southerncarolina.org](http://southerncarolina.org)

Southern Lowcountry Regional Board (SoLoCo), [hardeevillesc.gov/2374/Southern-Lowcountry-Regional-Board](http://hardeevillesc.gov/2374/Southern-Lowcountry-Regional-Board)





# chapter 7

## Innovative Approach to Create 'Right-Sized' Infrastructure

## Chapter 7. Infrastructure

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## Overview

The world-wide recognition and increasing popularity of Hilton Head Island in recent years has generated increased demands on the Island's **infrastructure**. New and improved private sector amenities, an expanding tourism season, and residential growth all contribute. However, many once thriving commercial centers on the Island host high vacancies or are in need of renovation and re-imagining. Environmental factors, such as storms and growing concern for sea level rise, pose new challenges. Rapidly evolving technology is reshaping community needs and how the Town responds. For the Island, developing sustainable solutions to address and adapt to these types of future infrastructure needs will require taking a holistic look at the economic, environmental, and social arms of sustainability.

Currently, the Town has strong control measures and initiatives that help ensure our infrastructure is meeting community needs. These include the Land Management Ordinance and zoning regulations, the Capital Improvements program (CIP) covered in *Section 5.0, Priority Investment*, and programs like the completed ..... ● Section 5.0 overhead power line burial and public sewer installation.

Current initiatives include the Town's **Gullah Geechee Culture Preservation Project Report** and **Workforce Housing Strategic Plan**. Looking forward to 2040 should include not only these types of initiatives for the community, but also a plan to adapt to and respond to changes in the economy, societal demands, and the environment that will affect the Island's infrastructure.

For this Core Value, the call is for the Town to respond with an *Innovative Approach to Create 'Right-Sized' Infrastructure*. The response to these changes should be measured and appropriate for Hilton Head Island's unique characteristics. This ensures careful consideration is given by the Town to develop policies for the Island's infrastructure that is relevant and sustainable.

### What is Infrastructure?

For the purposes of **Our Plan**, infrastructure includes housing, transportation, public amenities and services, community facilities, utilities, and resilience and recovery planning.

### What is 'Right-Sized'?

'Right-sized' infrastructure anticipates future or trending changes in community needs or interests, level of service capabilities, capacity demands, or methods for delivery of services (Vision Plan). This approach to infrastructure is intended to preserve or enhance Island character.

## Key Ideas Shaping Our Infrastructure

In the next two decades, it will be important to anticipate the impact advancements in technology will have. Emerging trends, such as 5G telecommunication, are already affecting the Island. There are other technologies with potential to impact the Island's community planning and infrastructure.

### What is the Multi-Use Pathway Network?

The transportation and recreation system on the Island is comprised of pathway network and associated bicycle and pedestrian (bike-ped) facilities. This includes the pathways, sidewalks, crosswalks and curb cuts, bike lanes, off-road or other types of leisure trails, signage, parking, and lighting infrastructure and facilities in support of bicyclists and pedestrians.

- Autonomous vehicles (AV) and drones will operate on smart systems, and potentially affect traffic patterns, roadway and parking standards, and digital infrastructure (Nisenson).
- E-bikes, e-scooters, and other personal electric vehicles (EV) are already on the rise in use on the Island for recreation and transportation. These types of vehicles should be considered in the Town's future planning and policy for the **multi-use pathway network** and related infrastructure.
- Online shopping and e-commerce has brought a decline to brick and mortar retail. Several commercial centers on the Island have already been impacted and are vacant or have low occupancy. A decline in use can bring degradation to the development and surrounding areas. A continued increase in e-commerce will impact transportation through the use of new delivery technologies, such as drones. It will also impact parking, loading, and delivery infrastructure needs for development and redevelopment (Nisenson).
- Renewable energy advancements could change energy delivery systems and storage, which will impact existing and new utility conduits.

The goals in this chapter are organized around seven key categories for the Island's infrastructure: land transportation, air transportation, resilience and disaster recovery, utilities, public services, housing, and technology.

The following are specific implications for each topic area addressed by this chapter's goals, strategies and tactics.

### Transportation (Land):

- Projected future development on the mainland and Island will continue to increase commuter and day trip visitor traffic.
- The Island's ground transportation network should be evaluated holistically to ensure capacity and safety demands are met.
- Expanding and improving the multi-use pathway network and providing safe intersection, curb-cut and crosswalk facilities, and improving transit services should be done when feasible or practical.

- Plan for the replacement and future demand on the bridges to the mainland. Ensure resiliency in new bridge design and equity of its impact.

**Transportation (Air):**

- The Hilton Head Island Airport serves an important role in the Island’s transportation network and economy, and is a crucial asset for the community and region. This is further prioritized by its location in the **Opportunity Zone**.
- Though the Town does not own or manage the airport, it should continue to be involved with future planning to ensure consideration for quality of life and economic impact for all stakeholders.

**Resilience and Disaster Recovery:**

- As a barrier island, Hilton Head Island is particularly sensitive to the effects of sea level rise, tropical storms, hurricanes, drought, and other environmental threats.
- The Town should ensure existing and future infrastructure is resilient and accommodates anticipated changes to the environment as described in *Environment Goal 6*. ..... ● Environment Goal 6

**Utilities:**

- As a municipality that does not directly manage utilities, other than stormwater, the Town has built strong partnerships with the utility service providers.
- The Town should continue to work with service providers to ensure the Island has an equitable, effective, and efficient utility system that minimizes interruption in services, keeps up with or anticipates user demands, and is resilient from environmental and security threats.
- Efficient use of our utilities, as well as consideration for ..... ● Environment Goal 3  
 Environment Goal 4  
 advancements, such as renewable energy and energy independence, will assist in the preservation of natural resources.

**Public Services:**

- Public services are defined as safety, emergency, planning, and administrative services the Town provides to the public.
- Changes to the economy and technology, pressure from the increasing population on the mainland, and the impacts of climate change will create new, complex challenges for providing public services.
- The Town should continue to provide best-in-class service by continually assessing and adapting its operations to meet the needs of residents, businesses, and visitors.

## What Is Housing?

In terms of this Core Value, housing entails the network of infrastructure supporting neighborhoods and community nodes. This network includes the roads, services, parks and open space or places to gather, schools, obtainable food resources, healthcare facilities, and utilities. Residential communities should have access to equitable standards of living and high quality of life offerings.

### Housing:

- The need for workforce housing is currently a top issue. The demand for senior housing is projected to increase, and the need for more diverse housing options to meet generational and professional needs is also important.
- The Town should continue to assess development standards and building codes to foster private sector development of needed and diverse, obtainable housing options.
- New and redeveloped housing should maintain or enhance the character of the Island.

### Technology:

- Technology has grown exponentially in the 2010 decade to impact every aspect of human life, from smart phones to the advent of autonomous vehicles (AV). The demands per household on delivery of broadband services has risen. Systems are required from the household level and up to support multiple devices and network connections. This is in keeping with the multi-thousand terabyte networks and cloud-based services needed to facilitate today's communication and data streams.
- People are more and more expectant of technology in the delivery of services, such as making payments online, communications through live streaming, and incident or maintenance request reporting.
- The infrastructure required to support today's technology needs is available. The Town should follow and anticipate trends in order to facilitate the needs of the community that are growing increasingly dependent upon technology. The COVID-19 pandemic experienced by the world in 2020 brought to light insufficiencies in the provision of technology, to which many adapted and will continue to apply to future thinking.
- **Smart infrastructure** is being utilized by more municipalities seeking to monitor or assist citizens navigating parking availability or to report concerns and issues.

To summarize, the following are key ideas and opportunities shaping the Town’s approach to infrastructure.

- The key factors for our *Infrastructure* include
- health, safety, and welfare are Town priorities
  - addressing advances in technology that will affect the Island’s infrastructure systems and controls
  - considering technology that could affect the Island’s social structures
  - traffic congestion and safety affecting quality of life
  - the increased need for Island-wide, multi-modal and alternative transportation infrastructure
  - consideration for population growth and tourism placing high demands on the Island’s infrastructure
  - protecting natural resources, such as potable water
  - planning for sea level rise and storms that will affect Island infrastructure
  - maintaining best-in-class Town services and facilities
  - fostering more and diverse housing offerings

..... **Key Ideas Shaping Our Infrastructure**

Taking these factors into consideration, with current measures and projects the Town has in place, provides opportunities for innovation to create **'right-sized'** infrastructure.

## Opportunities for... Our Infrastructure

The Town has the opportunity to take an innovative approach to *Infrastructure* by

- developing, redeveloping, or adapting reuse of Town facilities to ensure best-in-class service for the community
- continuing connections Island-wide between work and residential nodes through calculated expansion and improvements of the multi-use pathway network
- exploring the community need for Island wide and mainland connected transit systems
- planning for the impact of autonomous vehicles (AV), electric vehicles (EV), or personal EVs on the transportation networks, traffic patterns, and control systems
- strategically and creatively planning to address traffic congestion
- continuing to work with Beaufort County on planning for the Hilton Head Island Airport
- continuing to work with SCDOT and Beaufort County on the *U.S. 278 Gateway Corridor Project*
- fostering private sector investment in state of the art technology infrastructure
- continuing progress in developing policy to address the Island's housing challenges

Alignment with past planning efforts and lessons learned will also be important to supporting the evolution of the Island into the future. The following goals, strategies, and tactics take a closer look at aspirations and plans of action the Town can use to address the Island's infrastructure needs.



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Elements

# Goals



## 1. TRANSPORTATION (LAND)

To establish an integrated, Island-specific transportation network.



## 2. TRANSPORTATION (AIR)

To 'Right-Size' the airport's capabilities and operations.



## 3. RESILIENCE

To plan for physical, social, and economic resilience from climate change and environmental challenges.



## 4. UTILITIES

To foster safe, effective, and resilient utility systems for the Island.



## 5. PUBLIC SERVICES

To promote efficient and secure public services to meet current and future needs.



## 6. HOUSING

To promote housing options to meet the needs of all current and future populations on the Island.



## 7. TECHNOLOGY

To anticipate policy implications and resource investments needed to embrace emerging technologies.

# Strategies & Tactics

## 1. TRANSPORTATION (LAND)

- Excellence Strategy 1.6
- Economy Strategy 1.2

To establish an integrated, Island-specific **transportation network**.

**1.1** Maintain and improve the road network to provide safe and convenient access and interconnections to all areas of the Island and the corridor to the mainland.

**1.1.1** Develop and implement a new *Transportation Plan* for Hilton Head Island including specific action items to address resident, worker, and visitor transportation, transit, and multi-modal related goals and strategies in the Comprehensive Plan.

**1.1.2** Coordinate with SCDOT and Beaufort County to ..... ● Regional Tactic 3.1.10 maintain the Island’s capacity and safety needs of the bridge to the mainland, William Hilton Parkway, and other arterial streets.

**1.1.3** Continue to consider plans and operations for alternative road systems to reduce traffic congestion on William Hilton Parkway.

**1.1.4** Future road projects within the Town should be carefully planned to minimize impact to neighborhoods.

**1.1.5** Consider acquisition of land for future transportation improvements.

**1.1.6** Maintain, evaluate, and update as needed traffic analysis standards to guide development in accordance with the existing and future needs of the Town.

**1.1.7** Explore the use of **smart infrastructure** or AI-enabled signaling systems to optimize traffic flow and reduce congestion.

**1.2** Promote the installation of infrastructure that supports emerging alternatives to traditional automobile travel.

**1.2.1** Ensure policies effectively regulate and infrastructure reasonably accommodates emerging modes of transportation, such as AVs, EVs, micro transit, and **Mobility as a Service (MaaS)**.

**1.2.2** Continue to implement concepts, such as Complete Streets, American Association of State Highway Transportation Officials (AASHTO) standards, and National Association of City Transportation Officials (NACTO) standards where appropriate that integrate multiple forms of transportation modes, improve safety, and promote connectivity.

### What is in a Transportation Network ?

- Roads
- Multi-use pathways
- Bus stops and shelters
- Crosswalks and curb cuts
- Lights, signs, and signals
- The intersection of roads, pathways, and sidewalks
- Bike-ped specific facilities
- Multi-modal infrastructure
- Access for all forms of vehicles, personal vehicles (bikes), and pedestrians

### What is MaaS?

MaaS is a concept describing a shift away from the ownership of personal vehicles for transportation to the use of public and private services offered through a unified structure to meet the specified needs of travelers (MaaS Alliance).

Excellence Tactic 1.6.1 ● .....1.3  
Connected Strategy 2.1 ●

Evaluate and install streetscape methods to establish Island character for redevelopment areas, roadways, recreation or activity centers, pedestrian oriented areas, and gateways. These methods should include safety standards for drivers, pedestrians, and cyclists, as well as use of coordinated landscaping, lighting, street furniture, and other public amenities.

**1.4** Maintain all public roads on the Island under the Town’s jurisdiction to ensure safety and improve access for all users.

**1.4.1** Continue to encourage and facilitate the paving of dirt roads throughout the Island.

Regional Tactic 3.1.1 ● .....1.4.2

Continue to work with and encourage Beaufort County, SCDOT, and private road owners to protect investment in the transportation system through adequate maintenance of facilities, roadways, and associated drainage facilities.

**1.4.3** Continue to offer and contract maintenance services meet the needs of the community and to implement this strategy.

Priority Investment Strategy 2.2 ● .....1.5  
Priority Investment Strategy 5.5 ●

Continue to secure sufficient funding for the Town’s transportation projects.

Regional Tactic 3.1.1 ● .....1.5.1

Continue to seek funding for safety improvements to Island roads by coordinating with SCDOT, the Beaufort County Transportation Committee (CTC), and other entities to secure funds.

Priority Investment Strategy 4.2 ● .....1.5.2

Evaluate and consider updating the transportation impact fees program for both the Town and the County with new developments paying for capacity and efficiency enhancing modifications based on their impact to the transportation system.

**1.6** Continue to collect, maintain, and analyze data on traffic volume for the road network throughout the year to assess existing and potential deficiencies in the road network and to provide a basis for making future transportation and land use decisions.

**1.6.1** Continue to prepare Traffic Monitoring and Evaluation Reports on an annual basis.

**1.6.2** Perform traffic modeling through the regional traffic model at least once every 10 years, or more often as needs and concerns dictate, to identify locations for roadway improvements and define capital improvement projects.

**1.6.3** Monitor, evaluate, and adjust as needed the methodologies used for traffic counts in the annual traffic report to correspond with objectives.

- 1.7 Continue to educate and engage the public regarding transportation safety issues.
  - 1.7.1 Research best practices from other communities to ensure education and communication efforts are using emerging forms of technology and new trends in communication.
  - 1.7.2 Continue to coordinate with State and local law enforcement officials to enforce transportation-related laws and other regulations that improve safety.
  - 1.7.3 Continue to coordinate with appropriate agencies..... ● Regional Tactic 1.2.1 to plan for and implement safe and efficient evacuation routes off of the Island.
  
- 1.8 Expand the public transportation system serving the Island..... ● Environment Strategy 7.1  
 ● Environment Strategy 7.2  
 ● Economy Strategy 6.4  
 ● Regional Strategy 3.1  
 ● Priority Investment Strategy 5.5  
 in a fiscally responsible manner to provide transportation options to the greatest number of residents, workers, and visitors.
  - 1.8.1 Research alternative ways to provide needed services, such as programs that subsidize ride share services for specific destinations, and explore ways to support last-mile transportation options.
  - 1.8.2 Promote public transportation by evaluating the incorporation of transit infrastructure in permitting determinations for suitable developments.
  - 1.8.3 Explore opportunities for Park-n-Ride lots for commuters and/or public or private bus services for commuters.
  - 1.8.4 Support coordination between public transportation providers, major employers, large communities and special needs providers to increase the utility of public transportation and connect public and private transit systems.
  - 1.8.5 Plan for the safety and control needs of AVs used for public transportation.
  - 1.8.6 Plan for the emergence and increased use of personal EVs.
  
- 1.9 Plan for, expand, and enhance the multi-use pathway ..... ● Environment Strategy 7.2  
 ● Parks + Recreation Goal 5  
 network to provide a comprehensive, Island-wide network that provides for recreational opportunities and an alternative means of transportation to, from, and on the Island.

**1.9.1** Continue to assess the viability of providing new or improved multi-use pathways and supporting infrastructure in conjunction with each Town road improvement project.

Environment Tactic 4.2.1 ● .....**1.9.2** Continue planning and development of the Chaplin Linear Park, a signature, multi-use greenway connecting commercial, civic, historic, recreation, and cultural sites.

Economy Tactic 1.2.3 ● .....**1.9.3** Ensure the multi-use pathway network and bike-ped facilities complement public transit services such as Palmetto Breeze (LRTA) by connecting transit stops with employment, commercial, and recreational destinations.  
Regional Tactic 3.1.4 ●

**1.9.4** Examine requiring connections between developments and nearby sidewalks and multi-use pathways to improve safety and accessibility.

Regional Tactic 3.1.2 ● .....**1.9.5** Coordinate with SCDOT and Beaufort County to establish a safe and accessible multi-use pathway connecting the Island, Pinckney Island, and the mainland.

**1.9.6** Continue to seek funding for access and safety improvements to Island multi-use pathways by coordinating with SCDOT, the Beaufort County Transportation Committee (CTC), and other entities.

**1.9.7** Re-evaluate Town policy regarding pathway use as State legislation regarding e-bikes and other modes of bike or pedestrian electric transportation emerges.

Parks + Recreation Strategy 5.2 ● .....**1.10** Continue to improve the access and safety of the multi-use pathway system by identifying conflicts and improvement opportunities.

**1.10.1** Inventory and maintain areas for access and safety concerns, such as low hanging vegetation, inadequate signage, lines of sight, and irregular asphalt.

**1.10.2** Use crash incident data to determine and plan pedestrian and bicyclist needs at intersections, curb cuts, and crosswalks.

Connected Tactic 2.2.3 ● .....**1.10.3** Investigate opportunities to implement safety programs such as "Safe Routes to Schools" for the benefit of the community.

## 2. TRANSPORTATION (AIR) ---

To 'Right-Size' the airport's capabilities and operations.

- 2.1 Continue to collaborate with Federal, State, and County..... ● Economy Tactic 1.2.1  
authorities and general aviation interests to enhance visitor,  
business, and resident accessibility to aviation services.
- 2.2 Ensure that development surrounding the airport is  
designed and constructed to minimize the negative impacts  
of being located near the airport, such as cultural resources,  
and residential and commercial areas.
  - 2.2.1 Continue to review development proposals within ..... ● LMO Section 16-3-106.E  
the Airport Overlay (A-O) District to ensure the site  
is designed with the maximum safety possible for  
the occupants of the site.
- 2.3 Encourage Beaufort County to evaluate the interests of ..... ● Economy Tactic 1.2.1  
nearby residents and business owners when considering  
changes to the airport facilities.
  - 2.3.1 Assist Beaufort County with pre-planning for  
airport modifications.
  - 2.3.2 Participate in updates to the **Hilton Head Island  
Airport Master Plan.**
- 2.4 Coordinate with Beaufort County for potential use of the  
airport as a staging ground for supplies and materials during  
disaster recovery.

## 3. RESILIENCE ---

To plan for physical, social, and economic resilience from climate  
change and environmental challenges.

- 3.1 Identify and define a determination of the most likely future  
climate and environmental conditions for the Island.
- 3.2 Establish an integrated program for resistance to and ..... ● Environment Strategy 6.1  
resilience from the effects of rising sea levels and tropical ..... ● Regional Strategy 4.1  
storms.
  - 3.2.1 The Town should consider assessing and  
developing environmental resistance and resilience  
standards for private and public development  
projects.
  - 3.2.2 Evaluate changes to zoning and building codes to  
minimize vulnerabilities.
  - 3.2.3 Continue to maintain and replenish Town disaster  
relief funds.
  - 3.2.4 Consider developing and implementing a sea level  
rise adaptation plan for the Town.

Priority Investment Goal 3 ● .....**3.3** Identify and fund proactive investments in public actions which enhance resistance to and recovery from environmental challenges.

**3.3.1** Consider the implications of environmental challenges when planning improvements on the bridges and corridor to the mainland.

#### **4. UTILITIES**

---

To foster safe, effective, and resilient utility systems for the Island.

**4.1** Promote utility infrastructure policies and investments that promote efficiency, improve safety and environmental quality, and embrace emerging technologies.

**4.1.1** Encourage collaborative projects and programs among the Public Service Districts that benefit long-term water resource stewardship and protection.

**4.1.2** Consider the challenges and impact storms and sea level rise have on the Island’s stormwater infrastructure.

Environment Strategy 3.2 ● .....**4.2** Foster community standards for discretionary water use.

**4.2.1** Support programs and education to help reduce the use of potable water for residential irrigation.

**4.2.2** Explore methods to increase compliance with the existing residential irrigation code.

**4.2.3** Use reclaimed water when maintaining Town projects where financially feasible.

**4.2.4** Develop a program to educate the public on water conservation and water reuse.

**4.3** Investigate development and operation of alternative energy and water sources.

Environment Tactic 3.2.4 ● ..... **4.3.1** Encourage PSD investigations into alternative sources of potable water.

**4.4** Continue to work together with the Hilton Head PSD and Project SAFE in support of sewer service connections where needed on the Island.

**4.5** Continue to work with the three Public Service Districts to develop programs that ensure fire hydrants are installed in needed locations to minimize the risk of fire hazards.

**4.6** Ensure the Town’s Stormwater Utility is adequately funded, supported and staffed to meet existing and anticipated needs of the Island’s stormwater policies, programs, and infrastructure.

- 4.6.1 Continue to ensure stormwater infrastructure is well-maintained, resilient, and effective.
- 4.6.2 Continue to work with Beaufort County in coordination of updating and implementing the **Beaufort County Stormwater Master Plan** as applicable.
- 4.6.3 Continue to implement the annual requirements of the Town's NPDES permit and *Stormwater Management Plan*.
- 4.6.4 Expand the watershed modeling and master planning efforts to ensure each major watershed is updated every ten years.
- 4.6.5 Continue to maintain a current inventory of public stormwater infrastructure and track operation, maintenance, and construction activities on those systems.
- 4.6.6 Ensure that the Town's **NPDES Stormwater Management Plan** is annually updated and implemented for compliance with the 1972 Clean Water Act and the State NPDES permit.

## 5. PUBLIC SERVICES

..... ● Priority Investment Strategy 3.2

To promote efficient and secure public services to meet current and future needs.

- 5.1 Ensure the Town government and staff are structured and equipped to meet the challenges of increased population, regulatory complexity, technical development, and public expectations. .... ● Excellence Strategy 2.7

- 5.1.1 Evaluate and address staffing levels of existing and potential new departments as needed, and consider the facility needs of the Town staff through the year 2040.

- 5.1.2 Evaluate existing Town facilities and identify opportunities for redevelopment or new construction to provide best-in-class facilities across the Town government. .... ● Parks + Recreation Strategy 2.3

- 5.1.3 Identify the redevelopment of Town and Fire Rescue facilities in a manner that provides for resiliency during disaster situations, to include the Emergency Operations Center, E911 Communications Center, Fire Rescue Headquarters/ Fleet Maintenance, and other facilities.

### What are Public Services?

Public services include safety, emergency, planning, maintenance, and administrative services provided by the Town for the public.

**5.1.4** Evaluate the feasibility of developing a *Town Technology Implementation Plan* to guide the design, integration, and implementation of information technology to meet the needs of emerging technology, enable visualization of municipal services, encourage community participation in Town activities, and remain secured.

Excellence Strategy 2.7 ● .....**5.2** Ensure the Town continues to provide best-in-class services and facilities that meet or exceed the expectations of its residents and visitors.

Parks + Recreation Strategy 7.2 ● .....**5.2.1** Continue to research the availability of new funding sources that will help to diversify the Town's revenue sources and assist in funding construction of any new facilities or services that may be provided by the Town.  
Priority Investment Strategy 4.5 ●

Excellence Strategy 2.6 ● .....**5.3** Ensure the safety of Town residents and visitors through excellent law enforcement, Fire Rescue, Emergency Management, and Disaster Recovery Services.

**5.3.1** Continue to assess all public services regularly and adjust services as necessary.

**5.3.2** Support and utilize recognized accreditation processes to assure the public of the quality and integrity of Town services and that demonstrate a commitment to continuous improvement.

**5.3.3** Implement the recommendations of the Town's **Fire Rescue Strategic Plan**.

**5.3.4** Support the evaluation of the Fire Rescue Standard of Cover Document to ensure the emergencies experienced by the public are addressed with a timely response model that provides adequate resources and staffing.

**5.4** Continue to implement the Town's Land Acquisition Program.

**5.4.1** Continue to preserve and protect the Island's character through land acquisition.

Parks + Recreation Strategy 1.4 ● .....**5.4.2** Evaluate the use of Town-owned land for construction of public facilities and/or the establishment of active and passive parks.

**5.4.3** Evaluate the funding and policies of the Land Acquisition Program to determine if any changes are required to better address the needs of the community.

**5.5** Encourage public service providers to ensure continuity of essential services for all Island residents and businesses.

- 5.6 Continue to implement requirements to maintain and apply for programs that are beneficial to Town citizens, such as the following:
  - National Flood Insurance Program Community Rating System (CRS)
  - floodplain management
  - Community Development Block Grants (CDBG)
  - Building Code Effectiveness Grading Schedule (BCEGS)
- 5.7 Continue the *Mitigation Actions* in the **Beaufort County Hazard Mitigation Plan** and participate in future updates.
- 5.8 Continue to update the Town’s **Disaster Recovery Plan** as required or needed.
- 5.9 Continue the review and implementation of the Town’s *Emergency Operations Plan* (EOP) and the *Continuity of Operations Plan* (COOP) to prepare for a response to events impacting the Island community.
- 5.10 Continue the development and implementation of the ..... ● Priority Investment Goal 1  
Town’s *Capital Improvement Program* (CIP).
  - 5.10.1 Coordinate the CIP with any and all agencies that provide public facilities to the Town, including Public Service Districts (PSD), Beaufort County, etc.
  - 5.10.2 Maintain the Ten-Year CIP. .... ● Priority Investment Strategy 3.1
  - 5.10.3 Evaluate public facility demands for new development or redevelopment on a project-by-project basis to assure capital facilities are provided concurrent with development requirements.
- 5.11 Plan and coordinate future transportation investments..... ● Priority Investment Goal 2  
● Priority Investment Strategy 2.2
  - 5.11.1 Continue to update and maintain the Ten-Year CIP in accordance with all state laws. This program should consider road and multi-use pathway improvements, bike-ped facilities, traffic sensors and controls, park and Town facilities, and drainage projects, at a minimum.

## 6. HOUSING

---

To promote housing options to meet the needs of all current and future populations on the Island.

- 6.1 Adopt policies to support the recommendations of the ..... ● Economy Strategy 6.1  
Town’s **Workforce Housing Strategic Plan**. ● Inclusive Strategy 3.3  
● Connected Tactic 4.1.1
- 6.2 Continually assess development standards and building codes to ensure they encourage the development and redevelopment of needed housing. ● Regional Goal 2  
● Priority Investment Strategy 1.1

- Connected Tactic 2.2.3 ● ..... **6.2.1** Evaluate and study regulations to require or provide options for interconnection between developments, which promotes the establishment of neighborhoods, and to provide safe and convenient access to neighborhood level public facilities, particularly schools and parks.
- 6.3** Evaluate proposed changes to residential density to ensure they are appropriate for the character of the area and the neighboring properties.
- 6.4** Evaluate the changing demands in Island housing for the aging population and the zoning or access implications.

Economy Strategy 2.5 ● .....  
 Connected Tactic 1.1.1 ●  
 Priority Investment Strategy 5.1 ●

**7. TECHNOLOGY**

---

To anticipate policy implications and resource investments needed to embrace emerging technologies.

- 7.1** Adopt policies to accommodate emerging technologies while continuing to adapt for future needs or trends, for example, fiber optic service for the Island, 5G, **smart infrastructure (smart cities)**, information management, and cellular satellite.
- 7.2** Continue to implement technology improvements and provide quality information technology at Town facilities.

- Connected Strategy 1.1 ● ..... **7.2.1** Update the Town’s **Technology Action Plan** regularly to ensure it addresses changes in existing and emerging technology and their applicability to municipal services.

**What are Smart Cities?**

Municipalities and urban centers that utilize smart infrastructure to assist in the management of assets, resources, and real-time responses (Nisenson).

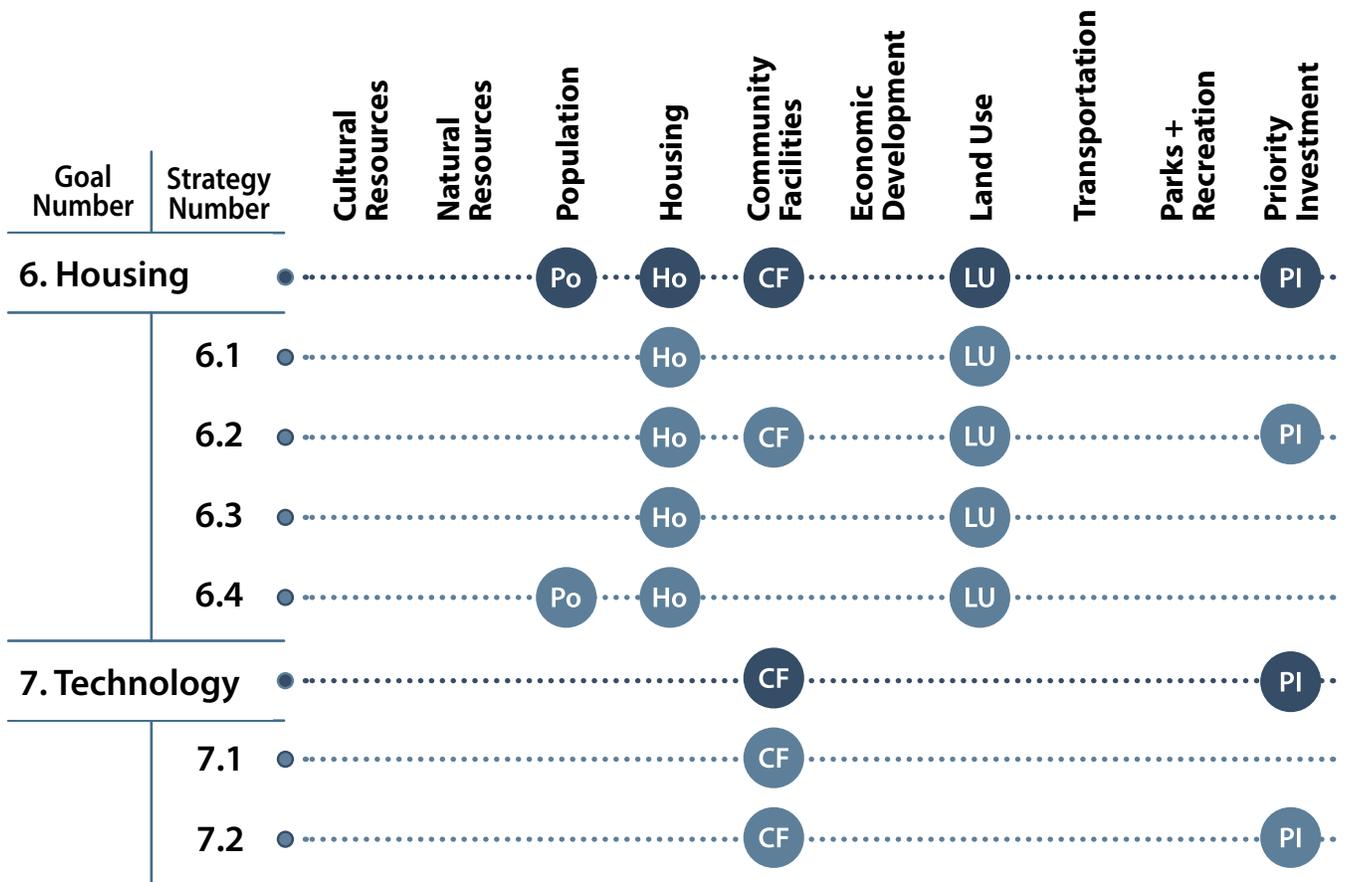
An example is the “SeeClickFix” application utilized by some municipalities to manage citizen requests and work management.

# Infrastructure & The Elements

Goal Number	Strategy Number	Cultural Resources	Natural Resources	Population	Housing	Community Facilities	Economic Development	Land Use	Transportation	Parks + Recreation	Priority Investment
1. Transportation (Land)		CR					ED	LU	Tr	PR	PI
	1.1	CR							Tr		PI
	1.2								Tr		
	1.3								Tr	PR	
	1.4								Tr		PI
	1.5								Tr		PI
	1.6							LU	Tr		
	1.7								Tr		
	1.8						ED		Tr		
	1.9								Tr	PR	
	1.10								Tr	PR	
2. Transportation (Air)		CR				CF	ED	LU	Tr		
	2.1						ED		Tr		
	2.2	CR						LU	Tr		
	2.3						ED		Tr		
	2.4					CF			Tr		
3. Resilience			NR			CF					PI
	3.1		NR								
	3.2		NR			CF					
	3.3		NR			CF					PI

Table 3.7, Infrastructure + Elements Matrix

Goal Number	Strategy Number	Cultural Resources	Natural Resources	Population	Housing	Community Facilities	Economic Development	Land Use	Transportation	Parks + Recreation	Priority Investment
4. Utilities			NR			CF					PI
	4.1		NR			CF					
	4.2		NR			CF					
	4.3		NR			CF					
	4.4					CF					
	4.5					CF					
	4.6			NR			CF				
5. Public Services			NR	Po		CF		LU	Tr	PR	PI
	5.1			Po		CF					
	5.2					CF				PR	
	5.3					CF					
	5.4					CF		LU		PR	
	5.5					CF					
	5.6		NR			CF					
	5.7					CF					
	5.8					CF					
	5.9					CF					
	5.10					CF					PI
	5.11					CF			Tr		PI



## Resources & Works Cited

Maddox, Teena. "Smart Cities: A Cheat Sheet." *Tech Republic*, 16 July 2018, [www.techrepublic.com/article/smart-cities-the-smart-persons-guide/](http://www.techrepublic.com/article/smart-cities-the-smart-persons-guide/). Accessed 25 July 2020.

Future IQ. "Section 7.1: Strategic Pillars." and "Section 8.7: Innovative Approach to Create 'Right-Sized' Infrastructure." *Our Future- Vision and Strategic Action Plan*. Town of Hilton Head Island, 2018.

- Core Values figure page 192
- 'Right-Sized' definition page 193

Nisenson, Lisa. "Primed for Deliveries." *Planning: the Magazine of the American Planning Association*, vol. 86, no. 4, April 2020, pp. 35-43.

"What is MaaS?" *MaaS Alliance*. [maas-alliance.eu/homepage/what-is-maas/](http://maas-alliance.eu/homepage/what-is-maas/), Accessed 15 May 2020.

### For more information:

American Association of State Highway Transportation Officials (AASHTO), [www.transportation.org](http://www.transportation.org)

Beaufort County, [www.beaufortcountysc.gov](http://www.beaufortcountysc.gov)

- Lowcountry Regional Transportation Authority (LRTA), [www.beaufortcountysc.gov/lowcountry-regional-transportation-authority/index.html](http://www.beaufortcountysc.gov/lowcountry-regional-transportation-authority/index.html)
- Palmetto Breeze, [www.palmettobreezetransit.com](http://www.palmettobreezetransit.com)

Community Development Block Grant (CDBG) Entitlement Program, [www.hudexchange.info/programs/cdbg-entitlement](http://www.hudexchange.info/programs/cdbg-entitlement)

Hilton Head Island Airport, [www.hiltonheadairport.com](http://www.hiltonheadairport.com)

Hilton Head Island Public Service Districts

- Broad Creek Public Service District, [www.bcpsd.com](http://www.bcpsd.com)
- Hilton Head Public Service District, [www.hhpsd.com](http://www.hhpsd.com)
  - Project SAFE, [www.hhpsd.com/project-safe](http://www.hhpsd.com/project-safe)
- South Island Public Service District, [www.southislandpsd.com](http://www.southislandpsd.com)

ISO Building Code Effectiveness Grading Schedule (BCEGS), [www.flair.com/sections/pandc/bcegs/index.aspx](http://www.flair.com/sections/pandc/bcegs/index.aspx)

Lowcountry Council of Governments (LCOG), [www.lowcountrycog.org](http://www.lowcountrycog.org).

National Association of City Transportation Officials (NACTO), [www.nacto.org](http://www.nacto.org)

National Complete Streets Coalition, [smartgrowthamerica.org/program/national-complete-streets-coalition/](http://smartgrowthamerica.org/program/national-complete-streets-coalition/)

National Flood Insurance Program Community Rating System (CRS), [www.fema.gov/national-flood-insurance-program-community-rating-system](http://www.fema.gov/national-flood-insurance-program-community-rating-system)

National Pollutant Discharge Elimination System (NPDES), <https://scdhec.gov/environment/bureau-water/national-pollutant-discharge-elimination-system-npdes/national-pollutant>

Palmetto Electric Cooperative, [www.palmetto.coop](http://www.palmetto.coop)

Safe Routes to Schools, [saferoutesinfo.org](http://saferoutesinfo.org)

South Carolina Department of Transportation (SCDOT), [www.scdot.org](http://www.scdot.org)

- U.S. 278 Gateway Corridor Project, [www.scdot278corridor.com](http://www.scdot278corridor.com)



**section**

**4.0**

**Our Parks +  
Recreation**





# Section 4.0 Our Parks + Recreation

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## 4.1 Overview

It is well documented and researched that access to nature and open space for leisure activity is beneficial to human health and quality of life. Frederick Law Olmsted, considered to be the father of landscape architecture, was instrumental in bringing forward the connection of health and access to greenspace. In his article about Olmsted's campaign for public health, Thomas Fisher explains Olmsted had a career in sanitation during the Civil War, where he served as the general secretary of the United States Sanitary Commission. He was dedicated during this time to the sanitation of the Union Army camps and soldier health. This experience was underlying to his growing interest in the public health movement, originating out of Europe in the mid-19th century, as he resided in New York City.

In 1857, he became superintendent of a new park. His plan for this park with architect Calvert Vaux, the Greensward Plan, is what we know today as Central Park in New York City. Given the deplorable conditions of housing and industrial pollution in the City at the time, his vision was for the park to serve as the "lungs of the city," where people could breathe clean air in open space full of green life. This notion was combined with what he and Vaux understood to be a connection between polluted water and disease. The park was designed with thought for good drainage, circulating water features, and sanitary facilities (Fisher).

This was revolutionary for the time, and it underscores our modern understanding of the value parks can have for human health and enjoyment of life. Today, Central Park, an 843-acre park running 2.5 miles long by a half mile wide, is an icon for the study of park design, and foundational to the history of early human health. There is a reason real estate and neighborhoods bordering the park have grown to be some of New York's most valuable. There is a reason, in many places, property bordering parks and open space typically have more value.

Closer to home, this is the Island's beachfront properties: the beach and ocean being the ultimate in access to fresh air and open space. Humans value this for leisure and recreation, and it has been in the interest of the Town to invest in parks and recreation to ensure equitable access to parks, recreation facilities, and programming can be had by all residents and visitors.

As has been discussed throughout **Our Plan**, Hilton Head Island is blessed with an abundance of beautiful environments, including the beach, waterways, and natural resources, through which a great parks and recreation system has been facilitated by the Town. As will be discussed in this section, there remain amazing opportunities to improve this system for the good of the Town and Island residents and visitors.

### The Core Values

Where applicable in this section, the Core Values will be keyed using the following symbology:

<b>Ex</b>	Excellence
<b>En</b>	Environment
<b>Ec</b>	Economy
<b>Inc</b>	Inclusive
<b>Co</b>	Connected
<b>Re</b>	Regional
<b>Inf</b>	Infrastructure

## Our Vision for Parks + Recreation

**Hilton Head Island is recognized for best-in-class parks and recreation by building diversity of recreational, arts, and quality of life offerings for all residents and visitors.**

### **Parks and Recreation Master Plan & Our Plan**

The **Parks and Recreation Master Plan, Part 1** (Master Plan) was initiated in 2019 as a priority of Town Council in concert with **Our Plan**, adopted in 2020, and appended to **Our Plan**. The purpose of the Master Plan is to “evaluate the Town of Hilton Head Island’s public parks and recreation system and submit recommendations designed to increase the level of service across the community over the next ten years.” The purpose of this section is to tie the Master Plan into **Our Plan**.

The full title for the Master Plan is **Parks and Recreation Master Plan, Part 1: Budget, Staffing, Maintenance, Needs Assessment, and Gap Analysis**. The Town hired Lose Design in 2019 to facilitate community engagement and conduct a recreation needs assessment of the Island’s parks, facilities, and recreation programs. While in title this document is called a “master plan,” it is a technical document comprised of data analysis and assessment with recommendations. No new park plans are provided, however, a cost analysis is presented, taking into consideration some of the park projects that are recommended for the Town’s park system. The Town can choose to consider these recommendations for parks and recreation planning and guidance over the next ten years, 2020 to 2030.

For this reason, the document provided to the Town by Lose is **Part 1** of what will be a larger process to plan for and implement changes to the parks and recreation system, facilities, programs, and operations for the Island. **Part 1** of this process is providing a foundation that is integral to taking the next steps towards progress for parks and recreation.

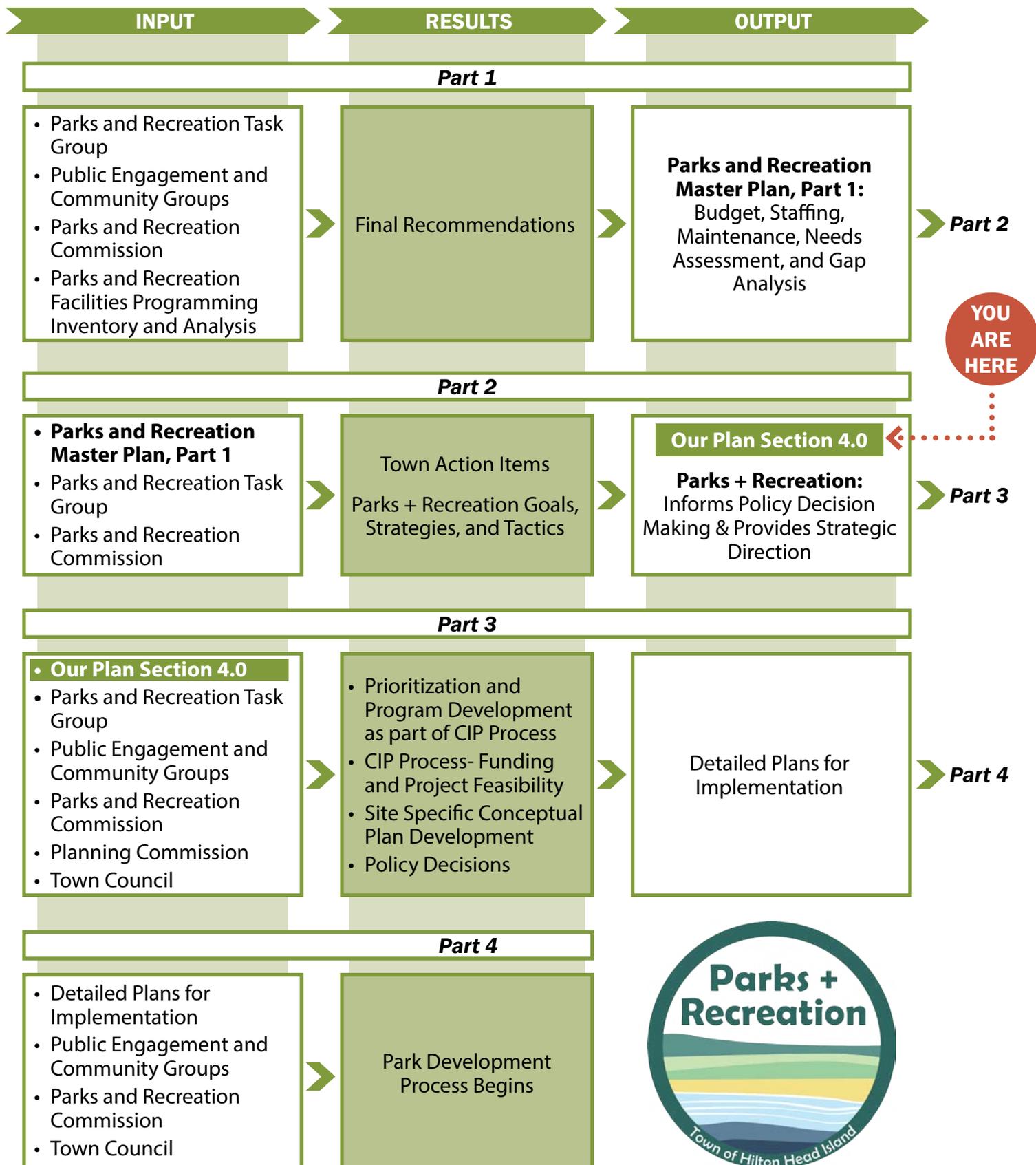


Figure 4.1, Parks + Recreation Master Plan Process

**Part 2** utilizes and incorporates this information into this section of **Our Plan**, which will guide recreation planning and policy direction for the Town of Hilton Head Island. Input from the *Parks and Recreation Task Group* and the *Parks and Recreation Commission*, has resulted in Goals, Strategies, and Tactics, and a Parks + Recreation Vision for the Town, as well as Action Items specific to parks and recreation on the Island. These are outlined in *Sections 4.6 and 4.7 of Our Plan*, respectively.

CIP Principles, Section 5.2 ● .....

**Our Plan** will serve as a foundation for **Part 3**, which will include prioritization of recommendations, program development for specific sites, funding and feasibility analysis, and development of conceptual site plans. **Part 3** will also include extensive community input, recommendations from the Parks and Recreation Commission and Planning Commission, and will guide policy decisions to be made by Town Council. In accordance with the Town's *Capital Improvement Program (CIP) Principles (Section 5.2)*, related projects will be planned concurrently where feasible to maximize planning and implementation resources. **Part 4** will include the ultimate implementation process.

**Parks and Recreation Task Group.** To assist in the process, a *Parks and Recreation Task Group* (Task Group) was formed including stakeholders, members of the Town's *Parks and Recreation Commission* (Commission), subject matter experts, and community members. The Task Group met several times through the course of the project, including workshops and several meetings with Lose Design. Their role in the process was to advise Lose Design, as well as staff, on the needs of the community concerning parks and recreation, to promote the initiative within the Island community, and to ensure the Master Plan was seamlessly incorporated into **Our Plan**. Since recreation was not specifically identified as a stand-alone *Strategic Pillar*, a work group was not formed for the topic. The Task Group operated as a sub-group to the *Inclusive Work Group* in accordance with the Vision Plan.

Inclusive Goal 8 ● .....

**Parks + Recreation and Inclusive.** Parks and recreation are important to this community and adhere closely to the tenets of the Inclusive core value. In **Our Plan Section 3.0, Chapter 4**, the *Inclusive Goal 8* is to “build diversity and provide exceptional quality of life offerings in arts, culture, and recreation.” The intent for the Town's parks and recreation system is to not differentiate or exclude based on race, gender, or ability. Future planning for the Town parks and facilities will be an inclusive process and will seek to build and improve the existing system to be representative of the tenets of the *Inclusive Core Value*.

**Community Engagement.** As an extension of the Task Group’s involvement with the planning process, various community engagement techniques were used to receive input from the Island community. This information from the public helped to identify potential parks and recreation needs and priorities. The engagement techniques included focus group meetings, public open houses, interactive polling at key locations, and an online community survey. Collectively, over 800 members of the community participated. While there were a variety of specific needs and interests discussed, key themes emerged.

Community engagement resulted in the following key themes for Parks + Recreation:

- Existing parks and recreation facilities ought to be improved and redeveloped, and maintained more consistently.
- The desire for a dedicated pickleball facility and league programming has a strong support network on the Island.
- Specific facility improvement interests include synthetic turf fields, improved water access, splash pad/ spray parks, piers, another dog park, and more passive adventure play for adults as well as youth.
- People are interested in more special events like concerts and art festivals.
- Additional youth athletic fields and leagues were not identified as an overwhelming need.

## ..... Key Themes for Parks + Recreation

The top funding priority identified was the improvement and maintenance of existing parks, and development of new community gathering spaces and court sport facilities. Overall, public opinion aligned with the apparent needs of the community based on the prevailing age demographic. This does not mean the needs of the Island youth should be ignored, but the community engagement process did provide insight for facilities, programs, and investments for the Town to consider moving forward. It also helped to inform final recommendations and Town Action Items discussed in *Section 4.7*. Having an idea of public perceptions of the Island’s parks and recreation system is an important part of the planning process and can assist the Town in gauging public support for making improvements in the future.

**Parks and Recreation Commission.** Formed by Town Council in 1992, the mission of the Commission is to “make recommendations for the establishment of an effective parks and recreation system for the citizens and residents of the Town.”

The Commission's duties to the Town include

- to make studies of the existing facilities for parks and recreation within the Town of Hilton Head Island
- to assess the future needs of the citizens and residents of the Town
- to make recommendations to Town Council for the establishment of long and short-term goals concerning the development and management of parks and recreation facilities (master parks and recreation plan)
- to conduct periodic surveys to determine whether the master parks and recreation plan is meeting the needs of the community and to report the results to Town Council
- to make periodic recommendations to Town Council for the periodic updating of the master parks and recreation plan for the Town

The Commission was instrumental in facilitating the initiation of the Master Plan project, and will continue to play a role in the Town's implementation of the recommendations, primarily through their review of the Town's capital improvement projects related to parks and pathways. Throughout the planning initiative, the Commission received regular updates from staff, reviewed draft and final versions of the Master Plan and this section of **Our Plan**, and provided the recommendation for the Master Plan's adoption to Town Council.

## The Recreation Element

In 2005, the *Recreation* element was added to the Town's Comprehensive Plan to replace the 20-year **1995 Recreation and Open Space Plan**, that was adopted in 1996 and amended in 1998 and 2000. State legislation regarding Comprehensive Plans allows for municipalities to include additional elements as needed to expand upon the required nine elements. It has been the Town's prerogative to include goals for parks and recreation in the Comprehensive Plan. This is because of the importance and value it brings to Island quality of life, and the considerable investment the Town has made in land acquisition and park development towards that end. *Figure 4.2*, lists the history and timeline of parks and recreation for the Island, including the land acquisition for parks.

For **Our Plan**, the *Recreation* Element is replaced by this section, devoted to parks and recreation, supported and informed by the Town's 2020 **Parks + Recreation Master Plan, Part 1**. Because this section houses one of the Comprehensive Plan elements, synthesizes findings from the Master Plan with the

recommendations and actions items, and due to the considerable investment and involvement for the Town represented by parks and recreation, it is more detailed and lengthy than others.

Many of the topics related to parks and recreation, that were pulled from the early 1995 plan into and expanded in the *Recreation* Element, are presented and updated in this section:

- *Section 4.2* is a timeline of the Island's parks and recreation history, key land acquisitions, and park openings.
- *Section 4.3* is an overview of the Island's existing parks and maintenance.
- *Section 4.4* reviews the Island's recreation facilities, level of service findings from the Master Plan, and accessibility.
- *Section 4.5* contains an overview of recreation programming.
- *Section 4.6* is similar to the Core Value chapters with a presentation of the parks and recreation goals, strategies, and tactics, as well as an element matrix.
- *Section 4.7* includes the Master Plan initial and final recommendations with Town action items.

## Definitions

In all cases throughout this section of **Our Plan**, definitions used to describe the Island's parks should be used as guidelines. Due to the unique characteristics of the Island, definitions are flexible. Existing and future parks may not fit perfectly into one specific classification or definition. For example, while Coligny Beach Park is technically a type of beach park for Hilton Head Island, it has a regional service area due to use by day-trip visitors from off-island. Because of this, it also functions as a regional park.

Typically, a discussion about parks will reference them as either active or passive. The definitions of these common park activity categories are included here for reference:

- *Active Park*: A park and/or recreation area that is used for active recreation or programs. This can include organized sports, playgrounds, fitness trails, boat landings, multi-purpose fields, or sports courts.
- *Passive Park*: A park and/or recreation area that is used for passive activities. This can include walking, cultural and educational activities, non-organized sports, playgrounds, beach access, and picnicking. Some passive parks have small scale active programming.



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## 4.2 History of Our Parks + Recreation

### Modern Era & Early Development 1970s - 1990s



- 1977**  
Island Recreation Association formed by the Hilton Head Rotary Club as the Island Youth Center.
- 1983**  
The Town of Hilton Head Island incorporated as a municipality.
- 1985**  
Island Recreation Association agreement initiated with the Town to provide recreation programming for the island.
- 1988**  
Purchase of five acres for Coligny Beach Park and parking lot.  
Island Recreation Center opened.
- 1989**  
Purchased one acre for Folly Field Beach Park.  
Coligny Beach Park opened.  
First pathway project completed on William Hilton Parkway from Sea Pines Circle to Palmetto Dunes.
- 1990**  
The SHARE Senior Center joins the Island Recreation Association.
- 1991**  
Folly Field Beach Park opened.
- 1992**  
Town Parks and Recreation Commission formed.  
Purchased 16 acres for Islander's Beach Park.  
Purchased 14 acres for Driessen Beach Park.  
Purchased 85 acres, the first acquisition under the Town's new Land Banking Program, for the first recreational facility, the Crossings Park, and the Bristol Sports Arena.
- 1993**  
Purchased an additional one acre for Driessen Beach Park.
- 1995**  
Purchased 67 acres for Chaplin Community Park.  
Driessen Beach Park opened.
- 1996**  
**1995 Recreation and Open Space Plan** adopted as appendix to the Town's **Comprehensive Plan**.  
Crossings Park opened.  
Purchased 53 acres for Jarvis Creek Community Park.
- 1997**  
Bristol Sports Arena opened.

**Figure 4.2, Parks + Recreation Timeline**

## The New Century ..... 2000 - 2020



### 1998

Islander's Beach Park opened.

Purchased 17 acres for Fish Haul Creek Park (now Historic Mitchelville Freedom Park).

Purchased the 68-acre Honey Horn property.

1995 Recreation and Open Space Plan amended.

### 1999

Purchased 26 acres for Shelter Cove Community Park.

### 2000

1995 Recreation and Open Space Plan amended

Purchased 3 acres for Green's Shell Park.

The Town received awards for the innovative and sustainable design of Jarvis Creek Park: *SCDNR Stewardship Development Award*, *Municipal Association of SC Municipal Achievement Award*, and *Association of State Floodplain Managers Award*.

### 2001

Purchased 3 acres for Compass Rose Park.

Purchased 18 acres for the Mitchelville Beach Park (now Fish Haul Beach Park).

Purchased 13 acres for the Barker Field Extension recreational area.

Purchased 3 acres for Greens Shell Park

Chaplin Community Park, Burkes Beach Access, and Singleton Beach parking opened.

### 2002

The Coastal Discovery Museum relocated to Honey Horn.

Purchased 1.5 acres for Cordillo Tennis Courts.

### 2003

Jarvis Creek Community Park opened.

### 2004

Greens Shell Park opened.

### 2005

*Recreation* Element added to the Town's **Comprehensive Plan** to replace the **1995 Recreation and Open Space Plan** and amendments.

Fish Haul Creek Park (now Historic Mitchelville Freedom Park) opened.

Purchased 1.35 acres for Squire Pope Community Park.

### 2006

Barker Field Extension opened.

### 2007

Pope Avenue pathway and boardwalks built.

Mitchelville Beach Park (now Fish Haul Beach Park) opened.

Purchased an additional 0.8 acre for Squire Pope Community Park.

### 2008

Mathews Drive corridor improvements completed, including roadway, new pathways, and drainage.

Compass Rose Park opened.



## 2009

- Coligny Beach Park renovations completed.

## 2011

- Purchased an additional 3.7 acres for Squire Pope Community Park.
- The Town received the League of American Bicyclists *Silver Level Bicycle Friendly Community Award*.

## 2012

- Town/Shelter Cove Town Center, LLC Development Agreement for the redevelopment of the Mall at Shelter Cove is approved.
- Purchased 2 acres for Cross Island/ Broad Creek Boat Ramp.

## 2013

- The former SHARE Senior Center is renamed the Hilton Head Island Senior Center under the Island Recreation Association.
- Purchased 103 acres, including a portion of the Planter's Row Golf Course. This is the site for the future Mid Island Park.

## 2014

- The Rowing and Sailing Center at Squire Pope Community Park, designed by Lee+Parker Architects, received the *AIA Hilton Head Island Honor Award*.
- Coligny Beach Park buildings, designed by The FWA Group, received the *AIA Hilton Head Island Merit Award*.

## 2015

- The Rowing and Sailing Center at Squire Pope Community Park opened.
- The Town received the League of American Bicyclists *Gold Level Bicycle Friendly Community Award*.
- Shelter Cove Community Park, designed by Witmer Jones Keefer, received the *SC ASLA Merit Award*.
- The redevelopment of the Shelter Cove Mall, including Shelter Cove Community Park, received the *Joseph P. Riley Award for Economic Development*.

## 2018

- The Town received the the *SC ASLA Honor Award* for Coligny Beach Park.

## 2019

- Newly renovated and expanded Island Recreation Center opened.
- Phase 1 of Cordillo Tennis Courts renovations opened.
- The Town received the League of American Bicyclists *Gold Level Bicycle Friendly Community Award* for the second time.

## 2020

- The Island's first inclusive playground, Gregory's Playground, opened at Island Recreation Center.
- Lowcountry Celebration Park opened.
- A new **Parks and Recreation Master Plan, Part 1** adopted as an appendix, and incorporated into *Section 4.0 Parks + Recreation* of **Our Plan**.

## 4.3 Our Parks

The almost 550 acres of developed park property on the Island is comprised of 27 parks, varying in type and size, interconnected by an extensive 67-mile public multi-use pathway network. Hilton Head Island is known and recognized for this pathway network, and has several award winning parks. There also several “private parks” and beach access within the Planned Unit Developments (PUDs).

According to guidelines for public park providers, “a park system, at a minimum, should be composed of a core system of park lands, with a total 6.25 to 10.5 acres of developed open space per 1,000 population” (Mertes). With a permanent resident population close to 40,000 in 2020, the Town well exceeds the 250 to 420 acres needed to meet this guideline with Town-owned land devoted to parks. Given the fluctuating population and park use by visitors to the Island throughout the year, with daily populations reaching six figures, the addition of public park space could be beneficial. This section covers the Town’s park classifications, existing parks, Town-owned land, and the park maintenance program.

### Park Classifications

#### Hilton Head Island Park Classification Categories

- Mini parks
- Neighborhood parks
- Community parks
- Regional parks
- Special use parks
- Sports parks
- Beach parks
- Community centers

An important aspect of any park system is the provision of the four basic park categories, defined by the National Recreation and Parks Association (NRPA) as: mini parks, neighborhood parks, community parks, and regional parks. Beyond these four, some communities may also have special use parks, sports parks, natural areas or preserves, greenways, school parks, community centers, or private parks. A park is classified based on the types of amenities it provides, size, service area, and how it is accessed. *Table 4.1* lists each classification type as defined by the NRPA. Based on an analysis of the NRPA guidelines, and taking into consideration the unique aspects of the Island’s park system, parks are organized by classification type, *Table 4.2*. A defined understanding of the different park classifications in terms of the Island’s park system provides the Town with more information to plan for future parks, and ensures the types of parks are developed to best serve the community.

An example of this unique consideration is that while a park providing parking and public access to a beach would typically be considered a special use park, the Island has numerous parks meeting this criteria. The Town uses the beach park designation for these parks, so it has been adopted as a standalone park classification by the Master Plan. Parks that contain characteristics of multiple categories have been placed in the classification that best describes the park.

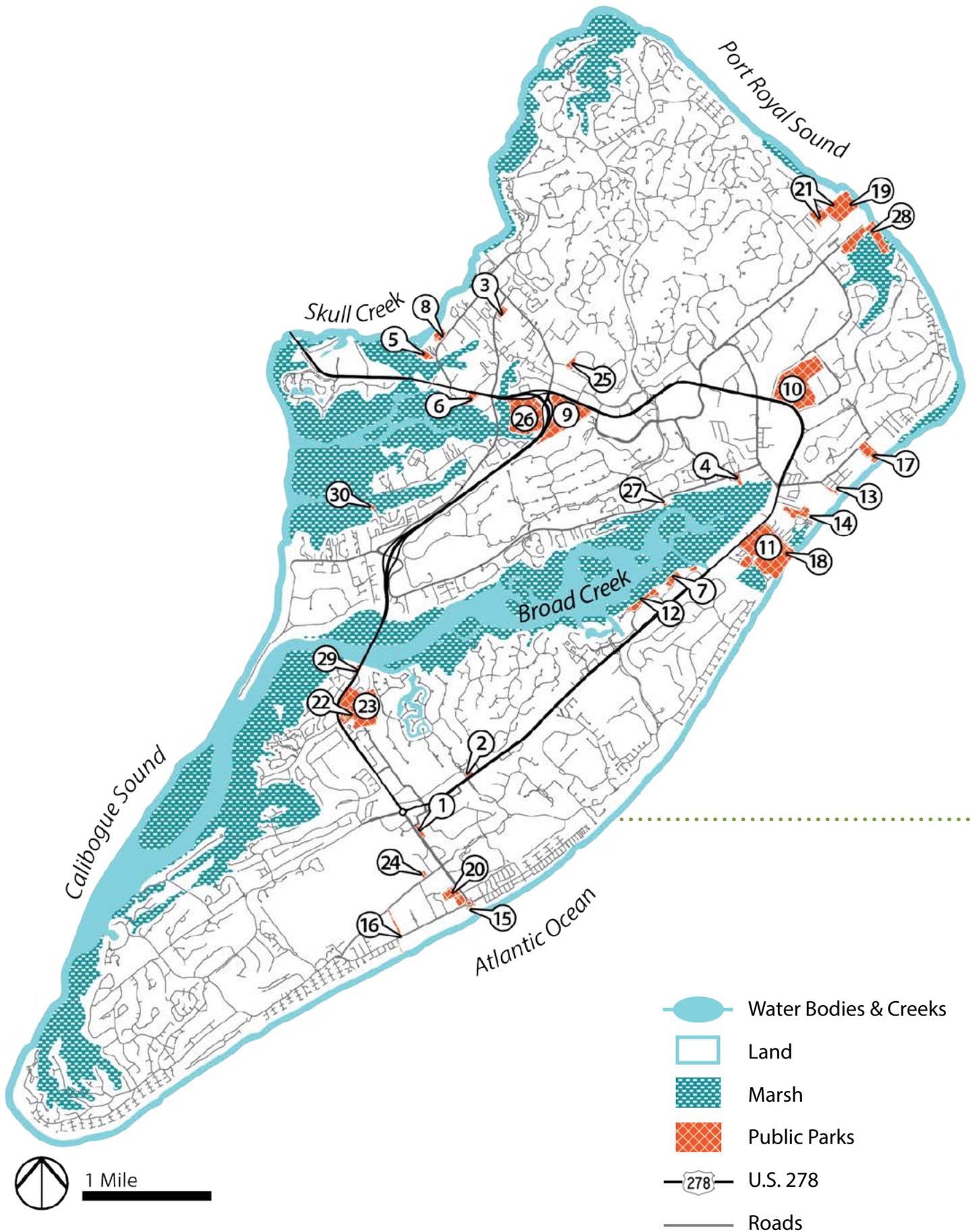
Classification	Description	Preferred Size	Service Criteria	Local Example
<b>Mini-Park</b>	Small parks with limited activity that should provide seating, landscape, and possibly a playground, community garden, or other passive recreation activities.	5 acres or less	1/4-mile radius	Compass Rose Park
<b>Neighborhood Park</b>	Area for more intense recreational activities, such as playing fields, larger playgrounds, shelters, trails, swimming pools, restrooms, etc.	5 - 20 acres	1/2-mile radius	Green's Shell Park
<b>Community Park</b>	All-inclusive facility for recreation users that provides a mix of active and passive activities and attracts users of all ages, from sports fields to a community center.	20 - 75 acres	1/2 to 3 mile radius	Chaplin Community Park
<b>Regional Park</b>	Unique outdoor recreation area with various amenities, which may include boating, fishing, swimming, camping, but may also be a water park, etc.	50 - 250 acres	Varies	Coligny Beach Park
<b>Special-Use Park</b>	Designed to meet the needs of a specific user group, such as an aquatic center, golf course, zoo or a museum.	Varies	Varies	Historic Mitchelville Freedom Park
<b>Sports Park</b>	Parks that are dominated by athletic facilities.	Varies	Varies	Crossings Park
<b>Natural Resource Area/ Preserve</b>	Land with natural resources, historic landscapes, visual beauty, biodiversity, etc.	Varies	Varies	Honey Horn
<b>Greenways</b>	Linear corridors that loop and/or link to other amenities.	50-ft wide	1/2-mile along path	Multi-Use Pathways
<b>School Park</b>	Typically, found at middle and high schools with youth athletic fields that support team sports.	Varies	Varies	N/A

**Table 4.1, NRPA Park Classifications**



Compass Rose Park is one of the Island's Mini Parks.

More information about park classifications can be found in the Master Plan in *Section 04, Park Classification and Service Area*.



**Figure 4.3, Hilton Head Island Parks, Existing and Future**

## Existing Parks

The Master Plan found the Island’s public park system to be balanced with a good mix of park types and distribution, especially for areas outside of the ten major PUDs, *Figure 4.3*. Existing parks by classification, including private recreational areas within the PUDs are listed on *Table 4.2*. While these private facilities are not owned or managed by the Town or its affiliates, they do play a role in service to the Island community. They provide significant recreation opportunities to the residents and visitors within each community, and in some cases may offset the use intensity on the Town’s public parks. It should be noted that while these private parks are included, *Table 4.2*, they should be viewed as amenities and not public infrastructure. The Town of Hilton Head Island seeks to serve all residents through a complete public parks and recreation system.

### Mini-Park

- ① Compass Rose Park
- ② Betsy Jukofsky Xeriscape Garden
- ③ *Future* Taylor Park
- ④ *Future* Patterson Park

### Neighborhood Park

- ⑤ Greens Shell Park
- ⑥ Hilton Head Park (Old Schoolhouse Park)
- ⑦ Veterans Memorial

### Community Park

- ⑧ Rowing & Sailing Center at Squire Pope Community Park
- ⑨ Jarvis Creek Park
- ⑩ *Future* Mid Island Park
- ⑪ Chaplin Community Park
- ⑫ Shelter Cove Community Park

### Beach Park

- ⑬ Folly Field Beach Park
- ⑭ Driessen Beach Park
- ⑮ Coligny Beach Park
- ⑯ Alder Lane Beach Access
- ⑰ Islander’s Beach Park
- ⑱ Burkes Beach Access
- ⑲ Fish Haul Beach Park

### Regional Park

- ⑳ Lowcountry Celebration Park

### Sports Park

- ㉑ Barker Field & Extension
- ㉒ Bristol Sports Arena
- ㉓ Crossings Park
- ㉔ Cordillo Tennis Courts

### Community Center

- ㉕ Island Recreation Center

### Special-Use Park

- ㉖ Honey Horn
- ㉗ Marshland Road Boat Landing
- ㉘ Historic Mitchelville Freedom Park
- ㉙ Cross Island/ Broad Creek Boat Ramp
- ㉚ Old House Creek Dock

In departure from the Master Plan recommendations, the following parks have been reclassified by staff for the purposes of *Our Plan*. Many of these parks fit in multiple categories, however the new classifications are considered the most applicable:

- Barker Field & Extension, from Neighborhood to Sports Park
- Honey Horn, from Community to Special-Use Park
- Lowcountry Celebration Park, from Community to Regional Park
- All boat landings and docks, from Regional to Special-Use Parks
- Rowing and Sailing Center at Squire Pope Community Park, from Regional to Community Park

Park Category	Existing Parks	Acreage
<b>Public Parks</b>		
<b>Mini Parks</b>	Compass Rose Park	2
	Betsy Jukofsky Xeriscape Garden	3
<b>Neighborhood Parks</b>	Green's Shell Park	3
	Hilton Head Park (Old Schoolhouse Park)	3
	Veterans Memorial Park	6
<b>Community Parks</b>	Rowing & Sailing Center at Squire Pope Community Park	7
	Jarvis Creek Park	56
	Chaplin Community Park	67
	Shelter Cove Community Park	5
<b>Regional Parks</b>	Lowcountry Celebration Park	9
<b>Sports Parks</b>	Barker Field & Extension	20
	Crossings Park & Bristol Sports Arena	74
	Cordillo Tennis Courts	2
<b>Special Use Parks</b>	Historic Mitchelville Freedom Park	31
	Honey Horn	69
	Marshland Road Boat Landing	5
	Cross Island/ Broad Creek Boat Ramp	3
	Old House Creek Dock	1
<b>Beach Parks*</b>	Folly Field Beach Park	1
	Driessen Beach Park	15
	Coligny Beach Park	8
	Alder Lane Beach Access	1
	Islander's Beach Park	13
	Burkes Beach Access	7
	Fish Haul Beach Park	13
*Beach Parks are a type of Special Use Park		
<b>Community Center</b>	Island Recreation Center	6
<b>Private Parks &amp; Facilities</b>		
<b>Neighborhood Parks</b>	Leamington Recreation Center (Neighborhood Park)	
	Palmetto Hall Recreation Area	
	Hilton Head Plantation Spring Lake Area	
	Hilton Head Plantation Dolphin Head Area	
	Port Royal Plantation Children's Play Field	
	Wexford Croquet Court	
	Sea Pines Harbor Town Liberty Oak	
	Sea Pines South Beach	
Sea Pines Six Oaks Park		
<b>Special Use Parks</b>	Hilton Head Plantation Whooping Crane Conservancy	
	Hilton Head Plantation Cypress Conservancy	
	Shipyards Beach Club	
	Port Royal Plantation Beach Club	
	Long Cove Community Dock	
	Sea Pines Audubon Newhall Preserve	
	Sea Pines Forest Preserve	
	Sea Pines Deer Island Park Preserve	
	Sea Pines Baynard Ruins Park	
Port Royal Plantation Croquet Court		

**Table 4.2, Existing Parks, Public and Private**

## Hilton Head Island Parks Gallery



Lowcountry Celebration Park opened in 2020 with an Adventure Playground.



The Sailing and Rowing Center at Squire Pope Community Park offers public water access for fishing and non-motorized boating or paddling.



Jarvis Creek Community Park



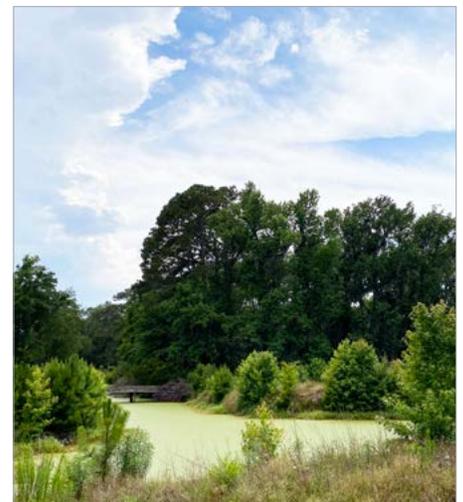
Boardwalk to the beach at Driessen Beach Park



Residents and visitors enjoy Fish Haul Beach Park.



Playground at Greens Shell Park



Former Planters Row Golf Course will become the Mid Island Community Park



Park	Town	Island Rec	County PALS	County Facility Maint.
Barker Field	○	○	○	●
Barker Field Extension	○	○	○	●
Beach Parks	●	○	○	○
Bristol Sports Arena	○	○	○	●
Chaplin Community Park	●	○	○	●
Chaplin Tennis Center	●	●	○	○
Compass Rose Park	●	○	○	○
Crossings Park	○	○	○	●
Greens Shell Park	●	○	○	○
Historic Mitchelville Freedom Park	●	○	○	○
Hilton Head Park (Old Schoolhouse Park)	●	○	○	●
Honey Horn	●	○	○	○
Island Recreation Center Field	○	○	○	○
Island Recreation Center Pool	○	○	○	○
Jarvis Creek Park	●	○	○	○
Rowing and Sailing Center at Squire Pope Community Park	●	○	○	○
Shelter Cove Community Park	●	○	○	○

**Table 4.3, Park Maintenance Agencies**

## Park Maintenance and Town-owned Land

**Park Maintenance.** Maintenance of parks and recreational facilities is done by both the Town and County through shared informal agreements. The Island Recreation Association also shares in some of the responsibility. The County maintains the active recreation facilities, such as ballfields and multi-purpose fields. The Town's Facilities Management Division maintains the passive parks and beach parks located on Town properties. *Table 4.4* lists the current maintenance responsibilities of each entity at specific Island parks. The Town also contracts with Shore Beach Services under a beach patrol franchise agreement to assist with patrolling and servicing the 13 miles of beach.

According to the assessment for park maintenance in the Master Plan, the current level of maintenance is inconsistent. There is a high level of expectation by residents and visitors for the Island to have highly maintained parks and recreational facilities. Having a distribution of maintenance across multiple agencies is a major cause for the discrepancies in the delivery of this service. Some parks have a high level of maintenance, and others fall short of public expectations.

It is recommended for maintenance responsibilities to be consolidated under one agency. If the opportunity to do this is not possible, the Town will need to investigate creative solutions to ensure park maintenance continues to meet the needs and expectations of the community. Maintaining the expected level of service could impact the fiscal resources of the Town, which also has to be taken into consideration when looking to the Town's Facilities Management Division to assume more responsibility for the parks.

### The 8 Major Maintenance Categories include

- park landscape maintenance
- pathways, sidewalks, and trails maintenance
- playground maintenance
- ball field maintenance
- park janitorial services
- litter control
- street-sweeping
- recycling

The Master Plan recommends the following considerations for improving the Island's park maintenance challenges:

- The Town of Hilton Head Island should take over maintenance of all the parks on the Island with financial assistance from the County. This would require the Town Manager to negotiate an agreement with the County to take over maintenance of the County park properties located on the Island.
- Maintenance standards and policies should be developed to establish a desired level of maintenance at all parks.
- A dedicated park maintenance crew should be developed within the Department of Public Projects and Facilities under the Facilities Manager.

### ..... Master Plan Recommendations



Hilton Head Park property is jointly owned by the Town and County.

**Park Land Ownership.** While most of the park property on the Island is Town-owned, *Figure 2.40*, page 71 of *Section 2.0*, a few park properties are jointly owned with or owned by Beaufort County (County) or the State. For example, Greens Shell Park is comprised of two parcels. The Town owns the parcel with the park amenities. The other parcel, which has a historic cemetery and shell ring artifact, is jointly owned with the South Carolina Marine Resources Division. As discussed about park maintenance, this mixture of ownership with a few parks presents a unique challenge to the Town’s ability to have complete oversight of its park system and recreation facilities.

Public Parks jointly owned with or by others are

- Barker Field (County)
- Greens Shell Park (Town and State)
- Hilton Head Park/ Old Schoolhouse Park (Town and County)
- Marshland Road Boat Landing (County)
- Old House Creek Fishing Pier (County)



Honey Horn is property owned by the Town and leased by the Coastal Discovery Museum.

In addition to 441 acres of Town-owned park land, the Town owns another 914 acres of land on the Island, and owns the development rights for 579 acres off island. Town-owned land is subdivided into eight categories based on land use or purpose. A common mis-perception is that all Town-owned land is for parks. While much of this land is developed parks or for future parks, there is a large portion attributed to open space and conservation areas that are restricted from development. These areas have lower maintenance requirements than the rest of the Town-owned land that is developed for parks and Town services, such as government facilities and Fire Rescue.

As the Island becomes increasingly developed and redeveloped, the Town’s land acquisition program remains a crucial part of ensuring key landscapes and natural areas on the Island are conserved for wildlife, preservation, and passive and active recreation.



Marshland Road Boat Landing is a County-owned facility.



The Old House Creek Fishing Pier is a County-owned park hosting tidal creek fishing and one of the Island’s best sunset views.

## 4.4 Our Recreation Facilities & Level of Service

Planning for the future, and determining where there is need to redevelop existing infrastructure, requires a good understanding of the Town's current recreational facilities. In the Master Plan's Section 04, there is an overview of the Town's park facilities and level of service for the Island community. A good inventory and analysis of each recreation facility, type, and location is important to determining whether or not it serves the community well. This also aids in the planning process. This section presents an overview of the Town's recreation facilities and level of service based on the findings of the Master Plan. This information has then been utilized to develop recommendations for future park development.

### Recreation Facilities

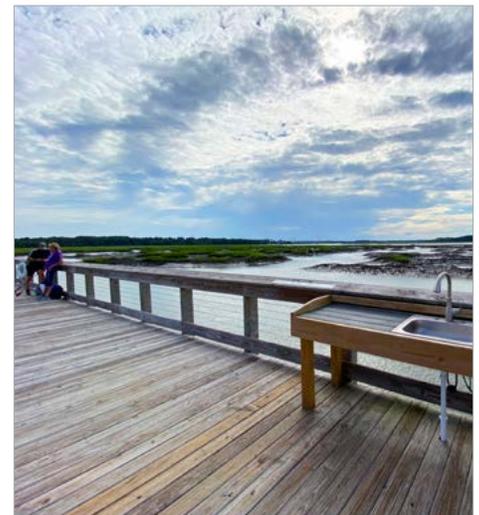
Table 4.4 provides an inventory of the Island's existing recreational facilities conducted in 2019 by staff for the Master Plan. This list displays the extensive variety of facilities the Town's public parks have to offer. The recreation facilities owned and managed by PUDs, and available to the entire PUD community, are included to provide an accurate representation of available facilities within the Town.

Although privately owned and maintained, the PUD recreation facilities, like its park spaces, are used by the general public and are meeting a need for residents and visitors. Private community and neighborhood pools and tennis facilities are not included in this inventory. For example, the Spring Lake Pool facility in Hilton Head Plantation is open to any property owner in the community, so it has been included. The smaller, private Crooked Pond neighborhood pool in Hilton Head Plantation is not included because it is not available to the broader Hilton Head Plantation community.

It is important to understand the recreation facilities and amenities that are available throughout the Town. This inventory, along with the level of service study, is used as a tool to determine whether adequate facilities are available for the Island community.



There are scenic views of Broad Creek at Veterans Memorial Park's observation deck.



The fishing pier at the Rowing and Sailing Center at Squire Pope Community Park is a popular recreation facility.



Interpretive signage at Jarvis Creek Community Park

## Multi-Use Pathway Network

### Town Goals for Pathway Network

The Town's primary goals for the pathway network are:

- to guide the development and maintenance of a multi-use pathway transportation system that provides safe access and mobility throughout the Town
- to educate people about pedestrian and bicyclist transportation and safety
- to reduce traffic volumes by encouraging pathway use
- to provide opportunities for safe recreation and enjoyment for residents and visitors

Starting with a length of pathway in 1989 along William Hilton Parkway from Sea Pines Circle to Palmetto Dunes, the Town's public multi-use pathway system has grown into a 67-mile network across the Island, *Figure 4.4*. It connects communities

to parks, to amenities, to retail centers, to hotels and condos, and to the beach. Pathways are also a recreation and transportation facility that is inclusive of all people and abilities. As the pathway network does not currently serve all areas of the Island, the Town continues to invest in developing new segments.



Residents and visitors to the Island enjoy the multi-use pathways.

There are 28 information kiosks at intervals along the pathway that feature the Town's pathway map. This system was installed to inform the public about the pathway network with biking information and safety tips. Residents and visitors use the pathways for walking, running, and biking, and some workers for commuting. Most Island parks are connected via pathways and have bike parking facilities. Many of the Island's private communities also have multi-use, and on road, pathway networks, which contribute another 50+ miles of private pathways to the network. *Figure 4.4* shows the location of the public and private pathway network on the Island with the kiosk locations.

The Town's pathway network does not meet the NRPA specifications to be technically classified as a greenway due to it being largely more narrow than a typical 50-foot wide greenway corridor; however, it is treated like one of the Town's parks, with routine maintenance and a development plan. The Town's Capital Improvement Program (CIP) annually designates \$100,000 to the Island's pathways, with more funding added as needed in support of bigger projects, such as new path segments. The newest segment was added in 2020 connecting the sidewalk at Shelter Cove Lane on William Hilton Parkway to Shelter Cove Lane.



The underpass on U.S. 278 provides safe crossing for pathway users.

While it is recognized that the Island has an extensive network, there are opportunities to improve pathway connections between destinations so additional recreational and alternative transportation options can be provided. Ideas for enhancing the network include: providing a link to the bridge to the mainland in anticipation other jurisdictions, such as SCDOT, will connect pathway facilities to the mainland, and better linking private community pathways to destinations immediately adjacent to them to help



**Figure 4.4, Hilton Head Island Pathway Network, Public and Private**



Gregory's Playground at the Island Rec Center has inclusive play features.



The E-Z Launch Transfer System at the Rowing and Sailing Center at Squire Pope Community Park



Blue mats at public access points provide an accessible surface out to the beach.

reduce the need for parking and automobile trips on Island roadways. Town staff is also working with the County to develop a County-wide Bicycle and Pedestrian Plan, which will help inform and facilitate future projects to support the Island's bike-ped facilities. The Final Recommendations and Action Items listed in *Section 4.7* provide more specific recommendations for the Town's multi-use pathway network.

## Accessibility

It is important to consider accessibility in any park assessment, and the Master Plan includes an overview for the Island's parks. This is typically a challenge for many communities to address as it often requires the need to retrofit older facilities, or adds cost to go above and beyond the minimal requirements for mobility access. For Hilton Head Island, the findings are that going forward, accessible routes to all park features should be provided to current standards as parks are redeveloped or added. This type of consideration improves the park experience for all users, not just those with limited mobility. It was observed in some of the older parks, such as Islander's Beach Park, that accessible routes are not provided to some key amenity features like playgrounds.

Some of the accessibility barriers the Town is addressing include building new park facilities and parking to meet or exceed standard requirements. Blue matting is provided at a majority of the beach parks to allow for better mobile access. Recently, a local community service group worked with the Town to install an E-Z Launch Transfer System for kayaks at the Rowing and Sailing Center at Squire Pope Community Park.

The discussion about accessibility is not just in terms of mobility or physical access. There are numerous other types of disabilities that should be considered in the development of public spaces. An example is ensuring new playgrounds provide equipment that is inclusive of the physical and cognitive needs for all children. The newest playground on the Island that opened in early 2020, Gregory's Playground at the Island Recreation Center, is an inclusive playground with activities and equipment appealing to the special physical and cognitive needs of any child.

The Town is attentive to the special needs of the Island community, by investigating ways to provide better accessibility at the parks and facilities, not only on a permanent basis, but also during events and festivals. This can include adding more temporary ADA parking spaces to enhance the experience for an influx of visitors to a site. In the future, it will be important for the Town to find and invest in more ways to provide access to park facilities. Increasingly, this is an important factor in park development and was discussed during the Master Plan process.

	Compass Rose Park	Betsy Jukofsky Xeriscape Garden	Barker Field & Extension	Green's Shell Park	Hilton Head Park	Veterans Memorial Park	Jarvis Creek Park	Honey Horn	Chaplin Community Park	Shelter Cove Community Park	Lowcountry Celebration Park	Marshland Road Boat Landing	Cross Island/ Broad Creek Boat Ramp	Rowing & Sailing Center at Squire Pope	Old House Creek Dock	Crossings Park & Bristol Sports Arena	Cordillo Tennis Courts	Historic Mitchelville Freedom Park	Folly Field Beach Park	Driessen Beach Park	Coligny Beach Park	Alder Lane Beach Access	Islander's Beach Park	Burkes Beach Access	Fish Haul Beach Park	Island Rec. Center (Exterior & Pool)	Total
Restroom Buildings			2	1		1	1	1	3	1	2			1		2		1	1	1	2	1	1		1		22
Outdoor Showers									1									1	1	1	2	2	2	1	1	2	14
Changing Rooms																					4						4
Footwash and/or Hose									1										2	4	4	2	3	1	1	2	20
Blue ADA Beach Matting																			Y	Y	Y	Y	Y		Y		
Seasonal Life Guards																			Y	Y	Y	Y	Y			Y	
Seasonal Beach Rentals																			Y	Y	Y	Y	Y				
Water Fountains			2	1			2		4	2	2			2		2		1	2	2	4	1	1		1	1	30
Benches/ Bench Swings	14			4		5	6		6	15	38	1		3		5		2	3	3	20	1	7		1	4	138
Tennis Courts					2				10								4									6	22
Pickleball Courts/ Striped									2								4									4	10
Basketball Courts				1	1				2																	3	7
Multi-Purpose / Soccer Field			1		1				3						1												6
Baseball/ Softball Fields			3						1						3												6
Playgrounds			1	1			2		1	1	1		1		1					1							11
Trails/ Pathway, paved	Y	Y	Y			Y	Y		Y	Y	Y				Y								Y				
Trails/ Pathway, unpaved	Y			Y			Y	Y	Y					Y	Y		Y					Y		Y	Y		
Fitness Trail							Y				Y																
Picnic Area/ Pavilions/ Shelter	3	1		1			4	1	7	2	1			1	1		1		2		1						26
Picnic Tables	3	1		4			22		7	14	4			5	3		2		4		1	2					69
Grills				2			6							3			1		3				1				16
Fire Pit														1													
Waste Receptacles	3		8	2	1	4	19		25	12	18	2	5	3	1	22		3	12	11	18	3	12	4	4	10	202
Recycling Receptacles						1	7		8		6		1			3		1	5	1	11	1	4	2	3		54
Boardwalk		Y	Y	Y		Y	Y	Y		Y	Y		Y	Y				Y	Y	Y	Y	Y	Y		Y		
Observation Deck	Y	Y	Y	Y		Y	Y		Y	Y	Y			Y	Y			Y		Y							
Fishing Dock							Y								Y												
Fixed Pier													Y	Y													
Floating Dock													Y	Y													
Public Boat Ramp												Y	Y														
Skate Park																Y											
Beach Access																		Y	Y	Y	Y	Y	Y	Y	Y	Y	
Grass Meadow/ Open Field							Y			Y	Y				Y												
Pool/ Play Water Feature											Y										Y						Y
Wifi	Y					Y		Y		Y	Y										Y	Y					
Cultural or Historic Site				Y			Y											Y									
Interpretive Signage				Y			Y	Y			Y	Y	Y					Y	Y								
Public Art	1				3		3		4	1								1			1		1				15
Bike Parking	7			10		21	11	1		23	50					25	5	3	10	14	5	4	65	7	7	27	302

**Table 4.4, Inventory of Existing Recreation Amenities and Facilities**



The Betsy Jukofski Xeriscape Garden provides refuge as a Mini Park with an educational purpose.

## Level of Service Findings

The Master Plan's overview of the Town's recreation facilities are in relation to the NRPA level of service standards. Given the Island's diverse recreation offerings and unique population that is divided between permanent residents and visitors, using a national standard of measurement is challenging. The NRPA standards are a good starting point for this evaluation, but the Island's facility preferences differ from many of the national margins. This is not unusual, and the NRPA is encouraging communities to develop their own standards because of each unique condition. In this analysis, the Master Plan takes into consideration the overall community needs assessment, and public input, along with the NRPA metrics as a baseline to generate recommendations for addressing any deficits found in the recreation facilities.



Historic Mitchelville Freedom Park is a Special Use Park providing beach access, event space, and interpretation.

Evaluating level of service shows where a recreation system is overachieving or falling short of community needs. *Tables 4.5 and 4.6* have been recreated from the data provided in the Master Plan of the Town's facility analysis. The results were developed using the current Island population estimates for the permanent population with projections to the year 2030. This is a starting point as the data shown is based on national metrics and not community preference. For example, the data show a deficit of minus one (-1) for cricket fields and lacrosse fields. While there has not yet been an expression of interest for cricket fields in this community and lacrosse is not programmed, this information establishes the baseline of expectation. This inventory does not include private facilities on the Island within the ten larger PUDs. Since the NRPA also does not address pickleball or golf in using this analysis method, it is important to ensure community engagement is part of the process in order to capture well-rounded public preferences.



Shelter Cove Community Park provides performance venue, gathering spaces, play areas, and marsh views.

The Master Plan also considers some of the private facility offerings as they play a significant role in recreation on the Island. This was helpful in determining a more accurate assessment of local needs to inform final recommendations. The list of Island inventory on *Tables 4.4 and 4.5* however, are only for public facilities.

The level of service findings for outdoor facilities show primarily a need for more playgrounds across age groups. Secondly, the national metrics show the Island is deficient in several types of sports fields and youth baseball fields. For passive activities, the Island is deficient in community garden options as a form of passive recreation.

In comparing this national standard to a more local focus, many on the Island will say there is no need for more baseball fields as the current demand is being met. In this case, the national data will not be a strong factor in determining new ball field facilities for the Island. Further, in order to determine true demand locally, the actual scheduling of facilities can be used as an indicator. For example, it will be apparent more sports fields are needed if current sport programming is at full capacity and there is a need for more fields to meet the demand.

NRPA Park Metrics Outdoor Facilities	Island Inventory	Island Need (NRPA DATA)	Public Surplus/ Deficit	Projected Island Need (2030)	Public Surplus/ Deficit (2030)
Playgrounds	10	13	-3	13	-3
Tot lots	0	3	-3	4	-4
Field hockey	0	3	-3	1	-3
Multi-purpose synthetic fields	0	2	-2	1	-2
Lacrosse fields	1	2	-1	2	-1
Cricket field	0	1	-1	1	-1
Soccer fields (adult)	3	4	-1	3	-3
Multi-use courts: basketball/volleyball	2	3	-1	3	-1
Basketball courts	5	6	-1	6	-1
Community gardens	1	2	-1	1	0
Multi-purpose rectangular fields	5	5	0	5	0
Football fields	2	2	0	2	0
Swimming pools (outdoor only)	1	1	0	1	0
Dog park	1	1	0	1	0
Skate park	1	1	0	1	0
Softball fields (youth)	6	5	1	4	2
Softball fields (adult)		4	2	3	2
Baseball fields (youth)		8	-2	4	-4
Baseball fields (adult)		2	4	2	4
Soccer fields (youth)	15	8	7	6	7
Tennis courts (outdoor)	18	9	9	10	8

**Table 4.5,** Outdoor Recreation Facility Analysis by NRPA Standards

In this case, the local insight will override a national metric that might say no more fields are needed. For this reason, multiple factors were considered in the development of final recommendations in the Master Plan.

Based on the Town’s population against national data, indoor facilities appear to be adequately provided. Facilities that were found to be deficient for the Island include an ice rink and an arena. Instead of an ice rink, the Bristol Sports Arena meets some of the demand for similar arena sports that are of more interest to the local population. In this way, the Island’s arena is meeting a need, despite being an outdoor facility. One suggestion has been to investigate covering the arena so that it can offer a broader range of recreation opportunities.

NRPA Park Metrics Indoor Facilities	Island Inventory	Island Need (NRPA DATA)	Surplus/ Deficit	Provider
Recreation Center	1	1	0	Island Recreation Association; Boys & Girls Club
Community Center	1	1	0	Island Recreation Association; Boys & Girls Club
Senior Center	1	1	0	Hilton Head Island Senior Center
Performance Amphitheater	2	1	1	Arts Center of Coastal Carolina; Seahawk Cultural Center
Nature Center	1	1	0	Coastal Discovery Museum
Stadium	1	1	0	Hilton Head High School
Ice Rink	0	1	-1	Not Available
Teen Center	1	1	0	Boys & Girls Club
Arena	0	1	-1	Not Available

**Table 4.6,** Indoor Recreation Facility Analysis by NRPA Standards



Island Recreation Center



Arts Center of Coastal Carolina



Coastal Discovery Museum

## Future Parks & Facilities

The analysis of recreation facility level of service on the Island, as well as review of the distribution of parks by classification in service to the community, serve to establish a plan for future park development on the Island.

**Gap Analysis.** The Master Plan presents a gap analysis of the Island's existing mini-parks, neighborhood parks, community parks, and community centers, *Figure 4.5*. A gap analysis is an assessment of the service areas related to the existing parks to determine if there are areas that are under-served, or have less access to parks. This analysis takes into account the Island's population distribution to determine if parks are located close to where people live. Overall, the Town was found to have good distribution of parks throughout the neighborhoods that are not within the ten major PUDs.

The analysis found gaps on the southernmost and northernmost ends of the Island. The potentially under-served areas consist primarily of Sea Pines, Port Royal Plantation, and Hilton Head Plantation communities, all of which have their own significant private facilities to serve their residents. A very small area of the residential neighborhoods in close proximity to the airport, and in the Spanish Wells, Jarvis Creek, and Palmetto Bay areas are also under-served.

For many of these areas, expanding offerings at some of the sports parks so they serve as community parks would fill the deficiency. For example, adding a dog park, playground, or other passive amenities to Crossings Park would broaden its community service area to cover Palmetto Bay and Spanish Wells. Specific recommendations for individual existing parks are also made further based on the recreation facilities research. *Figure 4.6* presents a gap analysis of Island parks taking into consideration the addition of new future parks, and redeveloping Crossings Park to include community amenities.

On both maps, two parks that cross over between park classifications were utilized. Barker Field and Barker Field Extension, technically classified as a "sports park," also has amenities and location that serve a portion of the Island community as a neighborhood park. Lowcountry Celebration Park, while serving the region with its unique amenities and proximity to an area of the Island frequented by day-trip visitors, also plays a role as a community park. Recognizing the opportunities these two parks provide the Island by filling a need in multiple park classifications allows for the gap analysis to present a more realistic picture of service to Island residents and visitors. Otherwise, special use, regional, and sports park classifications typically have a regional service area and were not mapped for the gap analysis.

**Existing Parks Included in the Gap Analysis:**

Mini-Parks

- 1 Compass Rose Park
- 2 Betsy Jukofsky Xeriscape Garden

Neighborhood Parks

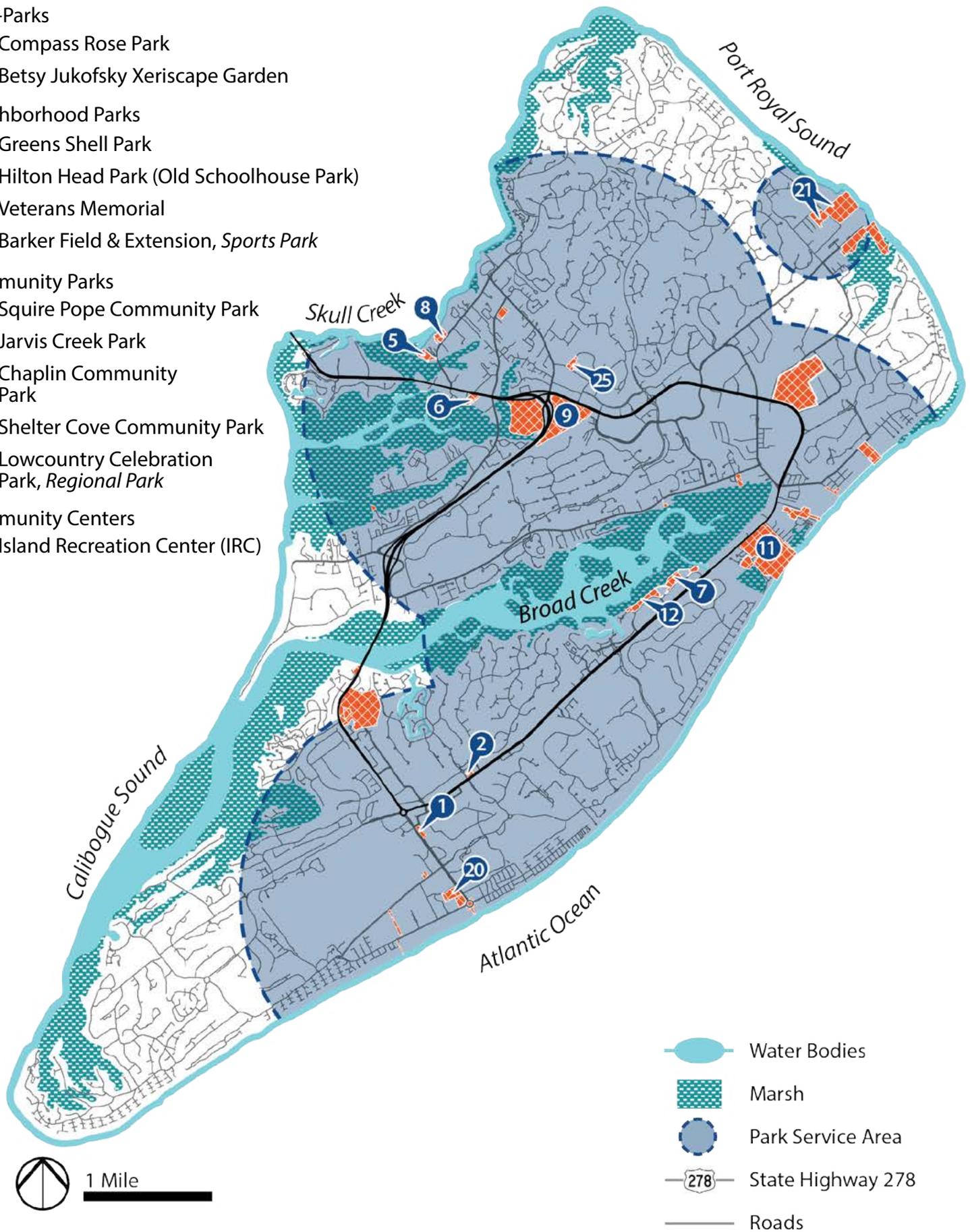
- 5 Greens Shell Park
- 6 Hilton Head Park (Old Schoolhouse Park)
- 7 Veterans Memorial
- 21 Barker Field & Extension, *Sports Park*

Community Parks

- 8 Squire Pope Community Park
- 9 Jarvis Creek Park
- 11 Chaplin Community Park
- 12 Shelter Cove Community Park
- 20 Lowcountry Celebration Park, *Regional Park*

Community Centers

- 25 Island Recreation Center (IRC)



**Figure 4.5, Gap Analysis for Existing Parks**

**Existing + Proposed (in bold) Parks Included in the Gap Analysis:**

Mini-Parks

- 1 Compass Rose Park
- 2 Betsy Jukofsky Xeriscape Garden
- 3 **Taylor Park** (future)
- 4 **Patterson Park** (future)

Neighborhood Parks

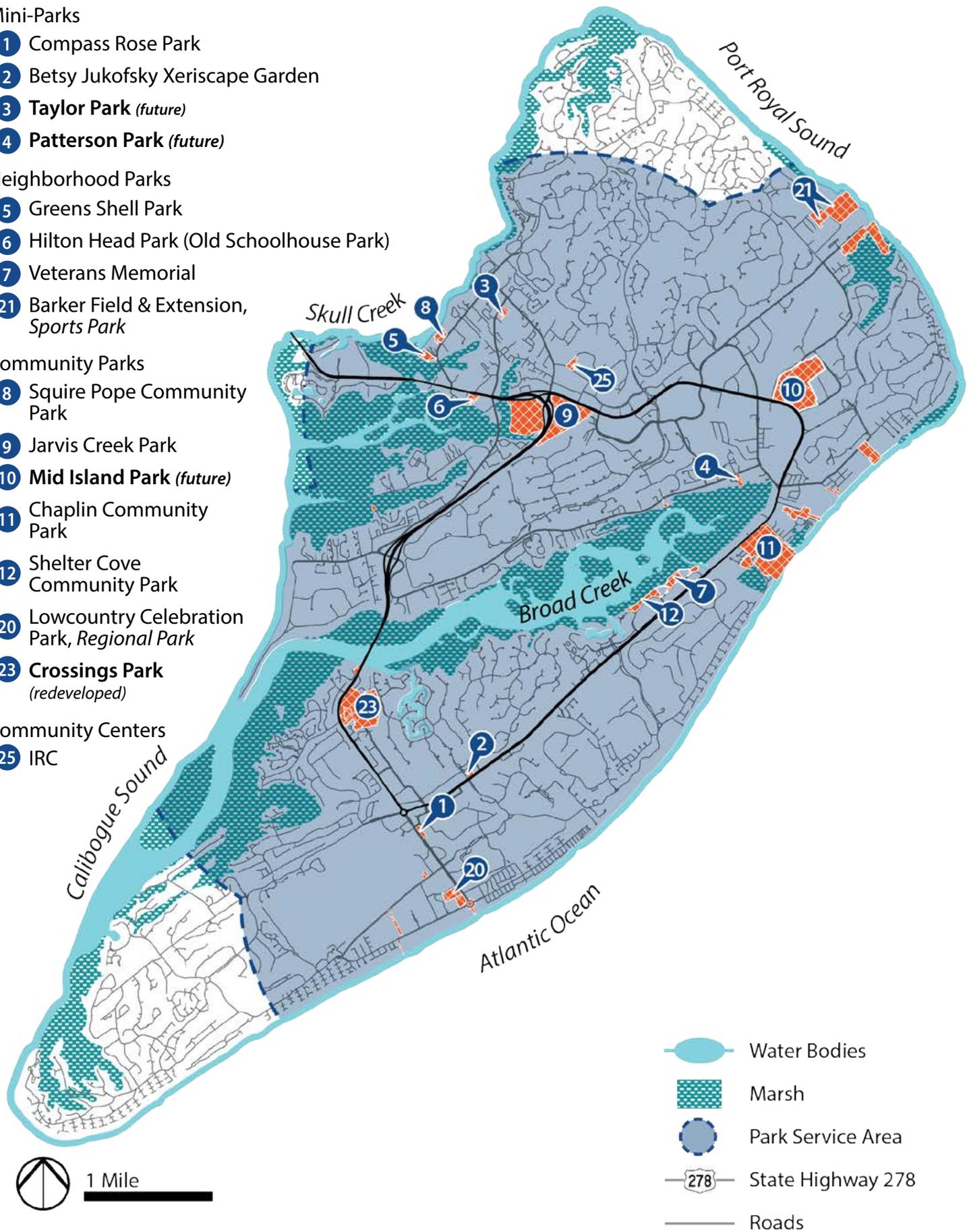
- 5 Greens Shell Park
- 6 Hilton Head Park (Old Schoolhouse Park)
- 7 Veterans Memorial
- 21 **Barker Field & Extension, Sports Park**

Community Parks

- 8 Squire Pope Community Park
- 9 Jarvis Creek Park
- 10 **Mid Island Park** (future)
- 11 Chaplin Community Park
- 12 Shelter Cove Community Park
- 20 **Lowcountry Celebration Park, Regional Park**
- 23 **Crossings Park** (redeveloped)

Community Centers

- 25 IRC



**Figure 4.6, Gap Analysis for Existing + Proposed Parks**

## Park Construction and Maintenance Funding Sources

- County-wide parks impact fees
- Sunday Liquor Sales Permit fees
- County contributions
- Donations
- Hospitality Tax
- Grants, such as Community Development Block Grant
- Local Accommodation Tax (ATAX)
- Beach Fees and Beach Bonds
- Tax Increment Financing (TIF)
- Real Estate Transfer Fees



Portions of the old Planter's Row Golf Course will be the site for future Mid Island Community Park.

**Funding.** In order to develop and redevelop parks, not only is it important to plan based on community need and analysis of existing conditions, but also to plan for funding needs and impact on operations. In order to minimize the reliance on property taxes to fund capital park improvements, by directive from Town Council, the Town actively seeks alternative funding sources to support build out and future operation needs. Many of the funding sources used for capital park projects will be discussed further in *Section 5.0*.

An important discussion that developed through the course of the planning initiative was about funding for on-going park maintenance and operations. Public input indicated a willingness to “pay to play” for high end amenities, like splash pads, in order to facilitate their development and operation. In the community survey, when asked how much they would be willing to spend per month per household to support park improvements, 61% responded they would spend \$15 per month, and another 39% were willing to spend even more. Through the community engagement, it appears there is support for some level of increased funding to improve the Island’s parks, or to facilitate some fee structure where feasible.

**Future Park Recommendations.** *Figure 4.6* shows the Town’s existing parks, as well as three proposed parks. One new community park, Mid Island Park, is proposed to be located at the Town-owned portion of the former Planter’s Row Golf Course. This park would be best suited to include a mix of active and passive recreation opportunities. It would also close the gap for under-served neighborhoods near the airport. Two new mini-parks, which would provide a few parking spaces, pavilion, and small playgrounds, are proposed for the Taylor Tract in the Wildhorse Road area, and the Patterson Tract on Marshland Road. In both cases, these mini-parks would be situated in close proximity to residential areas that could benefit from easily accessible park space that is integrated with the pathway network. The Patterson Tract will also provide opportunity for viewing of the marshes of Broad Creek. A top priority is to continue the planning efforts for and development of the Chaplin Linear Park. Other recommendations consist primarily of existing park improvements and are discussed further in *Section 4.7*.

When developing future park and recreation plans, the Town will continue to work with all impacted and interested groups and organizations, affected agencies like the County, and private communities and developers, to ensure the process remains inclusive and informed.

## Hilton Head Island Park Facilities Gallery



Outdoor fitness stations at Jarvis Creek Community Park



Ballfield facilities at Crossings Park



Fire pit and swing at Squire Pope Community Park



Barker Field Extension restroom building and parking with pathway



Skate park at Bristol Sports Arena



Cordillo Tennis Courts with striping for pickleball



Bike corral at Shelter Cove Community Park

## 4.5 Our Recreation & Programs



Programming at the Island Rec include group classes.



Summer camp at Island Rec

Taking part in recreation and leisure activities is a large part of sustaining a healthy physical and mental lifestyle. These activities vary by age group, interests, hobbies, or competition level, and extend across a broad range of activity type— from competitive swimming to knitting groups. Regardless of the type of activity, it is important for any municipality to ensure a range of recreation and programming opportunities are available for the community. There is no formula for determining what these activities have to be, but typically this provision is measured by the available recreation facilities provided by the municipality.

The Master Plan’s Section 05, Programming Analysis, presents a comprehensive review and analysis of the Town’s recreation programming. The primary delivery of recreation programs for the Island community is by the Island Recreation Association (Island Rec), a non-profit organization who creates and organizes numerous activities, programs, and community events. In addition to Island Rec, recreation programming is also provided at Town facilities by the Beaufort County Parks and Leisure Services (PALS), and other athletic organizations, such as the Hilton Head Baseball Association and the HHI Pickleball Club.

This section will review the role of Island Rec and PALS in the Town’s parks and recreation system, biking on the Island, a popular and unique recreation activity not specifically programmed by any one entity, and other recreation program topics. See the Master Plan’s Section 05 for more discussion about the numerous programs and providers offering recreation services for the Island community. *Table 4.7* lists several of the Town’s parks and primary programming agency responsibilities.

### Recreation Programming

**Island Recreation Association.** As primary recreation provider for the Town since 1985, Island Rec offers the Island community a variety of activities, programs, and events. Through an on-going agreement with the Town to provide this service, Island Rec operates as a de facto parks and recreation department, receiving \$893,889 out of the Town’s fiscal year 2020 budget. Representatives from Island Rec present regular updates to and participate actively in the Town’s Parks and Recreation Commission meetings.

As has been mentioned about the presence of private recreation facilities on the Island off-setting some of the impact and demand on the park system, the same holds true for programming. Many of the Island’s private communities have clubs that offer passive



ISLAND RECREATION  
**ASSOCIATION**

To find out more about the Island Recreation Association programs, facilities, and offerings, visit [islandreccenter.org](http://islandreccenter.org).

and active programming for their members, guests and residents. These offerings add to the depth of available programming for Island residents and visitors and do play a role in offsetting some demand on Island Rec and the Town.

Two primary facilities where programs are offered by Island Rec include the recently renovated Island Recreation Center, and the Hilton Head Island Senior Center. Per *Tables 4.3* and *4.7*, they also program recreational activities at several of the parks, along with assuming certain maintenance responsibilities. Island Rec also offers a variety of special events during the year, primarily at Shelter Cove Community Park. In addition, the Hilton Head Island Senior Center is a program division that offers educational, recreation, and social activities to adults over 50 years of age. Island Rec offers numerous scholarships to enable inclusive participation across socio-economic barriers for the Island youth.

Island Rec’s programming, staffing, and budget in terms of in its role as the Town’s official recreation provider is reviewed in the Master Plan’s Sections 05, 06, and 07, respectively.

There was extensive discussion from the public throughout the Master Plan process about the Town creating its own Parks and Recreation Department to address inconsistencies between multiple agencies operating and maintaining Island parks. The recommendation is to maintain the current working relationship with Island Rec, while exploring other staffing opportunities that may alleviate those concerns. This is discussed further with the recommendations and Town action items in **Our Plan Section 4.7**.

The Island Recreation Association’s goals for 2020 include:

- Work with the Hilton Head Island County Representatives to maintain the County’s program and pool operational support to the Association of \$275,000 in FY21.
- Continue to work with the Pickleball Group to build courts on the Island.
- Work with the Town’s master planning of parks and recreation effort for the Island.
- Work with the Town and community on the opening of Lowcountry Celebration Park.

**People for Parks** is a group of community members and stakeholders who are dedicated to supporting the Island Rec Center through raising funds to equip the gym, classrooms, and fitness areas. Their ultimate goal is to work with governmental agencies, private businesses and residents to develop future parks and recreational sites throughout the community.



Adult water fitness class



Gator Football is one of the youth sports programs hosted by island Rec.



People for Parks

To find out more about  
People for Parks visit  
[hiltonheadpeopleforparks.org](http://hiltonheadpeopleforparks.org)

Park	Town	Island Rec	County PALS	County Facility Maint.
Barker Field	○	○	●	○
Barker Field Extension	○	●	○	○
Beach Parks	○	○	○	○
Bristol Sports Arena	○	●	○	○
Chaplin Community Park	○	●	○	○
Chaplin Tennis Center	○	●	○	○
Compass Rose Park	○	○	○	○
Crossings Park	○	●	○	○
Greens Shell Park	○	○	○	○
Historic Mitchelville Freedom Park	○	○	○	○
Hilton Head Park (Old Schoolhouse Park)	○	○	○	○
Honey Horn	○	○	○	○
Island Recreation Center Field	○	●	○	○
Island Recreation Center Pool	○	●	○	○
Jarvis Creek Park	○	●	○	○
Rowing and Sailing Center at Squire Pope Community Park	○	●	○	○
Shelter Cove Community Park	○	●	○	○

● Schedules/ Programs

Table 4.7, Town Programming Agency Responsibilities

**Beaufort County Parks and Leisure Services (PALS).** PALS is a division of the County government that provides recreational activities and facilities in Beaufort County. As a parkland owner within Town limits, the County has access to programming and maintenance in the parks through PALS. The program offerings includes youth and adult athletic programs for Island residents, such as the adult softball league previously hosted at Barker Field.

Most of the organization’s focus is on providing services throughout all areas of the County through recreation leagues, and aquatics, after-school, summer camp, and senior programming. They also manage several other parks, rental facilities, and recreation centers throughout the County. The Master Plan’s Section 03 discusses more organizations, agencies, and partnerships.

### **Biking on the Island**

Over the years the multi-use pathway network has become a popular amenity, supporting the Town’s growing alternative transportation and recreation biking community, and associated businesses. What started as leisure trails in the 1970s in the Sea Pines Community, then became a small stretch of public pathway along U.S. 278 in 1989, has turned into not only an important amenity for residents, but also a significant contributing factor for the Island’s tourism economy. Reviews of the Island by visitors consistently mention the pathways with biking as a favorite activity. The pathways provide an important outlet for residents and visitors alike to access parks and retail centers from their homes or hotels. They are also contributing to the overall health of the population. Not having a safe place to ride a bike, walk, or run can be a limiting factor for many to getting this type of exercise and fresh air outdoors.

A major accolade for the Town that can be attributed to the popularity and functionality of the pathway system is the League of American Bicyclists *Gold Level Bicycle Friendly Community Award* received for the second time by the Town in 2019. The Town of Hilton Head Island has been a Bicycle Friendly Community since 2011, and was elevated to the gold level designation in 2015. It is one of five communities in the state to be designated as a bicycle friendly community, and the only Gold community in the state.



To find out more about the PALS programs, facilities, and offerings, visit [bcscrec.com](http://bcscrec.com).



To find out more about the Bicycle Friendly Community program, visit [bikeleague.org/bfa](http://bikeleague.org/bfa).



To find out more about the Bicycle Advisory Committee programs, news, and events visit [bicyclehiltonheadisland.com](http://bicyclehiltonheadisland.com).



A community beach bike ride hosted by the BAC for National Bike Month in May 2018

**Hilton Head Island Bicycle Advisory Committee.** In response to the growing interest and popularity in recreational use of the pathways for biking, a local advocacy group formed in 2006: the Squeaky Wheels Bicycle Advocacy Group. In 2011, when the Town was awarded the League of American Bicyclists *Silver Bicycle Friendly Community Award*, the Squeaky Wheels group was instrumental in working with the Town to obtain this prestigious award.

A result of this award was the establishment of a more formal bicycling coordination group, the Hilton Head Island Bicycle Advisory Committee (BAC). Today, local advocates, bike shop owners, biking enthusiasts, and community citizens form the BAC. While it is not an official Town board or program, members of the group’s steering committee meet at Town Hall, and work closely with Town staff on capital projects involving Town pathways and bike-ped infrastructure.

In 2015 and again in 2019, the BAC assisted Town staff with the application preparation process for the *Bicycle Friendly Community Award*, both years of which the Town received the Gold Award. This organization will again be instrumental in the 2023 application for continuing the Town’s prestigious *Gold Bicycle Friendly Community Award*.

With a mission to “make Hilton Head Island safer and more bike friendly for everyone,” the BAC is very active in the promotion of and advocacy for biking on the Island, while hosting programs that provide safety education and support the safe use of pathways. The BAC is instrumental in assisting the Town in applying the five E’s of municipal performance for bicycling. These are defined by the League of American Bicyclists and used in their evaluation of communities for their awards: Engineering, Enforcement, Education, Evaluation, and Encouragement.

It has been beneficial for the Town to collaborate with the BAC to help raise awareness for biking and bike safety, as well as to share a knowledge base in bike-ped infrastructure that benefits the Island community. The BAC plays a key role in helping the Town to facilitate the pathway network goals to guide the development and maintenance of a multi-use pathway transportation system and to educate people about pedestrian and bicyclist transportation.

The BAC also hosts community programs and events that fall outside the Town’s scope of work yet enhance the Town’s adherence to the five E’s. In 2021, the BAC will host with the

Town and the Chamber of Commerce the third Southeast Biking Symposium. Other programs and events include the Bike Ambassador Program for assisting pathway users during the summer months, the Pedal Hilton Head Island community bike ride, and numerous National Bike Month events for the island community every May.

Community engagement is a very important part of the Town's parks and recreation planning processes. The continued efforts to collaborate with community members through groups like the BAC remain beneficial to the Town's parks and recreation.

## Other Recreation and Programs

There are various other recreation programs available on the Island that cross different population and socio-economic groups:

**The Boys & Girls Club of the Lowcountry** is a non-profit organization that exists solely for the benefit of children. It is funded by a variety of sources, but mostly depends on the community including churches, civic organizations, businesses, local foundations, and individuals. They provide such programs as Character and Leadership Development; Education and Career Development; Health and Life Skills; the Arts; and Sports, Fitness and Recreation.

**The First Tee of the Lowcountry** is an organization that provides youth with educational programs that build character, instill life-enhancing values and promote healthy choices through the game of golf. Their facility is adjacent to the Boys & Girls Club, and includes a practice range, six-hole par-3 course, and nine-hole disc golf course. Their facility is open to the public to play for a small fee.

**Private Organizations.** Many of the private, gated communities throughout the Town offer a variety of recreational programs for residents and their guests. Examples of these programs include summer day camps, dancing lessons, fitness classes, social or special interest clubs, and holiday themed parties for adults and children. There are also an assortment of private organizations offering sports and recreation programming, such as the Hilton Head Baseball Association, HHI Pickleball Club, Hilton Head Tennis, the Arts Center of Coastal Carolina, and others. Adult and youth programming, and youth summer camps, provide for a variety of sports activities such as baseball, soccer, swimming, boating, tennis, golf, and martial arts.



First Tee of the Lowcountry offers youth golf programming.



The tennis courts at Chaplin Community Park



Golfing on the Island continues to be a popular sport.



The Lantern Parade

**Golf and Tennis.** With upwards of 24 golf courses and multiple pro-level tennis complexes, the Island is representative of the height in popularity in 1980s and 1990s for golf and tennis. In the last decade, growth in other realms for destination tourism and generational interests has expanded the recreational demands and experiences residents and visitors want to have on the Island. This has reduced the demand somewhat in traditional golf and tennis excursions as more activities are now offered, however both avenues for recreation remain strong for many residents and visitors.

All of the Island’s golf courses are private and located within the larger gated communities. While all the courses offer preferential access for club members, many allow visitors to play. Numerous private organizations, such as the Junior Players Golf Academy (JPGA), have facilities and run camps and training for youth and adults. The RBC Heritage Golf Tournament hosted in Sea Pines every year remains a popular event and big tourism draw for the Island and State.

Tennis remains a popular sport on the Island. Though the same caliber tennis tournaments are no longer hosted on the Island as back in the 1990s, it remains a popular sport. Programming is offered by the Island Rec, numerous amateur leagues through Hilton Head Tennis, and well known training programs like the Smith Stearns Tennis Academy and Van der Meer Tennis Center. Sixteen tennis courts are open to the public across three of the Island’s parks.

The early development years of Hilton Head Island were centered around golf and tennis as recreational activities in step with the high-end resorts and residential neighborhoods of the time. They are activities, however that have developed the perception of being exclusive and inaccessible to a diverse group of participants. Regardless, there is a cohort of people who live and work on the Island who golf and play tennis as their primary recreational outlet. It will be important for the Town to continue to leverage and gauge interest in all types of recreation for its parks system.

**Arts, Culture, and Recreation.** The arts and culture continue to be important to the Town. The Town’s Office of Cultural Affairs (OCA) is dedicated to realizing the important role they play for the Town through events, advocacy, and raising awareness. Often events related to the arts and culture overlap with parks and recreation through the use of park space or coordination with recreation programmers for marketing and collaboration. A recent example was the Lantern Parade where many people

and organizations in the community worked together to bring it to fruition. The OCA will continue to coordinate with parks and recreation for projects, events, and initiatives to ensure there is integration in association with the goals and strategies outlined in the *Inclusive* chapter, *Section 3.0, Chapter 4*.

**Nature-Based and Passive Recreation.** Numerous opportunities are available for Island residents and visitors to experience nature-based and other passive recreation, such as hiking, single track bike riding, fishing, and picnicking.

Nature-based activities include bird watching, kayaking, and interpretive tours, such as those offered at the Coastal Discovery Museum. Bird watching is very popular as the Island plays host to numerous and some rare species of birds who migrate through the area or make their homes here. In addition to the many observation overlooks, Honey Horn property, and conserved Town-owned land, there are several private conservation areas on the Island. There is interest in expanding passive recreation offerings to include more nature-based and interpretive programming that can build the Island's eco-tourism and educate residents and visitors about the Island's unique natural environment.

Based on recommendations from the Master Plan and community input, the Town seeks to redevelop existing parks and build new parks to expand amenities and programming to appeal to more community-based and passive recreation. The more traditional sports parks will add more walking trails or off-road biking pathways, picnic areas, and playgrounds. New parks will offer a balance of active recreation and passive amenities.

As the Island population changes, community programs, amenities, and recreation are continually evaluated to ensure the needs of the community are being met. This was most recently done through the Master Plan process. A variation in programs provides social interaction and connectivity for the Island community. The Town will continue to participate with local recreation organizations and Island Rec to ensure there are well-rounded, inclusive recreation and programs available for Island residents and visitors.



Kayaking on Broad Creek is a popular passive and nature-based recreation activity.



Many boardwalks and trails in the Island's parks provide opportunities for wildlife viewing and hiking.



Observation pavilion at Shelter Cove Community Park for bird watching

## Hilton Head Island Recreation & Programs Gallery



Coligny Beach Park provides seating for people watching and gathering.



The Island Recreation Association hosts festivals for residents and visitors at the Shelter Cove Community Park throughout the year.



Soccer Rec League U14 champions



Swimming lessons at the Island Recreation Center pool



The fishing pier at Jarvis Creek Community Park is a passive recreation attraction.



Basketball at Island Recreation Center



Hilton Head Island Pickleball Club plays at the Island Recreation Center.

## 4.6 Goals & Strategies

The Town has the opportunity to ensure the parks and recreation system on the Island is best-in-class, and reflective of its natural beauty, community, culture, and history. The first step has been to conduct the Master Plan project in order to assess the existing conditions of the parks, facilities, and programs, taking into consideration external factors and current processes. From here, the Town will use the information provided by the Master Plan to make informed decisions about where to improve or expand upon the existing system. This section presents an overview of key ideas shaping parks and recreation for the Town, including opportunities to grow the parks system into the future, and the **Our Plan** goals and strategies.

### Key Ideas Shaping Our Parks + Recreation

Careful review of the Master Plan and information gleaned during the process has allowed project participants, the Task Group, Commission, and staff to discern key ideas shaping our parks and recreation.

#### *Our Parks + Recreation should be*

- inclusive, equitable, and accessible
- continuing to meet the needs of the Island's residents and visitors
- able to operate sustainably
- maintained at a high standard meeting community needs and expectations
- providing leisure activities, sports, programs, and education opportunities
- contributing to a high quality of life for the Island community
- developed through planning and processes that involve the community

#### ..... Key Ideas Shaping Parks + Recreation

Future economic and demographic growth, and changing trends and community interests in recreation, will impact the existing parks and recreation system. It will be important for the Town to take this into consideration while planning new park development and redevelopment.

There is a growing interest in specialized sports tourism for things like sand volleyball and pickleball. The addition of new parks and facilities to the current system will have an effect on the Town's operational capacity, so new approaches to generating funding for park maintenance may need to be considered. Finally, the Town can monitor trends at the national level in order to help anticipate future issues or interests that could impact the parks and recreation needs of the Island community.

An example is the more recent advent of pickleball as a popular sport, primarily among the senior demographic, who is well represented on the Island. While the park system on the Island is well established to support the needs of tennis and other team sports, the interest in pickleball has outpaced what the Town has been able to provide. Pickleball has been recognized by Town officials, and the Parks and Recreation Commission, as a recreation facility that is needed on the Island. The Town has taken shorter-term measures by re-striping pickleball courts at Cordillo Tennis Courts, Hilton Head Park, and Chaplin Community Park. Island Rec also hosts pickleball play (indoor and outdoor) on a regularly scheduled basis. Due to the slower process of implementation for new facilities, and other aspects of the Town CIP process, the pickleball community currently remains underserved with no dedicated facility.

The Master Plan recommends a dedicated pickleball facility for the Island, which is a good first step in justifying it as more than a trend. Pickleball has been a national trend in popularity for many years, but there were still many at Town Hall who had never heard of the sport when first approached by the local pickleball community about their needs. There is no crystal ball for anticipating community needs, but the Town can commit to monitoring data and trends in the national recreation community to help inform local, future planning.

The goals and strategies for parks and recreation that have been developed for the Comprehensive Plan are the result of a joint effort between the Task Group and staff based on the analyses and recommendations in the Master Plan.

Opportunities for our *Parks + Recreation* include

- continuing to monitor land acquisition opportunities for expanding pathways, new parks, or open space
- seeking new methods for funding the development of new parks, and maintenance and operations of all parks
- investigating opportunities to provide more public access to water
- consolidating park land ownership and maintenance responsibilities where feasible
- evaluating and filling staffing for facilities and program needs
- continuing the relationship with Island Recreation Association as the Town's primary recreation programs provider
- continually seeking ways to ensure the Island's special needs residents and visitors have equitable access to Town parks, events, and programs where feasibly possible
- continuing to ensure the Town's multi-use pathways system is meeting the needs of the Island community
- maintaining relationships with local and regional planning efforts, programs, sports, and advocacy groups, in order to ensure parks and recreation offerings are meeting the needs of the Island community
- monitoring the NRPA and other similar agencies for data, trends, and information that could inform park planning

..... **Opportunities for  
Parks + Recreation**

### Goals

Ex · En · Ec · Inc · Co · Re · Inf · **PI** · 1. **COMMUNITY VALUE**

To continue to promote and prioritize the value parks and recreation add to the Island community.

Ex · En · Ec · Inc · Co · Re · Inf · **PI** · 2. **BEST-IN-CLASS**

To provide **best-in-class** recreation facilities and programs in the Island’s public parks.

Ex · En · Ec · Inc · Co · Re · Inf · **PI** · 3. **PROGRAMMING**

To celebrate the unique natural amenities and cultural assets of the Island through education facilities and programs in public parks.

Ex · En · Ec · Inc · Co · Re · Inf · **PI** · 4. **WATER**

To continue to improve and increase opportunities for water access.

Ex · En · Ec · Inc · Co · Re · Inf · **PI** · 5. **PATHWAYS**

To continue to improve and enhance the multi-use pathway network on the Island for recreation and transportation.

Ex · En · Ec · Inc · Co · Re · Inf · **PI** · 6. **SPORTS**

To continue to provide opportunities for sports tourism on the Island.

Ex · En · Ec · Inc · Co · Re · Inf · **PI** · 7. **FUNDING**

To generate sufficient funds to construct new, redevelop as needed, and maintain all parks in best-in-class condition.

Ex · En · Ec · Inc · Co · Re · Inf · **PI** · 8. **ACCESSIBILITY**

To promote multi-dimensional inclusion and access for all parks, facilities, and recreation programming.

### What is Best-in-Class?

A term used throughout **Our Plan** as a description for the aspirational vision of the Island as state-of-the-art, and having high achievement and recognition, world-class environments, and embodying the three tenets of sustainability.

# Strategies & Tactics

- 1. COMMUNITY VALUE** ..... ● Connected Strategy 2.1  
● Connected Strategy 4.5  
● Regional Strategy 4.3  
To continue to promote and prioritize the value parks and recreation add to the Island community.
  - 1.1** Provide public space for community events and gatherings. .... ● Inclusive Strategy 3.1  
● Inclusive Strategy 8.1
  - 1.2** Maintain parks and recreation facilities at a high level to maximize value to the community.
  - 1.3** Promote outdoor recreation for health, wellness, and enjoyment of the natural environment.
  - 1.4** Add new parks and new facilities at existing parks to meet ..... ● Infrastructure Tactic 5.4.2  
current and future needs of the community.
  
- 2. BEST-IN-CLASS** ..... ● Excellence Strategy 2.9  
● Inclusive Goal 8  
● Connected Goal 2  
To provide best-in-class recreation facilities and programs in the Island’s public parks.
  - 2.1** Continue to provide high quality park furnishings and amenities.
  - 2.2** Continue to provide a variety of activities and amenities to meet the needs of the community and contemporary trends.
  - 2.3** Evaluate ways to improve maintenance services for all public ..... ● Infrastructure Tactic 5.1.2  
parks on the island.
  
- 3. PROGRAMMING** ..... ● Inclusive Tactic 2.8.1  
To celebrate the unique natural amenities and cultural assets of the Island through education facilities and programs in public parks.
  - 3.1** Provide opportunities for natural and cultural education and ..... ● Environment Strategy 2.4  
programs for Island residents and visitors. ● Inclusive Strategy 4.1
  - 3.2** Add interpretive signage and interactive outdoor exhibits or ..... ● Connected Strategy 2.1  
public art to enhance the natural and cultural aspects of the Island.
  
- 4. WATER** .....  
To continue to improve and increase opportunities for water access.
  - 4.1** Identify opportunities for improved water access in areas that are conducive to canoeing, kayaking, rowing, sailing, fishing and crabbing, and paddleboarding.
    - 4.1.1** Conduct a feasibility study to determine locations that can provide water access opportunities as described in this strategy.
  - 4.2** Provide programs based on community interest in learning to swim, row, sail, or paddle.

- 4.3 Identify opportunities for opening or improving view sheds of the water that are adjacent to public parks, gathering spaces, and pathways.

Regional Tactic 3.1.2 ● .....  
Infrastructure Strategy 1.9 ●

## 5. PATHWAYS

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To continue to improve and enhance the multi-use pathway network on the Island for recreation and transportation.

- 5.1 Identify areas for improved access to public pathways and expansions of the current system that enhance user experiences in new ways.

Infrastructure Strategy 1.10 ● .....

- 5.2 Identify areas for pathway enhancements to improve cyclist and pedestrian safety.

- 5.2.1 Continue to participate in County efforts and identify ways to integrate recommendations into the Town's bike-ped related planning efforts based on the Master Plan and County-wide **Bicycle and Pedestrian Plan**.

## 6. SPORTS

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To continue to provide opportunities for sports tourism on the Island.

- 6.1 Pursue specialized sports tourism, such as pickleball, sand volleyball, tennis, and paddleboarding, based on opportunities offered within the unique context of Hilton Head Island.

Priority Investment Goal 4 ● .....

## 7. FUNDING

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To generate sufficient funds to construct new, redevelop as needed, and maintain all parks in best-in-class condition.

- 7.1 Pursue opportunities to develop positive revenue/revenue neutral programs and amenities in the Island's public parks.

Infrastructure Tactic 5.2.1 ● .....  
Priority Investment Strategy 4.5 ●

- 7.2 Pursue alternative funding opportunities to support the Island's parks and recreation facilities and programs.

Inclusive Strategy 4.2 ● .....  
Inclusive Strategy 5.2 ●

## 8. ACCESSIBILITY

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To promote multi-dimensional inclusion and access for all parks, facilities, and recreation programming.

- 8.1 Continue outreach to minority populations and communities on the Island to ensure equitable participation in recreation programming is available.

- 8.1.1 Identify leaders within minority groups and work with those leaders to understand barriers to participation that may exist and to develop solutions to overcome barriers.

**8.1.2** Ensure adequate and accurate translations in Spanish are available for recreation program and education materials, and park signage.

**8.2** Continue to evaluate the need to update and/or provide opportunities to improve accessible routes and features at parks and facilities, and for special events or recreation programming.

**8.3** Continue to assess the needs of the Island community, residents, and visitors to accomplish this goal.

## Parks + Recreation & Our Plan

Goal Number	Strategy Number	Excellence	Environment	Economy	Inclusive	Connected	Regional	Infrastructure	Priority Investment
1. Community Value		Ex	En	Ec	Inc	Co	Re	Inf	PI
	1.1			Ec	Inc	Co	Re	Inf	
	1.2	Ex		Ec	Inc	Co			PI
	1.3		En	Ec					
	1.4	Ex			Inc			Inf	PI
2. Best-in-Class		Ex			Inc				PI
	2.1	Ex							PI
	2.2	Ex			Inc				PI
	2.3	Ex							PI
3. Programming			En		Inc	Co		Inf	
	3.1		En		Inc				
	3.2		En		Inc	Co		Inf	

**Table 4.9,** Parks + Recreation and **Our Plan** Matrix

Goal Number	Strategy Number	Excellence	Environment	Economy	Inclusive	Connected	Regional	Infrastructure	Priority Investment
4. Water					Inc			Inf	PI
	4.1				Inc				
	4.2				Inc				
	4.3							Inf	PI
5. Pathways								Inf	
	5.1							Inf	
	5.2							Inf	
6. Sports		Ex		Ec	Inc			Inf	PI
	6.1	Ex		Ec	Inc			Inf	PI
7. Funding									PI
	7.1								PI
	7.2								PI
8. Accessibility					Inc	Co		Inf	PI
	8.1				Inc	Co			
	8.2							Inf	PI
	8.3				Inc	Co			

## 4.7 Recommendations & Action Items

Throughout the Master Plan process, recommendations have been presented to assist the Town with making decisions for the future parks and recreation system, projects, and operations. The Master Plan's function as a needs assessment presents clear indicators for areas where the Town excels, and where it has challenges. The Town will use these professional recommendations to make informed decisions for the future of the Island community's investment in parks and recreation.

This section presents the initial and final rounds of professional recommendations provided in the Master Plan, as well as proposed Town action items. All recommendations and action items are keyed with relevant Parks + Recreation Goals and Strategies.

### Initial Recommendations

In support of the Master Plan, and in response to Town Council's request for input on potential big projects for the near future to consider during their 2019 retreat, Lose Design formulated the following initial capital improvement recommendations. These recommendations are based on the analysis of the Town's parks and recreation needs and preferences gathered early in the process. They were intended to provide a broad stroke draft to be improved as the master plan process is completed. At the time of the initial recommendation development, a majority of the community engagement and analysis portions of the process had been completed, so these recommendations were well informed. Note these are not all shovel-ready types of capital projects, and do not include recommendations pertaining to maintenance and operations.

As a step in the process towards the final recommendations, they are included here for reference. The Task Group and Parks and Recreation Commission both reviewed this information. The Commission further made a recommendation for Town Council to consider what was presented in the initial review.

### Final Recommendations

The final version of the Master Plan presents the following list of final recommendations in the Executive Summary. This list, compiled by the consultant, is based on a comprehensive review of the Town's parks and recreation system through the Master Plan's inventory, analysis, and public engagement processes. The final recommendations are inclusive of capital projects, as well as operations, funding, and maintenance.

## Initial Recommendations

### Goal 1 ● .....1. PARKS, EXISTING & PROPOSED

Goal 2 ●

#### Strategy 1.4 ● 1.1 Crossings Park

Strategy 2.2 ● .....1.1.1 Consolidate baseball and softball facilities to Crossings Park.

Strategy 2.3 ● 1.1.2 Retain the three baseball fields at this location.

Strategy 1.1 ● .....1.1.3 Build 2-3 additional baseball/ softball fields at Crossings Park to address identified inventory deficit.

1.1.4 Add parking to support this expansion.

Strategy 2.1 ● .....1.1.5 Add a significant playground amenity to add community park recreation features to this property.

#### 1.2 Chaplin Park

1.2.1 Develop a new master plan for Chaplin Park for a more efficient and user-friendly design.

Strategy 1.1 ● .....1.2.2 Build three multi-sport fields for soccer, football and lacrosse:

a. Build two multi-sport synthetic rectangular fields

b. Built one natural surface multi-sport field

Strategy 2.1 ● .....1.2.3 Replace support buildings (concessions, bathroom buildings and shelters).

Strategy 1.3 ● .....1.3 Mid Island Park (*proposed future park*)

Strategy 1.4 ●

Strategy 2.2 ● 1.3.1 New community park on the north end of the island to include:

Strategy 5.1 ● .....a. Bike trails (away from roads)

b. Disc golf

c. Adventure play area

### Goal 2 ● .....2. RECREATION FACILITIES

Strategy 1.4 ● .....2.1 Pickleball Complex

Goal 6 ●

Strategy 2.2 ● .....2.1.1 Develop a significant pickleball complex to include:

Strategy 6.1 ● a. Lighted courts based on recommendations from Sports Facility Advisory

b. Support facilities such as restrooms and concessions

Strategy 1.4 ● .....2.1.2 This facility could be located at an existing, reconfigured park or a future park.

#### Goal 8 ● .....2.2 Additional Playgrounds

Strategy 1.4 ● .....2.2.1 Add new or update existing playgrounds at sports parks and special use parks to broaden the targeted users of these properties and help to serve

Strategy 2.1 ● the few underserved portions of Hilton Head Island.

#### Goal 6 ● .....2.3 Sand Volleyball Complex

Strategy 2.2 ● .....2.3.1 Develop six to eight competition level sand volleyball courts to support the growing high school and collegiate sport.

Strategy 1.4 ● .....2.3.2 This facility could be located at an existing, reconfigured park or a future park.

# Final Recommendations

- 1. PARKS, EXISTING & PROPOSED** ..... ● Goal 1  
 ● Goal 2  
 ● Strategy 1.4
- 1.1 Barker Field** ..... ● Goal 6
- 1.1.1** Barker Field should be redeveloped as a neighborhood park to include the following:
  - a.** Build three to four practice fields (football, soccer, etc.)
  - b.** Add a new playground with poured-in-place surface ..... ● Strategy 2.1
  - c.** Add a 1/2-mile walking path ..... ● Strategy 5.1      ● Strategy 2.3
  - d.** Include 120 parking spaces
  - e.** Include a new bathroom building in the area of the existing baseball/softball fields
- 1.1.2** Work with partner agency to improve level of maintenance or consider taking over maintenance responsibilities from PALS. .... ● Strategy 1.2  
 ● Strategy 2.3
- 1.2 Bristol Sports Arena** ..... ● Goal 5
- 1.2.1** Bristol Sports Arena may benefit by being incorporated into the larger Crossings Park with connections made by pathways that allow the existing improvements to stay in place.
- 1.3 Chaplin Community Park** ..... ● Goal 5  
 ● Goal 6
- Chaplin Community Park provides a wide variety of recreation opportunities for residents and visitors to the Town of Hilton Head Island. The recommendations for Chaplin Community Park were included in the initial recommendations provided by Lose Design in November of 2019. The planning team is recommending a Concept Plan be developed for the park with the following considerations:
  - 1.3.1** Resolve the conflict between debris management services and multipurpose athletic fields.
  - 1.3.2** Build two bathroom buildings; concessions; pathways. .... ● Strategy 2.1
  - 1.3.3** Add a natural turf multi-sport rectangular field to be used for casual activities in addition to organized athletics. .... ● Strategy 1.3
  - 1.3.4** Rebuild the tennis and add a pickleball complex (12 replacement tennis courts; 24 pickleball courts, clubhouse, pro shop and support amenities, parking and plaza with restroom buildings). .... ● Strategy 6.1
  - 1.3.5** Build a new large ADA accessible playground structure. .... ● Strategy 2.1
  - 1.3.6** Consider overall park redevelopment (parking; lighting; trails). .... ● Strategy 1.4  
 ● Strategy 2.2
- 1.4 Cordillo Tennis Courts**
- 1.4.1** Park signage should be added to the Cordillo Parkway entrance to identify the park as open to the public.
- 1.4.2** Play should be monitored to determine if other improvements are needed.
- 1.4.3** Consider court lighting.
- 1.4.4** Consider additional parking.
- 1.4.5** Consider adding a bathroom building.

## Final Recommendations

### Goal 6 ● ..... 1.5 Crossings Park

Strategy 2.2 ● ..... 1.5.1 Consolidate all Island baseball/softball fields at Crossings Park.

Strategy 2.3 ● 1.5.2 Redevelop existing baseball fields.

1.5.3 Replace existing concessions and plaza.

Strategy 1.1 ● ..... 1.5.4 Add two 300' baseball fields.

1.5.5 Add additional parking.

Strategy 1.4 ● ..... 1.5.6 Develop new park amenities (a dog park; splash pad and/or playground; pathways).

Strategy 2.1 ●

Strategy 2.2 ●

1.5.7 Add irrigation.

### 1.6 Hilton Head Park (Old Schoolhouse Park)

1.6.1 Add signage to identify the park property.

Goal 8 ● ..... 1.6.2 Add ADA accessible pathways connecting the parking area to park amenities.

Strategy 1.4 ● ..... 1.6.3 Consider adding a small playground feature and picnic pavilion to diversify the park's offerings and attract more visitors.

Goal 4 ● ..... 1.6.4 Evaluate possibilities for a non-motorized boat launch or pier. If conditions do not support this improvement, add an observation deck to provide opportunities for birding and marsh views.

### Goal 2 ● ..... 1.7 Island Recreation Center

Goal 3 ●

1.7.1 While the planning team does not foresee additional improvements within the next 10 years, the Town should work with staff of the Island Recreation Center to identify new programmatic and facility needs for the center.

### Goal 3 ● ..... 1.8 Betsy Jukofsky Xeriscape Garden

1.8.1 Identify garden as a public park.

Strategy 3.2 ● ..... 1.8.2 Interpretive signage for plantings.

1.8.3 Re-imagined/updated plantings.

Strategy 1.2 ● ..... 1.8.4 Improved maintenance.

Strategy 2.3 ●

### 1.9 Compass Rose Park

1.9.1 Address reconditioning of park elements.

### 1.10 Greens Shell Park

Strategy 2.1 ● ..... 1.10.1 Replace the playground equipment and add a poured-in-place surface to reduce maintenance requirements of the current mulch.

Strategy 2.3 ●

Goal 3 ● ..... 1.10.2 Make a stronger connection to the adjacent cemetery and archaeological site with the addition of historic interpretive panels or public art.

Strategy 3.2 ●

## Final Recommendations

- 1.11** Historic Mitchelville Freedom Park ..... ● Goal 3
- 1.11.1** This park should be celebrated for its cultural significance and natural beauty. Efforts to continue and expand the story of the families who founded Mitchelville should be supported by the Town through interpretive programs, tours, and special events.
- 1.11.2** Physical improvements are currently being considered in a master planning effort being undertaken for the park by the Historic Mitchelville Freedom Park organization. Any changes to the site should take this planning effort into consideration.
- 1.12** Honey Horn ..... ● Goal 3
- 1.12.1** Any additions or changes to the site should follow the recommendations outlined in the Coastal Discovery Museum Strategic Plan 2016-2022 or updated versions.
- 1.13** Jarvis Creek Park
- 1.13.1** Consider a poured-in-place surface for the playground to reduce ..... ● Strategy 2.1  
necessary maintenance of the sand fall surface. ● Strategy 2.3
- 1.14** Rowing and Sailing Center at Squire Pope Community Park ..... ● Goal 3  
● Strategy 4.2
- 1.14.1** A playground is currently planned for the park using Community Development Block Grant (CDBG) funds. Additionally, there is room for future expansion of the park. If interest in rowing increases, the Town may want to consider a facility with classrooms to use for rowing and kayak instruction, safety training, or related outdoor education activities.
- 1.15** Shelter Cove Community Park and Veterans Memorial ..... ● Strategy 1.3  
● Goal 5
- 1.15.1** Shelter Cove is one terminus of the 2012 conceptual plan for Chaplin Linear Park and is one of the few parks that are not directly connected by public pathway to the larger pathway system. Today, bicyclists must navigate the Shelter Cove Town Centre parking areas to reach the pathway system. This is inappropriate for a destination park like Shelter Cove and should be addressed through construction of the Chaplin Linear Park.
- 1.16** Beach Parks ..... ● Goal 4
- Beach parks include Alder Lane Beach Access, Burkes Beach, Coligny Beach Park, Driessen Beach Park, Fish Haul Beach Park, Folly Field Beach Park, and Islanders Beach Park.
- 1.16.1** Add beach mats to Burkes Beach. .... ● Goal 8
- 1.16.2** Create a low impact “beach path” for bicyclists linking Burkes Beach and ..... ● Goal 5  
Islanders Beach Park.
- 1.16.3** Include discreet beach path signage identifying Burkes Beach, Driessen Beach Park, Folly Field Beach Park, and Islanders Beach Park accesses.
- 1.16.4** Create a beach park at Burkes Beach per the Chaplin Linear Park plans to anchor its terminus at the beach.

## Final Recommendations

### Goal 5 ● ..... 1.17 Mid Island Tract

- 1.17.1 A new community park on the Mid Island Tract is recommended based on size, location, and pathway connectivity. This property could be the location for additional bicycle paths that carry riders away from vehicular traffic. This location could also easily provide for disc golf or footgolf courses.
- 1.17.2 Consideration of multi-use sports fields is recommended for this property. Sports fields in this location would help to improve the Town's resiliency during natural disasters.

### 1.18 Park Classifications

- 1.18.1 Adding community park features like the recommended dog park, splash pad/playground and trails to Crossings Park would expand that property's purpose and serve a wider variety of park user.
- 1.18.2 The addition of Lowcountry Celebration Park, which is currently under construction, and the proposed park on the Mid Island Tract property would vastly increase the areas of Hilton Head Island that are within two miles of a community park.

### Goal 2 ● ..... 2. RECREATION FACILITIES

#### Strategy 1.4 ● ..... 2.1 Pickleball Complex

Goal 6 ●

Chaplin Community Park would be a good location for a pickleball complex. The HHI Pickleball Club has developed a conceptual plan for a pickleball facility within Chaplin Community Park. The planning team reviewed this concept and recommends additional features that will allow the facility to better serve the recreation and social aspects of this popular sport. The facility should:

- 2.1.1 Provide a clubhouse/pro shop that will allow for socializing between games.
- 2.1.2 Provide adequate parking (150 spaces) in addition to the 24 courts and shelter proposed by the Pickleball Club's concept.

#### Strategy 1.4 ● ..... 2.2 Pump Track Facility

Strategy 2.2 ●

- 2.2.1 A pump track facility is recommended in the park at the Mid Island Tract or within an existing park such as Crossings Park or Chaplin Community Park.

### Goal 5 ● ..... 2.3 Pathways

- 2.3.1 When considering new path routes, look for opportunities to carry users away from vehicular traffic.
- 2.3.2 Consider strategic widening of pathways in popular sections to accommodate user groups and amount of use.
- 2.3.3 Look for locations to extend pathways to make connections from residential areas and vacation areas to major destinations, where feasible.

## Final Recommendations

**2.3.4** Consider developing trailheads to support the network. Two potential locations include the northwest corner of Squire Pope and U.S. 278, and near Shelter Cove Community Park to support the Chaplin Linear Park.

**2.3.5** Consider delineating a beach biking route between Burkes Beach and Islander’s Beach Park.

### 2.4 Water Access ..... ● Goal 4

**2.4.1** Look to expand or improve, where possible, existing locations providing public water access if it is not feasible to add new locations.

### 2.5 Beach Access

**2.5.1** Ensure there is emergency access through private developments to the beach where needed or feasible, specifically along the 4.5 mile stretch between Coligny Beach Park and Singleton Beach.

### 2.6 General

**2.6.1** Develop a facility use agreement and review the current facility rental agreements.

**2.6.2** Expand and make improvements to existing facilities to provide improved programming opportunities as outlined in the facility evaluation section of the Master Plan.

## 3. PROGRAMMING ..... ● Goal 3

### 3.1 Sports Tourism ..... ● Goal 6

**3.1.1** Sports Facilities Advisory (SFA) does not recommend including plans for a new multipurpose sports venue.

**3.1.2** SFA recommends utilizing current and future facilities/locations that are primarily intended for local recreation as venues for occasional sports tourism tournaments and events.

**3.1.3** SFA recommends developing a plan to attract, host, and retain events that will utilize the outdoor pickleball complex (particularly when new courts are added) and/or beach-based events including sand volleyball and beach soccer.

**3.1.4** Pursue sailing, kayaking, and paddleboard races and events.

**3.1.5** Pursue hosting triathlons or similar outdoor race-based events.

### 3.2 General ..... ● Goal 1

**3.2.1** All programs should be evaluated on an annual basis.

**3.2.2** Create a guide or policy to be followed when adding or deleting programs.

**3.2.3** Conduct short surveys with participants at the completion of each activity/program to ensure the programs are staying relevant and meeting the needs of the participants.

**3.2.4** Expand alternate non-sports programming for youth and adults.

## Final Recommendations

**3.2.5** Develop a broader offering of adult programs for both young and older adult age groups.

Goal 3 ● ..... **3.2.6** Study the Three Pillars of NRPA, especially the Conservation area, and look for ways to expand nature-based programs and introductory classes for water-based activities.

**3.2.7** Track participation numbers and analyze three years of data when conducting program evaluations.

**3.2.8** Explore development of senior sports leagues and other senior programming opportunities.

Goal 8 ● ..... **3.2.9** Identify leaders within minority groups and work with these leaders to understand barriers to participation that may exist and then work to overcome those barriers.

Goal 8 ● ..... **3.2.10** Financial assistance programs should be promoted to ensure equal access and transparency.

Goal 7 ● ..... **4. FUNDING**

Strategy 2.3 ● ..... **4.1** Increase funding from the Town of Hilton Head Island general fund budget to allow for improved maintenance of existing park facilities.

**4.2** Continue to look at alternative methods of increasing self-generated revenues to expand programming and special event opportunities.

**4.3** Develop a tiered revenue policy to guide fees for programs and events.

Goal 2 ● ..... **4.4** Increase per capita spending so the recreation facilities and programs on Hilton Head Island better reflect the best-in-class image of the island.

**4.5** Provide additional funding for Island Rec staff as new park facilities are added to the system.

**4.6** Consider other funding alternatives such as naming rights and beverage rights agreements to increase overall per capita funding.

## Action Items

Town staff has reviewed the Master Plan, received community input, and developed action items for Town officials to consider in addition to the final recommendations. These action items with the final recommendations officially convey the findings from the Master Plan that will best serve the interests of the Town for current and future park planning. The Master Plan is one piece of the planning puzzle needed for a successful park system. It plays an important role to inform park planners about gaps in service within the park system, and community interests and needs. This information will be used to assist the Town in making informed decisions about improving the park system where needed, and where to build from its successes.

Inclusion of projects and proposals in this list does not constitute their approval or guarantee to be implemented. Each recommendation will be subject to review for feasibility within the Town's planning, budgeting, and capital improvement program processes. In some cases, the action items may fall within the scope of work of the Island Recreation Association.

Based on the findings of the **Parks and Recreation Master Plan Part 1**, and in addition to its final recommendations, the Town will also consider the following Action Items.

- 1. PARKS, EXISTING & PROPOSED** .....● Goal 2
  - 1.1** Cordillo Tennis Courts
    - 1.1.1** Continue permitting and planning efforts currently in place for the construction of the bathroom building.
  - 1.2** Taylor Tract
    - 1.2.1** Consider development of this Town-owned parcel as a mini park
  - 1.3** Patterson Tract .....● Goal 4
    - 1.3.1** Continue plans to develop this Town-owned parcel as a mini park
  - 1.4** Chaplin Linear Park .....● Goal 5
    - 1.4.1** Continue planning and implement the Chaplin Linear Park.
  - 1.5** Park Classifications
    - Reclassify the following parks:
      - 1.5.1** Barker Field & Extension, Neighborhood Park to Sports Park
      - 1.5.2** Honey Horn, Community Park to Special-Use Park
      - 1.5.3** Lowcountry Celebration Park, Community Park to Regional Park
      - 1.5.4** All boat landings and docks, Regional Parks to Special-Use Parks

## Action Items

**1.5.5** Rowing and Sailing Center at Squire Pope Community Park, Regional Park to Community Park

**1.5.6** Consider the addition of a cultural and historic park classification.

### 1.6 General

Strategy 1.4 ● .....**1.6.1** Consider and prioritize the Master Plan's Existing Park Recommendations for implementation through the Town's CIP processes.

- a.** Continue to incorporate community engagement and public input during this process.
- b.** Consider starting with Crossings Park, Chaplin Park, and Mid Island Park recommendations specifically per the Initial Recommendations.

**1.6.2** Plan park development concurrently where feasible in accordance with the CIP Principles to maximize planning and implementation resources.

## Goal 2 ● ..... 2. RECREATIONAL FACILITIES

### 2.1 Additional Playgrounds and Splash Pads

Strategy 1.4 ● .....**2.1.1** Add new splash pads and new or updated playgrounds at parks identified through the Master Plan assessment that are in need of broadening the targeted users and that will help to serve the few underserved portions of Hilton Head Island.

Strategy 2.2 ●

### 2.2 Aquatics Facility

Strategy 1.4 ● .....**2.2.1** Continue to consider the feasibility for the addition of an aquatics facility at Chaplin Community Park indicated by prior planning efforts.

## Goal 5 ● ..... 2.3 Pathways

**2.3.1** Work with volunteer and community groups, such as the Bicycle Advisory Committee, to identify locations for strategic widening of existing pathway sections.

**2.3.2** Assess Town-owned park and future parks land for potential development of off-road single-track bike trails.

**2.3.3** Increase complementary consideration of pathway and bike-ped infrastructure with roadway projects and funding.

**2.3.4** Continue to participate in County efforts and identify ways to integrate recommendations into the Town's bike-ped related planning efforts based on the Master Plan and County-wide **Bicycle and Pedestrian Plan**.

## Goal 8 ● ..... 2.4 Beach Access

**2.4.1** Consider the addition of a handicap accessible covered overlook at Islander's Beach Park to accommodate disabled residents and visitors, and their caretakers.

## Goal 6 ● ..... 2.5 Synthetic Turf Fields

Strategy 1.4 ● .....**2.5.1** Evaluate the best location to add two synthetic turf fields as recommended by the Master Plan so there is no interference with debris management sites.

Strategy 2.1 ●

Strategy 2.2 ●

## Action Items

### 2.6 General

- 2.6.1 Establish a facility use agreement and review current facility rental agreements in order to formalize existing relationships.
- 2.6.2 Expand and make improvements to existing facilities to provide improved programming opportunities as outlined in **Our Plan** and the Master Plan. ● Goal 3
- 2.6.3 Evaluate ways to implement accessibility standards above and beyond minimal requirements for park development, events, and facility improvements. ● Goal 8

## 3. PROGRAMMING ● Goal 3

### 3.1 Schools

- 3.1.1 Consider shared use programming with the County School District for their facilities that are on the Island.
- 3.1.2 Work with USCB on potential partnerships to expand recreation offerings on the Island for students, residents, and visitors.

### 3.2 Level of Service ● Goal 1

- 3.2.1 Continue to engage the community in a regular and on-going assessment of needs and level of service that engages user groups, reflects Island user patterns, and focuses on individual facilities.
- 3.2.2 Evaluate opportunities for additional parks and recreation offerings on a case by case basis to supplement the parks and recreation system where there are identified gaps or needs. ● Strategy 1.4

### 3.3 General ● Goal 1

- 3.3.1 Evaluate programs on an annual basis through the Island Rec and Town platforms.
- 3.3.2 Ensure adequate and accurate translations in Spanish are available for recreation program and education materials, and park signage. ● Goal 8
- 3.3.3 Continue to seek ways to expand nature-based and passive recreation offerings and opportunities in the Town's existing and future planned parks to ensure there is diversity of amenities for Island residents and visitors. ● Goal 3 ● Strategy 3.1

## 4. FUNDING ● Goal 7

### 4.1 General

- 4.1.1 Continue to explore new opportunities for funding sources to support park development, redevelopment, and maintenance.

## Action Items

Goal 1 ● .....5. MAINTENANCE & OPERATIONS

Strategy 1.2 ●

Goal 2 ●

Strategy 2.3 ●

### 5.1 Staffing

**5.1.1** Consider staffing modifications to mitigate identified gaps in delivery of parks and recreation services, including to:

1. Serve as a liaison for the Town parks and recreation system to the Island Recreation Association, PALS, Beaufort County, and other agencies or organizations involved with parks and recreation on the Island.
2. Work with the Town's Facilities Management Division to identify needs for maintenance at Island parks.
3. Evaluate for capital improvement public input or observations regarding the parks system needs.

Strategy 2.2 ● .....

4. Monitor parks and recreation trends for applicability to the Town.

5. Work with the community, Island Rec, and Town staff to evaluate parks on a regular basis to identify areas for improvement in park facilities, recreation offerings, or programming.

Goal 3 ● .....

Strategy 3.1 ●

**5.1.2** Consider addition of a nature program staff person at Island Rec to better address environmental education programs for Island residents and visitors.

### 5.2 General

Strategy 1.2 ● .....

**5.2.1** Establish park maintenance standards and maintenance schedules.

Strategy 2.3 ●

Goal 1 ● .....

**5.2.2** Establish a marketing and communications program with the Island Rec and the Town's communications platforms to promote the Island parks and recreation system for residents and visitors.

**5.2.3** Ensure the organizational structure defines each participating agency's roles.

**5.2.4** Evaluate the locations of the existing Debris Management Sites (DMS) to ensure the Town is maximizing its planned response to address goals and strategies related to resiliency as outlined in **Our Plan**.

## Resources & Works Cited

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"Hilton Head Island History." *Town of Hilton Head Island*. [hiltonheadislandsc.gov/ourisland/history](http://hiltonheadislandsc.gov/ourisland/history), Accessed 12 May 2020.

- Figure 4.1

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- Tables 4.1, 4.2, 4.5, 4.6
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"Park Maintenance and Scheduling Responsibilities." *Town of Hilton Head island*. <https://hiltonheadislandsc.gov/ourisland/Parks/parkmaintenance.cfm?menuheader=3>, Accessed 12 May 2020.

- Tables 4.3, 4.7 (updated 15 July 2020)

Town of Hilton Head Island Geographic Information System (GIS) Database. Accessed January to May 2020.

- Figures 4.2, 4.3, 4.4, 4.5

### For more information:

Beaufort County Parks and Recreation, [www.bcsrec.com](http://www.bcsrec.com)

Boys & Girls Club of the Lowcountry, [www.bgclowcountry.org](http://www.bgclowcountry.org)

Coastal Discovery Museum, [www.coastaldiscovery.org](http://www.coastaldiscovery.org)

First Tee of the Lowcountry, [www.firstteelowcountry.org](http://www.firstteelowcountry.org)

Hilton Head Baseball Association (HHBA), [hhba.org](http://hhba.org)

Hilton Head Island Bicycle Advisory Committee (BAC), [www.bicyclehiltonheadisland.com](http://www.bicyclehiltonheadisland.com)

Hilton Head Island Pickleball Club (HHIPBC), [www.hhipbc.com](http://www.hhipbc.com)

Hilton Head Island Junior Players Golf Academy (JPGA), [www.jrpga.com/hilton-head-junior-golf-academy.php](http://www.jrpga.com/hilton-head-junior-golf-academy.php)

Island Recreation Association, [www.islandrecenter.org](http://www.islandrecenter.org)

League of American Bicyclists, [www.bikeleague.org](http://www.bikeleague.org)

- Bicycle Friendly America, [www.bikeleague.org/bfa](http://www.bikeleague.org/bfa)

National Recreation and Parks Association (NRPA), [www.nrpa.org](http://www.nrpa.org)

People for Parks, [www.hiltonheadpeopleforparks.org](http://www.hiltonheadpeopleforparks.org)

RBC Heritage, [www.rbcheritage.com](http://www.rbcheritage.com)

Smith Stearns Tennis Academy, [www.smithstearns.com](http://www.smithstearns.com)

South Carolina Department of Transportation (SCDOT), [www.scdot.org](http://www.scdot.org)

South Carolina Marine Resources Division of DNR, [myscmap.sc.gov/divisions/marine.html](http://myscmap.sc.gov/divisions/marine.html)

Town Office of Cultural Affairs (CultureHHI), [www.culturehhi.org](http://www.culturehhi.org)

Van Der Meer Tennis Academy, [www.vdmacademy.com](http://www.vdmacademy.com)



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**section**

**5.0**

**Our Priority  
Investment**





# Section 5.0 Our Priority Investment

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## 5.1 Overview

In compliance with the South Carolina Priority Investment Act, the Town provides a *Priority Investment* section in the Comprehensive Plan. This is an analysis of the funds available for public infrastructure and facilities, with recommendations for projects to use these funds. Projects can include roads, parks, government facilities, pathways, drainage and stormwater infrastructure improvements, or beach renourishment. Recently completed Town projects are the new traffic signal and roadway improvements at U.S. 278 and Shelter Cove Lane, and Lowcountry Celebration Park.

The purpose of the *Priority Investment* section is to tie the capital improvement needs identified in **Our Plan** and other adopted Town plans to forecasted revenues for the current and upcoming fiscal years. The Town does this through the Capital Improvement Program (CIP), which entails a planning and budgeting process on an annual basis. It is a well-established and successful program for the Town, serving as the primary method for implementing recommendations from the Comprehensive Plan and other Town adopted plans.

*Priority Investment* is inclusive of all the Core Values, and Parks and Recreation, so there was no work group or specific community group organized to address it during the **Our Plan** process. Each group did identify opportunities for priority investment through the course of developing their core values, which are discussed throughout **Our Plan**.

Priority Investment is specifically addressed as a stand-alone section in **Our Plan** because it represents significant areas of interest for the Town in terms of the budget and investments falling within the Town's jurisdiction. It is also specifically defined by State legislation. This section will present an overview of the Town's CIP, satisfying the state requirement for a priority investment review in the Comprehensive Plan:

- *Section 5.2* provides an overview of the CIP development process.
- *Section 5.3* presents an overview of the CIP funding methods.
- *Section 5.4* reviews the Capital Project Fund (CPF) with revenue categories and expenditure programs.
- *Section 5.5* is an overview of the Fiscal Year 2020-2021 CIP budget with trends in expenditures and revenues from Fiscal Years 2010 to 2019.
- *Section 5.6* is organized similarly to the core value chapters with a discussion of key ideas shaping our priority investments with the **Our Plan** goals and strategies. *Table 5.6* at the end of this section relates specific goals and strategies from the rest of **Our Plan** to priority investment.

### The Core Values

Where applicable in this section, the Core Values will be keyed using the following symbology:

Ex	Excellence
En	Environment
Ec	Economy
Inc	Inclusive
Co	Connected
Re	Regional
Inf	Infrastructure

## 5.2 Capital Improvement Program (CIP) Process

The Town's budget process includes a priority investment proposal that is prepared annually. This is known as the Town's Capital Improvement Program (CIP), which the Town prepares as a one-year CIP budget every year. The CIP proposal is reviewed by the Planning Commission for recommendation of priority projects to Town Council, who adopts it with the Town budget. As part of the process, any pathways and parks projects are also reviewed by the Parks and Recreation Commission. In compliance with the State's Priority Investment Act, the Town also maintains a Ten-Year CIP. This section presents an overview of the Town's process for initiating and implementing the CIP and capital projects.

### The CIP Process

To prepare the list of public infrastructure projects comprising the CIP, Town staff reviews recommendations of adopted plans and initiatives. Projects needed to maintain existing service levels or to repair/replace worn out facilities are also identified. A short-range plan is prepared and budgeted for the next fiscal year, while a ten-year project plan (Ten-Year CIP) is prepared to prioritize and anticipate future capital needs. The availability of Town staff to manage projects, funding sources, project seasonality, and organizational prioritization can also limit the number of projects the Town is able to program in any one fiscal year. This is taken into consideration during the planning process for the CIP.

### Source documents ..... for the CIP

Source documents for the CIP have included the following:

- 2017 Comprehensive Plan update with associated Initiative Area Plans
- Transportation Plan, which includes pathways and roads
- Fire Rescue Master Plan
- Recreation Element of the Comprehensive Plan
- Beaufort County Hazard Mitigation Plan
- Comprehensive Emergency Management Plan
- Beach Maintenance Monitoring reports
- Initiative Area Plans, such as Circle to Circle
- Annual Traffic Reports
- Broad Creek Management Plan
- Space Needs Study of all Town facilities and properties

**The CIP and Adopted Plans.** There is an important relationship ..... ● Section 7.1 Adopted Plans List between the Town’s CIP, the Comprehensive Plan, and other adopted plans. It is the Planning Commission’s role to certify capital projects are consistent with the Comprehensive Plan and with the intentions and recommendations of other adopted plans. This ensures that public investment in municipal facilities and infrastructure is coordinated with the Town’s projected growth and development. Specifically, the planning process for development of future capital improvements entails careful review of proposed projects for consistency with the core values, goals, strategies, and tactics of the Town’s current Comprehensive Plan. In preparation for presentation of the CIP proposal to the Planning Commission, staff works closely with the CIP Committee of the Planning Commission to prioritize projects and develop the program.

Input for the CIP comes from a variety of sources. As of **Our Plan’s** adoption, the primary sources for the current CIP are the 2019 and 2020 Town Council Priorities with the Town Manager’s Work Program.

**Public Project Review.** Projects brought forward from the CIP for implementation are taken through the Town’s Public Project Review process. This is a process required by State law and is outlined in the LMO that ensures the proposed project meets ..... ● LMO Section 16-2-103.Q established criteria for a project based on its location, character, and extent. The Planning Commission reviews projects for consistency with the Comprehensive Plan using this criteria during a public hearing. Capital projects are typically proposed by the Town, but on occasion other agencies or jurisdictions, such as Palmetto Electric Cooperative, are required to go through this process to ensure their projects are compatible with the Comprehensive Plan.

**Multi-Year Planning.** Starting in Fiscal Year 2018, the Town began a new process for carrying projects forward that were not completed during a single fiscal year. Once a project has been approved and funds have been appropriated, the project continues until it is completed without a requirement for annual re-appropriation. Revisions to the scope and/or an increase in cost of an appropriated project are presented to Town Council by staff when they occur. If the cost of the project exceeds the appropriation amount, funding has to come from another project within the approved CIP, an alternate funding source from the CIP, or other unallocated revenue streams prior to undertaking the project. This can happen, for example, if multiple bids for a project come in that propose costs higher than anticipated, or allocated, in the CIP budget.

## Typical CNAP projects include

- Road improvements
- Pathways
- Facilities
- Traffic management
- Crosswalks
- Parks
- Drainage
- Beach maintenance

••••• **The Capital Needs Assessment Program.** To inventory and maintain the status of projects recommended by various Town plans or initiatives, staff maintains a list of suggested capital projects made throughout the past several years by the Comprehensive Plan and other adopted plans. This comprises the Capital Needs Assessment Program (CNAP). As new studies are initiated and conducted, the CNAP expands to include new recommendations. Each suggestion is analyzed for feasibility and cost, and the CNAP is revised based on the findings.

As part of the process, the CNAP serves as a resource for staff for developing the CIP and funding options, such as impact fees.

**Ongoing Impact of the CIP on Operations.** The operating impact of capital projects are considered in the development of the CIP and the Town's Operating Budget. Central to the CIP planning process is this basic operations approach the Town takes towards its operating budget. This ensures CIP projects, when complete, do not unexpectedly burden future operations. The Town has been successful in keeping the CIP program costs down during implementation and for ongoing operations.

**Collaboration.** Another part of the process is the State mandate for the Town to coordinate and collaborate with adjacent and relevant jurisdictions and agencies. This coordination provides opportunities to reduce project expenses and provide cost sharing for projects affecting overlapping interest areas or stakeholders. A recent example of this coordination is ongoing with the SCDOT, Beaufort County, and the Town of Bluffton for the U.S. 278 Gateway Corridor Project.

As part of the Town's regional relationships and as required by the State, letters of notice and intent for public projects that will or have the potential to affect other jurisdictions or agencies are distributed. Given the Town limits are contained on an island, there are not many projects overlapping with other areas. However, this does not excuse the Town from adherence to State regulations. Collaboration is initiated when feasible.

## The Ten-year CIP

As required by the State's Priority Investment Act, a Ten-Year CIP is developed to assist with project prioritization over the next ten years; however, projecting the CIP budget out ten years with hard numbers is difficult. It is conducted regardless due to a number of reasons. Although the Town can only legally adopt a binding one-year budget at a time, a Ten-Year CIP is needed in order to ensure projects with the highest and best use of the town's funds are prioritized. Additionally, even with the difficulty in determining future expenses and revenues, fluctuations in contractor and materials costs, and inflation over time, contribute to hesitancy in assigning exact numbers to a long-term program. The Ten-Year CIP demonstrates a priority list at a given moment of time. The Town provides a detailed immediate year budget with out-year programming and planning. This method presents revenues by funding source and expenses by project category expected for the next ten years to prove from a big picture standpoint the projects presented are initially feasible and fundable.

The projects listed in the Ten-Year CIP represent the best efforts of Town departments to plan capital needs. Under the current Town process, inclusion of projects in the ten-year plan does not imply they have been approved. Further analysis and review of these projects is required, with consideration for budget and existing conditions, prior to their actual implementation. The Ten-Year CIP better serves as a guide for recognizing capital needs, funding sources, and the potential future scope of work. When Hurricane Matthew impacted the Island in 2016, this disrupted many existing and future CIP project plans, which the Town is still addressing in 2020. Events, like natural disasters, and the COVID-19 Pandemic in 2020, cannot be predicted, so it is important for long-range planning in the CIP to remain adaptable.

## The CIP Principles

The Town takes an integrated resource management approach to the CIP. Resource allocations, development, and management are explored within the context of a larger system instead of as stand-alone projects. This enables the Town to use comprehensive solutions to achieve the goals and objectives of the CIP. Multiple projects over a shared area of interest can be considered, instead of concentrating on a single project in one location. Then, the many complex aspects of facilitating capital projects can be integrated.

### Typical collaboration agencies include

- Counties
- Municipalities
- Public Service Districts
- Public and private utilities
- Transportation agencies
- Lowcountry Council of Governments (LCOG)
- School districts
- State of South Carolina
- Other public entities

A good example of this is all of the recent improvements to the Coligny area, collectively the Coligny Area Redevelopment Initiative, including the new HAWK signal on South Forest Beach Drive at Coligny Circle, Lowcountry Celebration Park, the new traffic signal at Lagoon Road, and associated pathway, roadway, and crosswalk improvements in the area. While most of these projects were bid and funded as separate line items in the CIP, they share connected networks and systems, geographic location, and functions which required an integrated approach to ensure successful implementation.

## The CIP Principles.....

The CIP Principles are four key concepts of integrated resource management:

1. **Systems Approach:** All major aspects of the natural and human environments are accounted for in order to solve problems comprehensively.
2. **Geographic Integration:** Projects are examined within the context of larger geographic areas in order to identify overlapping geographies that could be impacted, and to facilitate inter-agency coordination.
3. **Balance Across Multiple Uses or Functions:** There are complementary and competing uses for Town resources. This requires consideration of the many elements of a project in order to determine a range of ways land, infrastructure, and natural resources are used.
4. **Collaborative Approach:** Collaboration is essential to bring together the knowledge base on natural and man-made systems across a geographic area of interest, with information about existing conditions and potential need for resources.

## 5.3 Capital Improvement Program Funds

The Town has a comprehensive CIP that includes multiple funding sources. Every opportunity is taken to explore new revenue sources, and to refine the information available about funds for each capital project. Detailed accounts of projected revenues from all sources allow Town officials to make appropriate short-term capital budget decisions within the context of the long-term program plan.

### CIP funding sources can include

- beach bond/ beach fees
- bond proceeds
- fund balance
- General Obligation (GO) bonds (prior year)
- Hospitality taxes
- County Transportation Impact fees
- County Parks Impact fees
- inter-fund borrowing
- Palmetto Electric Franchise fee
- road usage fees
- Real Estate Transfer fees
- Tax Increment Financing (TIF) plan
- sales of land
- State and Federal grants
- Stormwater Utility fees
- Sunday liquor sales permit fees
- grants, such as CDBG

**General Fund.** Funded with current operating funds, the capital expenditure line items in the Town’s General Fund include capital equipment and apparatus or vehicle (Fire Capital) purchases costing \$5,000 or more. Software (IT Capital) purchases which cost more than \$50,000, are also included.

**Capital Projects Fund (CPF).** This fund includes all other purchases, items, or projects that are not part of the other three funds. See *Section 5.4* for more information about the CPF. This fund typically includes the shovel-ready CIP projects, with budgeting to take a project from the early planning and design phases to permitting and construction phases.

**Palmetto Electric Franchise Fee Fund.** Funds derived from the Town’s negotiated franchise fee with Palmetto Electric Cooperative are included in this fund. Projects funded through this fee are not included in the Town’s CIP budget. They include the recently completed power line burials and hook ups. Any capital infrastructure created through this funding program is an asset of the Cooperative, not the Town.

### CIP Fund Categories

- General Fund
- Capital Projects Fund (CPF)
- Palmetto Electric Franchise Fee Fund
- Stormwater (Enterprise) Fund

### ..... CIP Funding Sources

**Stormwater (Enterprise) Fund.** The Stormwater Utility Program derives funds from the stormwater utility fees assessed annually based on a rate per single family unit. These funds are committed to the management, construction, maintenance, protection, control, regulation, use, and enhancement of stormwater systems and programs within Town limits. A recent example is the \$2-million dollar Jarvis Creek stormwater infrastructure project completed in 2020, which included a complete refurbishment of the Jarvis Creek pump station.

When necessary, this program coordinates with the County, State, or other water resource management programs to facilitate stormwater related capital improvements. This fund does have long-term debt service obligations; information about it is included in the Town’s annual budget Debt Service Fund. Also, some expenses include transferring excess funds out to the Town’s General Fund for support efforts. In the Town’s annual budget, the Stormwater Utility Program is reflected in a separate enterprise fund. Proprietary fund accounting requires this program to report its own capital separately.

Table 5.1 lists the actual Fiscal Year 2018 and 2019 expenses for the Stormwater (Enterprise) Fund with the adopted Fiscal Year 2020 and 2021 project expenses. The total expense budget for this fund in Fiscal Year 2020 was \$5.40 million dollars. It is projected as \$5.45 million dollars for Fiscal Year 2021.

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget
<b>Total Revenues</b>	<b>4,776.0</b>	<b>4,896.0</b>	<b>5,399.0</b>	<b>5,448.0</b>
Operating Expenses	2,689.0	3,366.0	4,897.0	4,918.0
Non-Operating Expenses	455.0	393.0	378.0	382.0
Transfers Out	125.0	125.0	125.0	150.0
<b>Total Expenditures</b>	<b>3,268.0</b>	<b>3,884.0</b>	<b>5,400.0</b>	<b>5,450.0</b>

**Table 5.1,** Stormwater (Enterprise) Fund Revenues and Expenses Actual and Adopted 2018 to 2021 (in thousands of dollars)

## 5.4 The Capital Project Fund (CPF)

In order to meet the needs of the Town's future growth and redevelopment, certain capital needs could increase the tax burden for Town residents. The Town actively minimizes this burden by exploring and using other equitable funding sources, such as impact fees and referendums, when feasible. For example, the Capital Project Fund (CPF) is a funding source the Town currently uses to help reduce reliance on ad valorem property taxes to finance capital projects. The CPF incorporates many different sources to do this, and project beneficiaries typically share the costs of infrastructure requirements or assume economic responsibility for a project's impact.

This section provides an overview of the Town's CPF revenue sources and expenditures, including Fiscal Year 2021, 2022, and 2023 projections. Projects covered in the General Fund, or associated with the Stormwater Utility and Palmetto Electric programs as described in *Section 5.3* are excluded from the CPF expenditures.

### CPF Revenues and Other Sources

The following are descriptions of some of the common revenue sources for the CPF:

**Beach Preservation Fee.** This revenue is derived from an additional two percent (2%) Local Accommodations Tax levied by Town Council. This generates approximately \$6.8 million dollars in revenue annually. These funds are dedicated to beach re-nourishment and monitoring, dune refurbishment, maintenance and operations, and new beach parks and beach access facilities.

**Bond Proceeds.** In Fiscal Year 2019, the Town anticipated issuing \$10.4 million in new debt to be issued as Revenue Bonds or General Obligation Bonds. These are paid back by specific sources.

**Fund Balance.** These are unobligated and obligated monies that are rolled over from previously approved budgets for incomplete projects.

**Hospitality Tax.** A two percent (2%) tax is levied on the sale of prepared meals and beverages sold in establishments with and without alcohol licenses, and for the on-site consumption of alcoholic beverages. This tax is linked to the provision of services for the Island's visitor population and is broadly applicable for capital projects. This source generates approximately four to six million dollars in revenue annually. The proceeds not budgeted for projects go towards the Town's debt service, and to support public safety, or Fire Rescue capital (Fire Capital), in the General Fund. Typically, a majority of the revenue generated by this tax goes towards the Town's Fire Rescue needs.

**Impact Fees.** Two types of impact fees are assessed: Traffic Impact Fees and Parks Impact Fees. These fees are derived from new developments in order to finance capacity enhancing capital improvements necessary to support the growth in population. Traffic Impact Fees apply to roadway infrastructure and pathways. Pathways are limited to being funded up to fifty percent by this fee. Parks Impact Fees were enacted County-wide to provide for emerging park needs. Through an agreement with the County, the Town can retain and use park monies for specific park projects on the Island.

**Real Estate Transfer Fee.** Each real estate transaction in the Town limits is charged a fee of one quarter (0.25) of one percent (1%) of the sales price. These funds are dedicated to the Land Acquisition Program and its debt service.

**Road Usage Fee.** This fee is charged to registered automobiles in the Town.

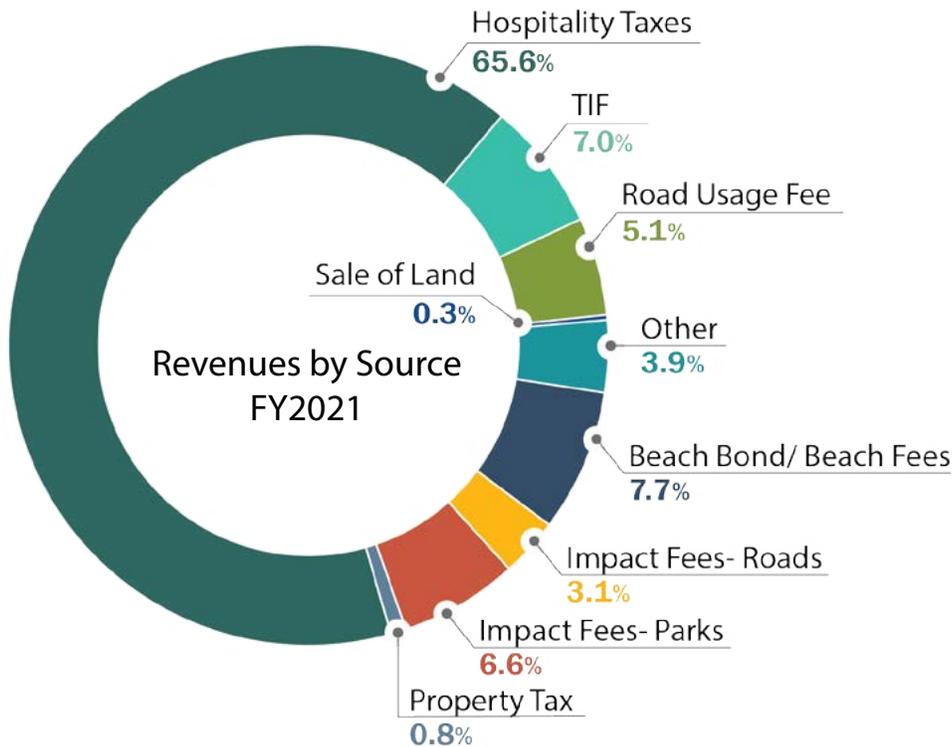
**Sunday Liquor Sales Tax.** The sale of permits to sell alcohol on Sunday is included in the CIP fund as rebates from the State.

**Tax Increment Financing (TIF).** The TIF funds are derived from increased assessed value above the baseline assessment when the TIF District was established. This fund is intended for projects within the TIF District and generates approximately \$3.4 million in revenue annually. In 2014, the Town amended the TIF Plan to extend the time for implementation for an additional 10 years from 2014 to 2024. The amendment also included projects such as the USCB Hospitality Management Facility at Office Park Road, the Coligny Area Improvements, and the future Chaplin Linear Park.

*Table 5.2* lists the projected revenue anticipated for each CPF source for Fiscal Years 2021, 2022, and 2023. It is important to note that while the Hospitality Tax revenue shown in *Table 5.2* is over four million dollars, a large portion of this revenue is devoted to Fire Capital. *Table 5.5* lists several of the CIP projects and funding sources showing how this large fund is distributed. *Figure 5.1* presents an overview of the projected Fiscal Year 2021 revenues by source by percent.

	FY 2021	FY 2022	FY 2023	Total
Impact Fees - Roads	200.0	—	—	<b>200.0</b>
Impact Fees - Parks	428.0	277.0	55.0	<b>760.0</b>
Property Taxes	50.0	50.0	—	<b>100.0</b>
Hospitality Taxes	4,243.0	2,557.0	2,738.0	<b>9,538.0</b>
TIF	450.0	—	1,000.0	<b>1,450.0</b>
Road Usage Fees	330.0	1,850.0	660.0	<b>2,840.0</b>
Sale of Land	20.0	20.0	20.0	<b>60.0</b>
State/ Federal Grants	—	—	—	<b>—</b>
Other	250.0	275.0	686.0	<b>1,211.0</b>
Beach Bond/ Beach Fees	500.0	1,100.0	500.0	<b>2,100.0</b>
GO Bond/ Prior Year	—	—	—	<b>—</b>
<b>Total</b>	<b>6,471.0</b>	<b>6,129.0</b>	<b>5,659.0</b>	<b>18,259.0</b>

**Table 5.2, CPF Estimated Revenues by Source**  
 FY2021, FY2022, and FY2023 (in thousands of dollars)



**Figure 5.1, Fiscal Year 2021 Estimated CPF Revenues by Source by Percent**

## CPF Expenditure Programs

The physical construction type capital improvement project expenses are organized into six CPF expenditure program categories:

The six primary types of projects are reflected and tracked on the CIP Dashboard of the Town's website [hiltonheadislandsc.gov/cip](http://hiltonheadislandsc.gov/cip)

- Beach Maintenance
- Existing Facilities and Infrastructure
- Park Development
- New Facilities and Infrastructure
- Pathways
- Roadway Improvements

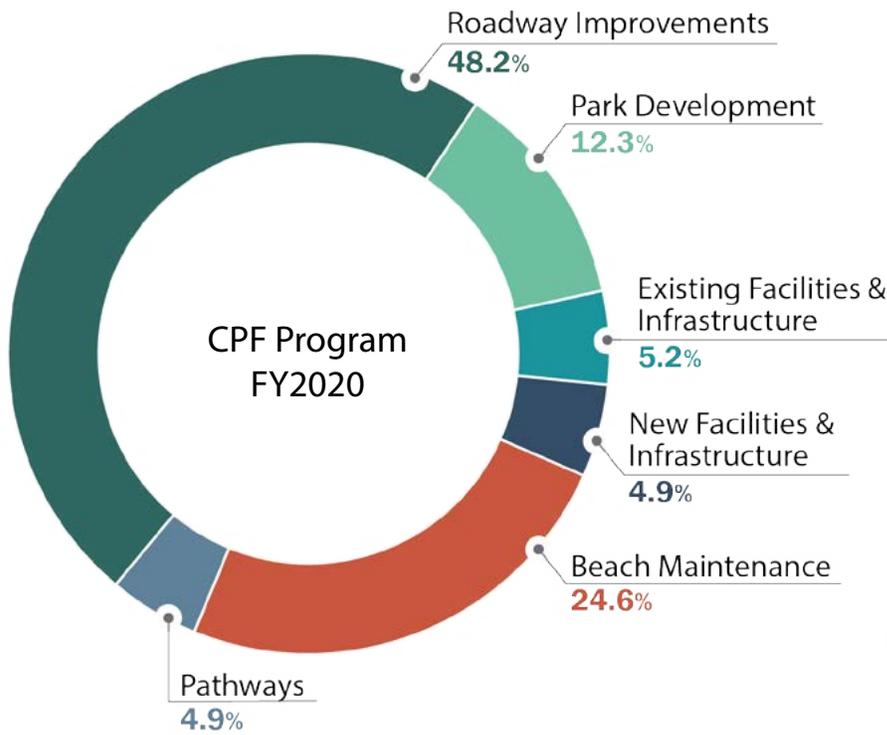
Other capital expenditures include land acquisition, Fire Rescue (apparatus and equipment through the Fire Capital), information technology (IT Capital), Honey Horn, or Island Recreation Center capital projects. These are typically funded through other sources outside of the Capital Program Fund and are not typically physical construction type projects.

Table 5.3 lists the projected funding by program anticipated for Fiscal Years 2021, 2022, and 2023.

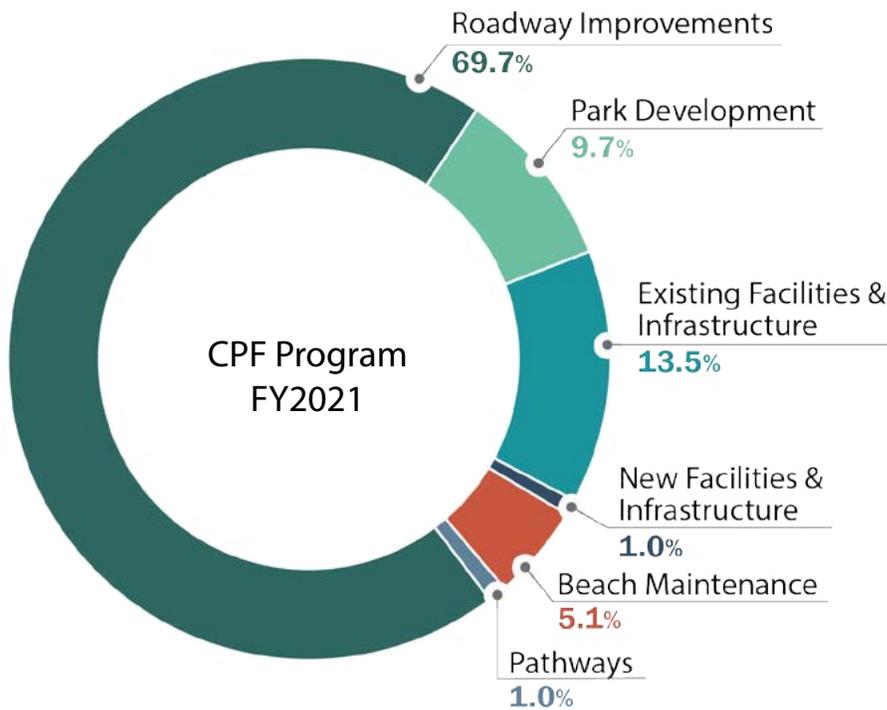
Figures 5.2 and 5.3 provide an overview of the CPF programs for comparison of Fiscal Years 2020 and 2021, respectively.

	FY 2021	FY 2022	FY 2023	Total
Pathways	100.0	100.0	100.0	<b>300.0</b>
Roadway Improvements	980.0	1,850.0	660.0	<b>3,490.0</b>
Park Development	250.0	275.0	1,015.0	<b>1,540.0</b>
Existing Facilities & Infrastructure	105.0	50.0	—	<b>155.0</b>
New Facilities & Infrastructure	100.0	100.0	1,00.0	<b>300.0</b>
Beach Maintenance	500.0	1,100.0	500.0	<b>2,100.0</b>
<b>Total</b>	<b>2,035.0</b>	<b>3,475.0</b>	<b>2,375.0</b>	<b>7,885.0</b>

**Table 5.3, Capital Project Fund by Program**  
FY2021, FY2022, and FY2023 (in thousands of dollars)



**Figure 5.2, Fiscal Year 2020 Actual Capital Project Fund by Program by Percent**



**Figure 5.3, Fiscal Year 2021 Estimated Capital Project Fund by Program by Percent**

## 5.5 Capital Improvement Program Budget & Trends

At the time of adoption for the Fiscal Year 2021 budget, there were sufficient funds to advance CIP projects on hold, in addition to projects planned for 2021 through 2023. The Town has made a concerted effort to finish collecting State and Federal reimbursements from named storms Joaquin, Matthew, Irma, Florence, and Dorian in order to ensure delayed and long-range capital improvements can be implemented. Over the course of the years following the 2020 COVID-19 (Coronavirus) Pandemic, the Town will continue to build a CIP project plan that is updated in relation to the effects of the Pandemic or any potential natural disasters affecting the Town. The Town is building future debt capacity for long-range CIP project reserves for future natural disasters or emergencies.

This section presents the most recently adopted CIP budget as well as trends in the CIP revenues and expenditures from Fiscal Years 2010 to 2019.

### Adopted CIP Budget

Implementation of the Fiscal Year 2020 total CIP budget required about \$11.1 million dollars, and is proposed for \$6.5 million dollars in Fiscal Year 2021. An additional \$11.8 million dollars is programmed for Fiscal Years 2022 and 2023. In Fiscal Year 2020, the CIP comprised 15.5% of the Town's overall budget for all programs, and in 2021, it is proposed to comprise 12.7%.

The CIP overview in this section includes funds from the Town's General Fund and CPF as discussed in *Section 5.3*. The Palmetto Electric Franchise Fee Fund and Stormwater (Enterprise) Fund are not included.

*Table 5.4* lists the statement of revenues and expenditures for the Town's CIP. The actuals for Fiscal Years 2018 and 2019 are included along with the adopted budgets for Fiscal Years 2020 and 2021.

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	% Change
<b>Revenues</b>					
Ad Valorem Property Taxes	724,681	737,874	575,000	50,000	-91.3%
Investment Income	264,390	380,818	-	-	0.0%
Grants	194,510	111,000	322,000	-	-100.0%
Sunday Liquor Permit Fees	290,300	332,695	300,000	250,000	-16.7%
Impact Fees	476,677	258,017	857,500	628,000	-26.8%
Lease Revenue	108,091	76,338	-	-	0.0%
Other Revenue	94	79,724	-	-	0.0%
Fund Balance/Prior Year Funds	-	2,402,000	-	-	-100.0%
Sale of Property & Equipment	-	3,691	68,000	20,000	-70.6%
Bond Proceeds	86,226,411	5,000,000	-	-	0.0%
<b>Transfers In</b>					
Beach Preservation Fees	707,592	477,379	2,200,000	500,000	-77.3%
Hospitality Fees	219,362	909,719	3,305,000	4,243,000	28.4%
Tax Increment Financing	333,338	1,731,299	-	450,000	0.0%
General Fund	47,755	-	-	-	0.0%
Debt Service Fund	298,930	-	-	-	0.0%
Road Usage Fee	59,147	269,255	1,110,000	330,000	-70.3%
<b>Total Revenue</b>	<b>89,951,278</b>	<b>10,367,809</b>	<b>11,139,500</b>	<b>6,471,000</b>	<b>-41.9%</b>
<b>Expenditures</b>					
Beach Maintenance	7,506,099	253,048	500,000	500,000	0.0%
Existing Public Facilities	13,980,575	10,862,561	1,325,000	105,000	-92.1%
Park Development	8,817,100	2,338,380	947,000	250,000	-73.6%
Facilities Improvements	643,702	1,752,469	100,000	100,000	0.0%
Pathway Improvements	17,479	193,987	100,000	100,000	0.0%
Roadway Improvements	2,666,461	5,976,396	6,824,000	980,000	-85.6%
Land Acquisition	490	31,502	68,000	20,000	-70.6%
Other/Prior Appropriation	-	525,500	-	428,000	-18.6%
Debt Service - Principal	25,000,000	-	-	-	0.0%
Debt Service - Interest	1,000,000	-	-	-	0.0%
Bond Issue Costs	1,143,765	-	-	-	0.0%
Transfers Out	1,042,266	710,668	-	-	0.0%
Vehicles & Specialized Equipment	-	750,000	-	3,988,000	431.7%
<b>Total Expenditures</b>	<b>61,817,937</b>	<b>22,119,011</b>	<b>11,139,500</b>	<b>6,471,000</b>	<b>-41.9%</b>
<b>Net Change in Fund Balance</b>	<b>28,133,341</b>	<b>(11,751,202)</b>	<b>(2,402,000)</b>	<b>-</b>	
<b>Beginning Fund Balance</b>	<b>11,999,880</b>	<b>40,133,221</b>	<b>28,382,019</b>	<b>14,731,221</b>	
<b>Appropriation Carryover</b>	<b>-</b>	<b>13,650,798</b>	<b>-</b>	<b>7,731,221</b>	
<b>Ending Fund Balance</b>	<b>40,133,221</b>	<b>28,382,019</b>	<b>14,731,221</b>	<b>7,000,000</b>	

Table 5.4, CIP Statement of Revenues and Expenditures

There are several factors that impact this CIP funding plan:

- In Fiscal Year 2016, Town Council approved an aggressive CIP project plan. With multiple storm events from 2016 to 2019, many CIP projects had to be temporarily suspended to focus on recovery efforts. In Fiscal Year 2020, the Town moved forward with many projects that had been put on hold.
- In light of the impact of the storms, the Town increased the emergency debt reserve from \$15 million to \$20 million. This reduced the amount the Town has had available to borrow for capital projects in order to maintain an effective level of storm readiness.
- Town Council increased the amount of debt capacity set aside for emergencies from twenty percent (20%) to the greater of twenty percent (20%) or \$20 million dollars. This figure matched the temporary funding that was needed for Hurricane Matthew.
- The unprecedented impact of the COVID-19 Pandemic in 2020 will continue to affect the Town's funding source revenues for an undetermined amount of time. This will need to be taken into consideration for future CIP planning efforts.

*Table 5.5* lists the proposed Fiscal Year 2021 projects and the funding sources for each with a projected budget.

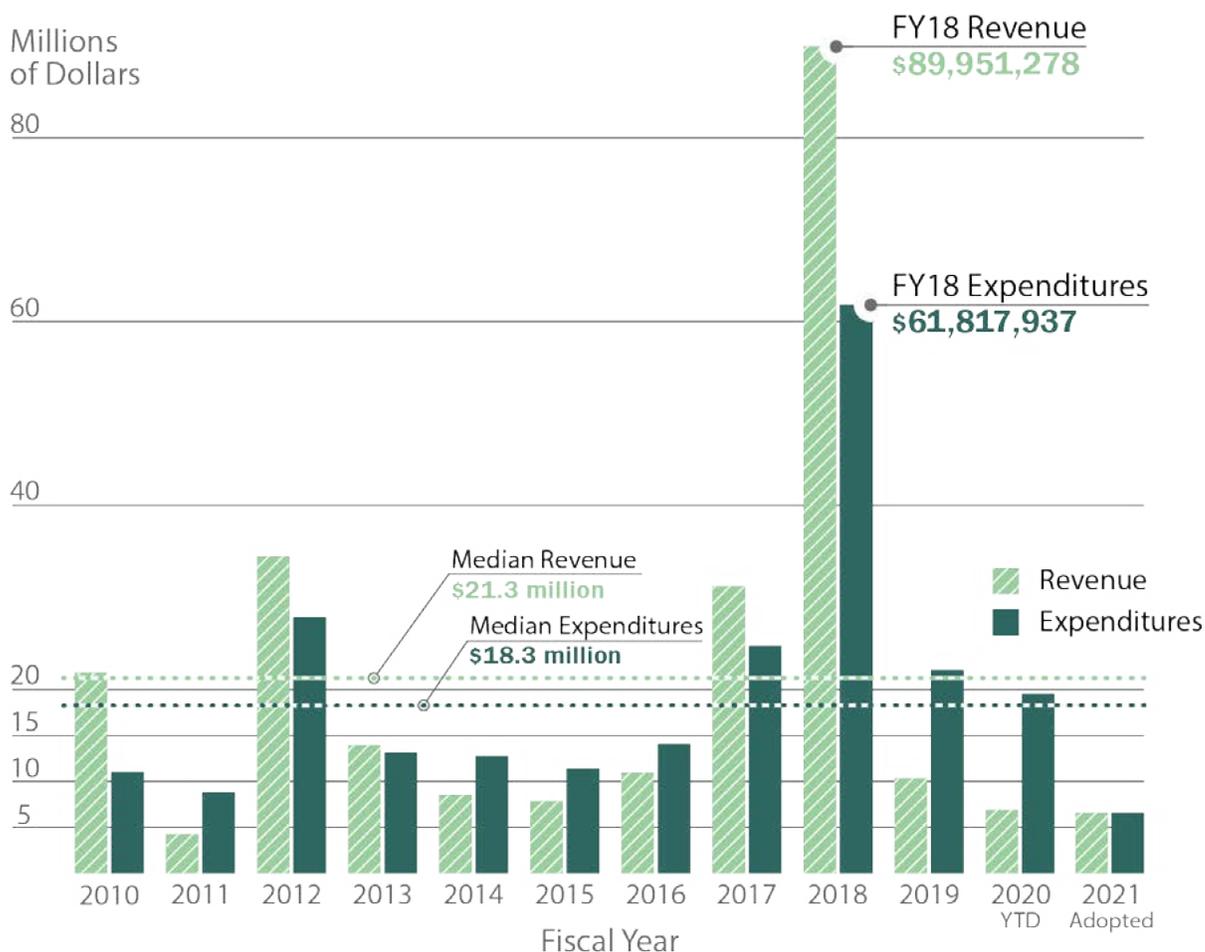
<b>Projects</b>	<b>FY2021</b>	<b>Funding Source</b>
<b>Pathways</b>		
Crosswalk signage and paving markers	—	
Crosswalk lighting at unsignalized locations	100.0	Hospitality Tax
<b>Roadway Improvements</b>		
Private dirt road acquisition/ paving	330.0	Road Usage Fee
South Forest Beach Drive improvements	100.0	TIF
Intersection improvements Shelter Cove	—	
Traffic signal mast arms	200.0	
Coligny/ Pope Avenue improvements	350.0	TIF
Coligny Master Plan	—	
<b>Park Development</b>		
Park upgrades	—	
Park upgrades: Crossings Park batting cages	175.0	Sunday Liquor Permit Fees
Park upgrades: Barker Field picnic shelter	75.0	Sunday Liquor Permit Fees
Shelter Cove area parking	—	
Public Art Foundation	—	
<b>Existing Facilities &amp; Infra.</b>		
Fire Rescue Training Center enhancements	55.0	Hospitality Tax
Town Hall remodeling	50.0	Property Tax
Fire Station 2 replacement	—	
<b>New Facilities &amp; Infra.</b>		
Fire hydrant project	100.0	Hospitality Tax
<b>Beach Maintenance</b>		
Beach management and monitoring	500.0	Beach Bond/Beach Fees
<b>Land</b>		
Legal fees related to land and projects	20.0	Sale of Land
<b>Other</b>		
Fire Rescue- apparatus replacement	3,988.0	Hospitality Tax
Cost of Issue	—	
Computer software and equipment	—	
Honey Horn capital outlay	375.0	Impact Fees
Island Recreation Center capital outlay	53.0	Impact Fees
<b>Total</b>	<b>6,471.0</b>	

**Table 5.5, Fiscal Year 2021 CIP Projects and Funding Source (in thousands of dollars)**

## Trends in CIP Revenues and Expenditures

Figure 5.4 presents an overview of the trends in CIP revenues and expenditures. It includes the actuals for Fiscal Year 2010 to Fiscal Year 2019, preliminary (year to date) amounts for Fiscal Year 2020, and adopted Fiscal Year 2021. The sharp rise in revenue and expenditures in Fiscal Years 2017 and 2018 is attributed to the bond proceeds issued for the Town to address a backlog of projects after Hurricane Matthew in 2016. Based on what is shown on Table 5.4 for Fiscal Year 2018 revenue, just over \$86 million dollars of the \$89,951,278 is from bond proceeds. Expenses related to other natural events during this time period also contribute to fluctuations.

The median revenue amount during this time period is \$21.3 million dollars. The median expenditures is \$18.3 million. Normally, the Town's CIP budget ranges between \$12 to \$15 million dollars. The trend can be seen as a majority of the data falls below the \$15 million dollar mark. The higher than normal budget for the years 2012 and 2017 through 2020 in the figure accounts for a higher than normal median range.



**Figure 5.4, Trends in CIP Revenues and Expenditures**  
 Actuals for FY2010 through FY2019, YTD FY2020 and Adopted FY2021

## 5.6 Goals & Strategies

Every year, Island residents, stakeholders, and service providers call for the Town to address capital needs. The Town also maintains its own list of capital projects, the CNAP, based on recommendations from adopted plans. In order to wisely allocate resources and vet each need, the Town follows an evaluation process. Moving forward, it will be important for the Town to continue evaluating potential capital projects based on five key considerations that align the Vision and Core Values of **Our Plan**.

The five key considerations for prioritizing capital needs include to

1. Preserve, protect, and enhance economic prosperity
2. Maintain competitiveness in the market place
3. Protect quality of life
4. Protect natural resources
5. Create a sense of place

The focus of the Town's priority investments is on sustainable development, growth management, economic development and redevelopment, and natural resource protection. This is central to ensuring capital projects are meeting the needs of the Island community while honoring fiscal responsibility. When considering funding of CIP projects, this is achieved by identifying the:

- 1) Needed capital improvements
- 2) Costs of the projects with on-going maintenance and operating requirements
- 3) Funding support for the projects

The key considerations, focus of the program, and funding identifiers are foundations to the priority investment goals and strategies.

### ..... Five Key Considerations

#### Priority Investment Focuses on

- Sustainable development
- Growth management
- Economic development and redevelopment
- Natural resource protection

## Key Ideas Shaping Our Priority Investment

In keeping with the tenets of **Our Plan** towards *Reinventing Sustainability... Again!*, it is important to recognize the ways the Town's priority investments have and can continue to align with the Vision for the next 20 years. Close review of the Town's prior priority investment discussions in the Comprehensive Plan reveal financial sustainability to be central to the *CIP principles* and key considerations for prioritizing capital needs among competing interests.

### Key Ideas for..... Shaping Our Priority Investment

#### A sustainable Capital Improvement Program

- collaborates with other agencies and jurisdictions
- is fiscally responsible and uses a 10 year plan to ensure revenues are adequate
- considers community needs
- is consistent with the Comprehensive Plan
- aligns with recommendations from adopted plans
- uses prioritization to consider all competing projects and to stage projects

As with most programs, there are often opportunities to make improvements, strengthen processes, or evolve through the addition of new ideas.

### Opportunities for..... Our Priority Investment

#### Opportunities for the Capital Improvement Program include

- growing regional relationships by seeking opportunities to collaborate on capital projects
- engaging the Island citizens in the CIP process to ensure the needs of the community are considered
- continuing to explore recommendations from new and old adopted plans to maintain the CNAP
- coordinating with service providers to install/enhance communication systems and infrastructure with the latest emerging technologies, in anticipation of advancements that may occur in the future affecting the Town and capital projects



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## Goals

Ex · En · Ec · Inc · Co · Re · Inf · PR · **1. CIP PROCESS**

To develop and review the Town’s annual CIP and Ten-Year CIP based on recommendations of projects from adopted and approved Town plans and community input where feasible.

Ex · En · Ec · Inc · Co · Re · Inf · PR · **2. COLLABORATION**

To prioritize public infrastructure projects to the extent practical through coordination with adjacent and relevant jurisdictions and agencies.

Ex · En · Ec · Inc · Co · Re · Inf · PR · **3. GROWTH; RESILIENCE**

To provide the community with necessary services and facilities, and maintain sufficient flexibility to meet the challenges associated with growth or natural disasters.

Ex · En · Ec · Inc · Co · Re · Inf · PR · **4. CIP REVENUE**

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

Ex · En · Ec · Inc · Co · Re · Inf · PR · **5. CIP EXPENDITURES**

To expend funds in order to meet the capital needs of the Town, residents, and visitors through review, planning, and implementation of the CIP.

# Strategies

## 1. CIP PROCESS

To develop and review the Town’s annual CIP and Ten-Year CIP based on recommendations of projects from adopted and approved Town plans and community input where feasible.

- Excellence Strategy 3.8
- Connected Goal 1
- Infrastructure Strategy 5.10
- Infrastructure Tactic 5.11.1

**1.1** Organize and carry out specific area plans in a coordinated effort to address specific planning issues such as economic development, appearance standards, transportation alternatives, and obtainable housing.

- Economy Strategy 1.1
- Economy Strategy 3.1
- Economy Strategy 6.1
- Inclusive Strategy 3.7
- Regional Goal 2
- Infrastructure Strategy 6.2

**1.2** Update and circulate the Capital Needs Assessment Plan (CNAP) for staff to review and identify relevant and necessary projects and public facilities that should be considered for the CIP.

## 2. COLLABORATION

To prioritize public infrastructure projects to the extent practical through coordination with adjacent and relevant jurisdictions and agencies.

- Excellence Strategy 3.7
- Connected Strategy 1.4
- Regional Goal 1

**2.1** Coordinate the CIP with any and all agencies that provide public facilities to the Town, including the Public Service Districts, Beaufort County, pertinent regional and state agencies, and the Lowcountry Council of Governments (LCOG). The Town will also participate in the plans of any agency providing public facilities within the Town to ensure coordination in the CIP budgeting process.

**2.2** Continue to work with SCDOT, LCOG, Lowcountry Regional Transportation Authority (LATS), Beaufort County Transportation Committee (CTC), Jasper County, and other agencies to enhance transportation planning and facilities in the region, focused upon the following actions:

- Economy Strategy 1.2
- Economy Strategy 6.4
- Regional Strategy 3.1
- Infrastructure Strategy 1.5
- Infrastructure Strategy 5.11

- identification of roadway improvements in future updates of the State Transportation Improvements Plan (STIP)
- long-term planning for State highways that support the goals of the Town and region
- design of State highways that support the goals of the Town of Hilton Head Island
- identification of alternative transportation options and funding sources

Environment Strategy 6.6 ● ..... **3. GROWTH; RESILIENCE** 

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Economy Goal 3 ●  
Infrastructure Strategy 3.2 ●

To provide the community with necessary services and facilities, and maintain sufficient flexibility to meet the challenges associated with growth or natural disasters.

Infrastructure tactic 5.10.2 ● ..... **3.1**

Prepare and update a Ten-year CIP annually, which includes funding options and coordinates with the Core Values, goals, and strategies of **Our Plan**.

Excellence Strategy 2.6 ● ..... **3.2**  
Infrastructure Goal 2 ●

Continue to provide appropriate and best-in-class capital services to Island residents and visitors.

Excellence Strategy 1.6 ● ..... **3.3**  
Environment Strategy 2.3 ●  
Economy Strategy 3.3 ●

Focus the CIP and priority investment on sustainable development, growth management, economic development, encouraging redevelopment, and natural resource protection.

Excellence Strategy 2.7 ● ..... **4. CIP REVENUE** 

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Parks + Recreation Goal 7 ●

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

TIF ● ..... **4.1**

Maximize use or expenditure of TIF revenues authorized by Town partners: Beaufort County, Hilton Head Public Service District, and Beaufort County School District.

Infrastructure Tactic 1.5.2 ● ..... **4.2**

Update impact fee studies on a periodic basis to ensure that fees remain appropriate to capital needs caused by new development or redevelopment.

Excellence Strategy 2.6 ● ..... **4.3**

Develop revenue sources within the Town's powers to fund service delivery.

Excellence Strategy 3.1 ● ..... **4.4**

Conduct a review of community needs each year and analyze potential revenues to balance the proposed CIP costs.

Infrastructure Tactic 5.2.1 ● ..... **4.5**  
Parks + Recreation Strategy 7.2 ●

Identify new and creative funding sources to reduce reliance on ad valorem taxes and burden on tax payers.

**5. CIP EXPENDITURES** 

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To expend funds in order to meet the capital needs of the Town, residents, and visitors through review, planning, and implementation of the CIP.

Excellence Tactic 3.5.3 ● ..... **5.1**  
Economy Strategy 5.1 ●  
Infrastructure Goal 7 ●

Enhance the Town's market position and leverage public investments, by exploring methods to improve economic development and communication through support for emerging technology infrastructure.

**5.2**

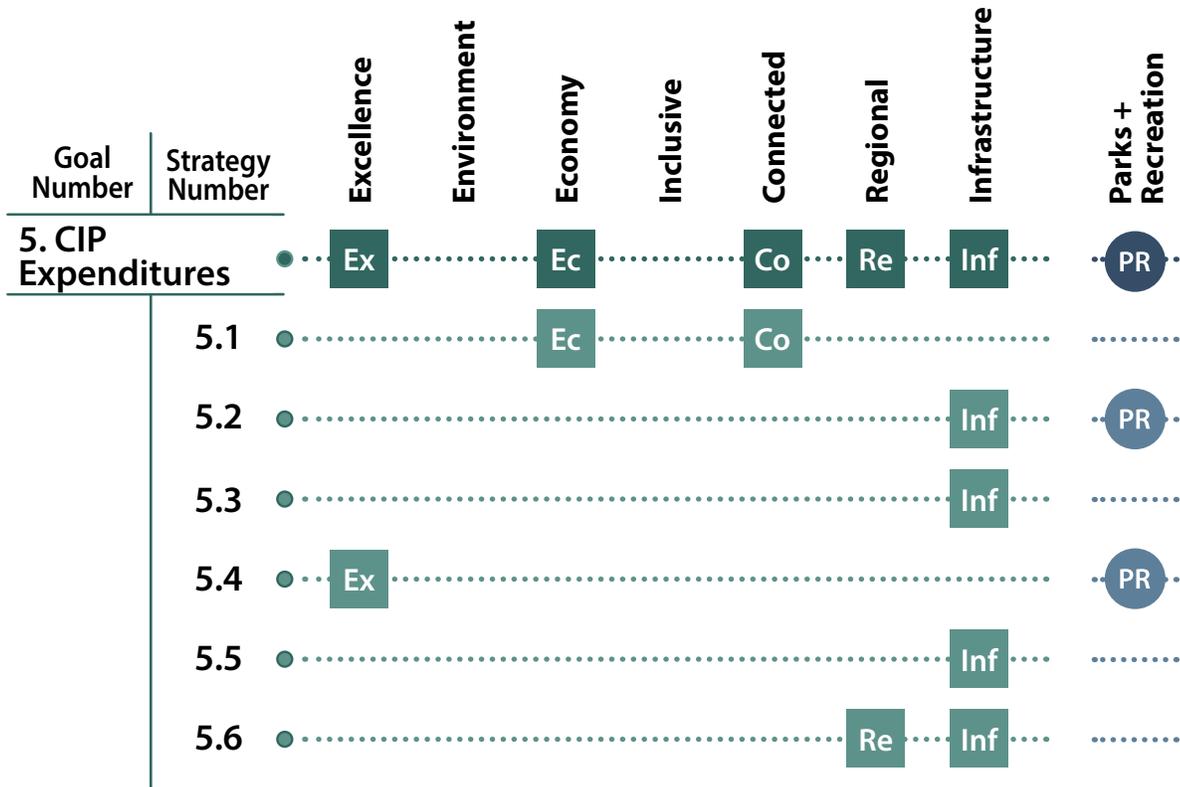
Estimate the impacts of continued operations and maintenance for all proposed facilities as part of the development of the capital improvements portion of the annual budget.

- 5.3** Evaluate the budget impact through the established CIP process to fund public facility improvements.
- 5.4** Long-range planning for the CIP should consider the impact on the Town’s budget to ensure financial feasibility, including long-term maintenance and operational costs.
- 5.5** Continue to follow the CIP Principles to ensure all capital ..... ● Infrastructure Strategy 1.5  
projects are fiscally responsible. ● Infrastructure Strategy 1.8
- 5.6** Maximize use or expenditure of all TIF monies by the end of 2024 to avoid losing those revenues.

## Priority Investment & Our Plan

Goal Number	Strategy Number	Excellence	Environment	Economy	Inclusive	Connected	Regional	Infrastructure	Parks + Recreation
1. CIP Process		Ex	En	Ec	Inc	Co	Re	Inf	
	1.1			Ec	Inc	Co		Inf	
	1.2	Ex	En	Ec	Inc	Co	Re	Inf	
2. Collaboration		Ex				Co	Re	Inf	
	2.1					Co	Re		
	2.2						Re	Inf	
3. Growth; Resilience		Ex	En	Ec	Inc	Co	Re	Inf	PR
	3.1	Ex	En	Ec	Inc	Co	Re	Inf	PR
	3.2	Ex						Inf	
	3.3		En	Ec					
	3.4								
4. CIP Revenue		Ex					Re	Inf	
	4.1						Re	Inf	
	4.2							Inf	
	4.3							Inf	
	4.4	Ex							

Table 5.6, Priority Investment and Our Plan Matrix



## Resources & Works Cited

"Capital Improvement Projects (CIP) Dashboard." *Town of Hilton head Island*. [hiltonheadislandsc.gov/cip](http://hiltonheadislandsc.gov/cip), Accessed 20 May 2020.

- Figure 5.2

Town of Hilton Head Island Finance Department. "Fiscal Year 2021 Budget Summary and Cover Memo." *Special Meeting of Town Council Complete Agenda Packet*. 5 May 2020.

- Tables 5.1, 5.2, 5.3, 5.4, 5.5
- Figures 5.1, 5.3, 5.4, 5.5

Town of Hilton Head Island Finance Department. *Fiscal Year 2010/2011 Budget, Fiscal Year 2011/2012 Budget, Fiscal Year 2012/2013 Budget, Fiscal Year 2013/2014 Budget, Fiscal Year 2014/2015 Budget, Fiscal Year 2015/2016 Budget, Fiscal Year 2016/2017 Budget, Fiscal Year 2017/2018 Budget, Fiscal Year 2018/2019 Budget, Fiscal Year 2020 and FY 2021 Biennial Budget*. Town of Hilton Island, 2011 through 2019.

- Figure 5.4

Town of Hilton Head Island. "Priority Investment Element." *Comprehensive Plan: Charting The Island's Future- from Here to 2030*, Adopted 2017.

### For more information:

Beaufort County, [www.beaufortcountysc.gov](http://www.beaufortcountysc.gov)

- Beaufort County Transportation Committee (CTC), <https://www.beaufortcountysc.gov/county-transportation-committee/index.html>
- Lowcountry Regional Transportation Authority (LRTA), [www.beaufortcountysc.gov/lowcountry-regional-transportation-authority/index.html](http://www.beaufortcountysc.gov/lowcountry-regional-transportation-authority/index.html)
  - Palmetto Breeze, [www.palmettobreezetransit.com](http://www.palmettobreezetransit.com)

Beaufort County School District, [www.beaufortschools.net](http://www.beaufortschools.net).

Hilton Head Island Public Service Districts

- Broad Creek Public Service District, [www.bcpsd.com](http://www.bcpsd.com)
- Hilton Head Public Service District, [www.hhpsd.com](http://www.hhpsd.com)
- South Island Public Service District, [www.southislandpsd.com](http://www.southislandpsd.com)

Lowcountry Council of Governments (LCOG), [www.lowcountrycog.org](http://www.lowcountrycog.org).

Palmetto Electric Cooperative, [www.palmetto.coop](http://www.palmetto.coop)

South Carolina Department of Transportation (SCDOT), [www.scdot.org](http://www.scdot.org)

- Statewide Transportation Improvements Plan (STIP), [www.scdot.org/inside/planning-stip.aspx](http://www.scdot.org/inside/planning-stip.aspx).



**section**

**6.0**

**Definitions  
& Index**



## Section 6.0 Definitions & Index

<b>6.1 Definitions.....</b>	<b>313</b>
<b>6.2 Index.....</b>	<b>323</b>

In both the *Definitions* and *Index* all Elements and Core Values have been keyed using this symbology.

The Elements	The Core Values	Key Words
<ul style="list-style-type: none"> <li><b>CR</b> Cultural Resources</li> <li><b>NR</b> Natural Resources</li> <li><b>Po</b> Population</li> <li><b>Ho</b> Housing</li> <li><b>CF</b> Community Facilities</li> <li><b>ED</b> Economic Development</li> <li><b>LU</b> Land Use</li> <li><b>Tr</b> Transportation</li> <li><b>PR</b> Parks + Recreation</li> <li><b>PI</b> Priority Investment</li> </ul>	<ul style="list-style-type: none"> <li><b>Ex</b> Excellence</li> <li><b>En</b> Environment</li> <li><b>Ec</b> Economy</li> <li><b>Inc</b> Inclusive</li> <li><b>Co</b> Connected</li> <li><b>Re</b> Regional</li> <li><b>Inf</b> Infrastructure</li> </ul>	<p>Key Words associated with <b>Our Plan</b> Goals are denoted with a star. In the Index, the page numbers where the Key Words are located relative to the Goals are in bold, orange text.</p> <p> Key Words</p>

## 6.1 Definitions

### A

**Active Park:** A park and/or recreation area that is used for active recreation or programs. This can include organized sports, playgrounds, fitness trails, boat landings, multi-purpose fields, or sports courts.

**'Arc of Innovation':** *See Savannah 'Arc of Innovation.'*

**Autonomous Vehicle (AV):** "An autonomous car is a vehicle capable of sensing its environment and operating without human involvement. A human passenger is not required to take control of the vehicle at any time, nor is a human passenger required to be present in the vehicle at all. An autonomous car can go anywhere a traditional car goes and do everything that an experienced human driver does" (Synopsis).

### B

**Beaufort County Parks and Leisure Services (PALS):** The parks and recreation department for Beaufort County.

★ **Best-in-Class:** A term used throughout **Our Plan** as a description for the aspirational vision of the Island as state-of-the-art, and having high achievement and recognition, world-class environments, and embodying the three tenets of sustainability; *See also Excellence, Sustainability*

**Bicycle Advisory Committee (BAC):** A local bike advocacy group that is very active in the promotion of and advocacy for biking and pathway safety on the Island. Their mission is to "make Hilton Head Island safer and more bike friendly for everyone."

**Bicycle and Pedestrian (Bike-Ped) Facilities:** The pathways, sidewalks, crosswalks and curb cuts, bike lanes, off-road or other types of leisure trails, signage, parking, and lighting infrastructure and facilities installed or built in support of bicycle, personal vehicle, and pedestrian mobility for transportation or recreation; *See also Multi-Use Pathway Network*

**Blueways:** A network of water-based recreational trails alongside lagoons, canals, creeks, and riverways. Typically, a blueway will provide routed trails for activities such as kayaking and paddleboarding.

### C

★ **Capital Improvement Program (CIP):** The Town's program for planning capital improvement needs identified in the Comprehensive Plan, and other adopted Town plans, and tying those needs to forecasted revenues for the current and up-coming fiscal years. This program follows a yearly planning and budgeting process with a budget adopted by Town Council. *See also Ten-Year CIP.*

**Capital Needs Assessment Program (CNAP):** A list maintained by staff that contains suggested capital projects made throughout the past several years by the Comprehensive Plan and other adopted plans. As new studies are initiated and conducted, the CNAP expands to include new recommendations. Each suggestion is analyzed for feasibility and cost, and the CNAP is revised based on the findings.

**Capital Projects Fund (CPF):** A Town fund that includes purchases, items or projects that are not part of any other CIP fund. This fund typically includes the physical construction CIP projects, with budgeting to take a project from the early planning and design phases through to permitting and construction.

**Carbon Neutrality:** *See Zero Carbon Footprint*

#### Definitions Symbols

 Elements

 Core Values

 Key Words

**Cities, Smart:** *See Smart Cities*

**Commission:** *See Parks and Recreation Commission or Planning Commission*

**Community Fabric:** Community fabric is the many environmental, social, and economic characteristics, interests, qualities, and values that are important to building trust and binding a community of people and places together.

**CF** **Community Facilities:** One of the nine state required Elements for Comprehensive Plans; *See Elements*

**Comprehensive Plan: Our Plan** or former versions adopted by the Town of Hilton Head Island; As set forth by the South Carolina Local Government Comprehensive Planning Enabling Act of 1994, all state municipalities are required to have a Comprehensive Plan that serves as a planning and policy guiding document for the municipality over a 20-year planning period. The plan is comprised of a vision, statements of needs, goals and implementation strategies, and addresses planning topics across nine or more elements.

**Co** **Connected:** The “Building a Connected and Collaborative Community Fabric” Core Value; *See also Core Values*

**Core Values:** Originally defined as “Strategic Pillars” in the Our Future **Vision and Strategic Action Plan**, the Core Values are the building blocks to support the community aspirations and road to the future. They serve the purpose to carry forward the community vision and provide a foundation for planning and policy guidance for the Town into 2040. *See also Strategic Pillars.*

**Council:** *See Town Council*

**County:** Beaufort County, South Carolina

**Cost Burdened:** *See Housing Cost Burdened*

**Creative Economy:** The economy encompassing job markets using creativity to develop products, services, or intellectual capital. This can include jobs in graphic design, photography, fashion, art, or architecture (Howkins).

 **CR** **Cultural Resources:** One of the nine state required Elements for Comprehensive Plans; *See Elements*

## D

**Demographic Data:** Statistical information gathered based on a study of people, communities, and population characteristics within a defined geographic area. Information is typically obtained through a surveying institution, such as the U.S. Census. Subject areas include total population, age distribution, income, gender, housing, education, race and culture, family units, jobs, laborsheds, and other factors affecting the economy, housing and population.

## E

**Earthcraft:** According to the website, earthcraft.org, “Earthcraft serves as a blueprint for energy, water and resources efficient buildings throughout the Southeast.” Earthcraft programs are applicable to communities, homes, light commercial development, multifamily, and renovations.

**Ec** **Economy:** The “Revitalizing and Modernizing the Economy” Core Value; *See also Core Values*

**Economy, Creative:** *See Creative Economy*

**Economy, New:** *See New Economy*

**ED Economic Development:** One of the nine state required Elements for Comprehensive Plans; *See Elements*

**Education:** Education for **Our Plan** encompasses the land use, economic development, and community facility components of the education sector for the Island and region. While the Town's jurisdictional duties do not fall within the realm of education, actions can be taken by the Town to bolster future development through Land Use regulations and economic development engagement to promote private sector investment and to partner with the Beaufort County School District, USCB, and other private education facilities and programs.

**Elements:** The 1994 State enabling legislation for Comprehensive Plans defines nine elements that are required to be included in the plan and address relevant factors outlined in the Act: Cultural Resources, Natural Resources, Population, Housing, Community Facilities, Economic Development, Land Use, Transportation, and Priority Investment.

**Electric Vehicle (EV):** According to the LMO Section 16-10-105, General Definitions: "A vehicle that operates, either partially or exclusively, on electric energy stored in the vehicle's batteries." "Electric vehicle" includes a vehicle operating exclusively on electrical energy from its batteries (battery electric vehicle, or BEV), or a vehicle that is powered by both an internal combustion engine and an electric motor operating on electrical energy from on-board batteries charged primarily through connections to the electric grid or other off-board electrical source (plug-in hybrid electric vehicle, or PHEV)."

★ **En Environment:** The "Redefining Environmental Sustainability" Core Value; *See also Core Values*

**Equity; Equitable:** Use of these terms in **Our Plan** implies balance, fairness, and equality.

**Equitable Social Conditions:** These conditions occur when there is a balance and successful achievement at the cross-section of the social and economy facets of sustainability. *See also Sustainability.*

**Ex Excellence:** The "Relentless Pursuit of Excellence" Core Value; defined by the *Ideals of Excellence* in Section 3.0, Chapter 1 as a framework for decision making and planning on the Island; *See also Core Values; Our Ideals of Excellence*

## F

**Federal:** United States of America Federal Government

## G

**Goal:** The direct application of the **Our Plan** Vision to the key ideas and opportunities identified for each Core Value, Our Parks + Recreation, and Our Priority Investment; an aspiration; a desired outcome.

**Greenways:** Defined by the National Recreation and Park Association (NRPA) as linear corridors that loop and/or link to other amenities. They typically encompass a corridor up to 50 feet wide.

**Gullah; Gullah Geechee:** A unique culture and part of the Island's history, starting with the transportation of African slaves to the sea islands of South Carolina, Georgia, and Florida; a distinct cultural pattern that developed as the remnant of formerly enslaved populations remained in relative isolation on the sea islands following the Civil War; defined by the merging of African homeland traditions and cultures, with a strong sense of family and community. This culture has survived as they have passed their distinct language and traditions to their children. They are distinct among African American peoples in this development of a lifestyle and tradition of food, storytelling, and craft dependent upon the land and sea. The Gullah language is the only true African American creole language in the continental United States.

**Gullah Geechee Cultural Heritage Corridor:** Described on the official website, [gullahgeecheecorridor.org](http://gullahgeecheecorridor.org), as “a National Heritage Area... established by the U.S. Congress to recognize the unique culture of the Gullah Geechee people who have traditionally resided in the coastal areas and the sea islands of North Carolina, South Carolina, Georgia and Florida — from Pender County, North Carolina, to St. John’s County, Florida. Throughout the Gullah Geechee Cultural Heritage Corridor today there are vibrant and historic Gullah Geechee communities.”

## H

**Healthcare:** Healthcare for **Our Plan** encompasses the land use, economic development, and community facility components of the healthcare industry for the Island and region. While the Town’s jurisdictional duties do not fall within the realm of healthcare, actions can be taken by the Town to bolster future development through Land Use.

 **Ho** **Housing:** One of the nine state required Elements for Comprehensive Plans; Entails the network of infrastructure supporting neighborhoods and community nodes. This network includes the roads, services, parks and open space or places to gather, schools, obtainable food resources, healthcare facilities, and utilities. Residential communities should have access to equitable standards of living and high quality of life offerings; *See Elements*

**Housing Cost Burdened:** According to the Town’s **Workforce Housing Strategic Plan: A** household that spends 30 percent or more of their income each month on housing costs (Sturtevant).

**Housing, Workforce:** *See Workforce Housing*

## I

**Ideals of Excellence:** *See Our Ideals of Excellence*

**Inc** **Inclusive:** The “Fostering an inclusive Multi-dimensional Community” Core Value; *See also Core Value*

**Inf** **Infrastructure:** The “Innovative Approach to Create Right-Sized Infrastructure” Core Value; Includes housing, transportation, public amenities and services, community facilities, utilities, and resilience and recovery planning; *See also Core Value*

**Infrastructure, Smart:** *See Smart Infrastructure*

**Island:** Hilton Head Island, South Carolina.

**Island Character:** Recognizing that the Island is a place of inherent beauty with cultural and environmental heritage that should be observed, respected, and maintained; based on the Town of Hilton Head Island *Design Guide*, island character embodies a “[sensitivity] to the Island’s history and natural environment.”

**Island Recreation Association; Island Rec:** the primary recreation provider for the Town since 1985, offering the Island community a variety of activities, programs, and events, through an on-going agreement with the Town; operates as a de facto parks and recreation department for the Town.

**Island Recreation Center; Island Rec Center:** The community and recreation center housing the Island Recreation Association and primary location for indoor sports programming, swimming, and fitness activities for members.

## J

## K

## L

**Land Management Ordinance (LMO):** Comprises Title 16 of the Town of Hilton Head Island's Municipal Code, adopted October 7, 2014. LMO Section 16-1-103 states the purpose and intent is to "guide the development and use of property [within Town municipal limits] in accordance with the Town's Comprehensive Plan and existing and future needs of the Town in order to protect, promote, and improve the public health, safety, morals, convenience, order, appearance, prosperity, and general welfare of landowners and residents of the Town."

**LU Land Use:** One of the nine state required Elements for Comprehensive Plans; *See Elements*

**LEED, Leadership in Energy and Environmental Design:** According to the website, [www.usgbc.org/help/what-leed](http://www.usgbc.org/help/what-leed), "LEED certification is a globally recognized symbol of sustainability achievement and leadership. LEED is for all building types and all building phases including new construction, interior fit outs, operations and maintenance and core and shell."

**Level of Service:** an inventory and analysis of parks and recreation facilities, types, and locations utilized to determine whether or not the inventory is serving the community; typically determined based on a national metric or standard of service for parks by classification or facility types.

**Local Government Comprehensive Planning Enabling Act of 1994:** According the Municipal Association of South Carolina (MASC), by the State General Assembly, this Act grants authority to local governments to undertake planning and to adopt zoning and land development regulations. The Act may be viewed in its entirety at this web address: [www.scstatehouse.gov/code/t06c029.php](http://www.scstatehouse.gov/code/t06c029.php).

## M

**Mobility as a Service (MaaS):** A concept describing a shift away from the ownership of personal vehicles for transportation to the use of public and private services offered through a unified structure to meet the specified needs of travelers (What is MaaS?)

**Multi-dimensional:** Implies the referenced topic is inclusive of all levels and types of income, culture, age ranges, familial preference, race, gender, ethnicity, ability, life stages, and interests.

**Multi-modal Transportation System:** A transportation system or network that is inclusive of all modes of ground, marine or air transportation from vehicles (traditional, EV, AV), bicycles, pedestrians, Mobility as a Service (MaaS), ride-sharing, carpooling, ferries, and mass transportation, such as buses and light rail.

**Multi-Use Pathway Network:** The transportation and recreation system on the Island is comprised of pathway network and associated bike-ped facilities; *See also Bike-Ped Facilities*.

## N

**Native Islander:** *See Gullah*

**National Pollutant Discharge Elimination System (NPDES):** permit from South Carolina Department of Health and Environmental Control (DHEC); a plan to reduce the amount of pollutants that enter waterbodies, like creeks and the ocean, via stormwater runoff. The permit covers six activities: public education, public involvement, illicit discharges, construction sites, post-construction stormwater management, and pollution prevention and good housekeeping.

**Natural Disaster:** Any naturally occurring event that causes extensive damage or complete loss of property, the built environment, or natural resources, or causes loss of life.

 **NR** **Natural Resources:** One of the nine state required Elements for Comprehensive Plans; *See Elements*

**Needs Assessment:** *See Recreation Needs Assessment*

**Net Zero Carbon Footprint:** *See Zero Carbon Footprint*

**New Economy:** “A buzzword to describe new, high-growth industries that are on the cutting edge of technology and are believed to be the driving force of economic growth and productivity; [refers] to a redesign of the capitalist system around environmental and social goals” (Kenton).

## O

**Obtainable Housing:** A term used often to describe workforce housing; housing that can be acquired through reasonable effort without causing cost burden; *See Workforce Housing*

**Opportunity Zones:** A federal program created by Congress in 2017. The goal is to promote job creation and economic development in rural and lower-income urban areas. This is accomplished through tax reductions for investors funding projects in these areas using unrealized capital gains. The zone on the Island is one of 135 in the State, and is comprised of a census tract with total population of 4,015. This includes the Hilton Head Island Airport and surrounding industrial, residential, and commercial areas. The area overlaps Baygall, Mitchelville, Big Hill, and a portion of Marshland historic neighborhoods, and other commercial and residential areas around the Port Royal Plaza area on Mathews Drive.

**Our Ideals of Excellence:** Fourteen statements that lay the groundwork for the Island’s brand in concert with the Core Values and serve to define *Excellence* for the Town and the Island Community.

**Our Plan Work Groups:** Community groups of eight to 12 members organized by the seven Core Values. Participants included community members and residents, business owners, subject matter experts, and representatives of anchor institutions locally, and from the region. From May through November of 2019, these eight groups met twice per month in public work sessions. Their role was to assist in the development of key ideas, opportunities, goals, strategies, and tactics for each Core Value in **Our Plan**.

## P

**PALS:** *See Beaufort County Parks and Leisure Services*

**Park Classifications:** The four basic park categories, defined by the National Recreation and Parks Association (NRPA) are: mini parks, neighborhood parks, community parks, and regional parks. A park is classified based on the types of amenities it provides, size, service area, and how it is accessed. Based on an analysis of the NRPA guidelines, and taking into consideration the unique aspects of the Island’s park system, parks are organized by classification type.

 **PR** **Parks + Recreation:** One of the Comprehensive Plan Elements; *See Elements*

**Parks and Recreation Commission:** The Parks and Recreation Commission of the Town of Hilton Head Island; a commission of seven members appointed by Town Council and established pursuant to the authority of the Code of the Town of Hilton Head Island, South Carolina, Chapter 13, Section 2-13-10; mission is to make recommendations for the establishment of an effective Parks and Recreation System for the citizens and residents of the Town.

**Parks and Recreation Task Group:** A sub-group to the Inclusive Work Group; a group of community members, parks and recreation subject matter experts, stakeholders, and interest groups formed to advise the Parks and Recreation Master Plan consultant, as well as staff, on the needs of the community concerning parks and recreation, to promote the initiative with the Island community, and to ensure the Master Plan was seamlessly incorporated into **Our Plan**.

**Passive Park:** A park and/or recreation area that is used for passive activities. This can include walking, cultural and educational activities, non-organized sports, playgrounds, beach access, and picnicking. Some passive parks have small scale active programming.

**Planned Unit Development (PUD):** According to the LMO Section 16-10-105, General Definitions: "The various classification of zoning categories provided for in this Ordinance and the areas on the zoning map in which such different districts are mapped, where the regulations governing the use of land, density, height, and coverage of buildings and other structures are uniform."

**Planning Commission:** The Planning Commission of the Town of Hilton Head Island; a commission of nine members appointed by Town Council and established according to State law, and whose powers, duties, membership, and jurisdiction are defined in the LMO Appendix A-2.

**Po Population:** One of the nine state required Elements for Comprehensive Plans; *See Elements*.

**Principles and Process:** Adopted by Town Council as guidance for the **Our Plan** development and product process; part of the role of the **Our Plan** Development Team was to ensure these were followed; outlined on page 12 of **Our Plan**.

**PI Priority Investment:** One of the nine state required Elements for Comprehensive Plans; *See Elements*.

**★ Public Services:** Includes safety, emergency, planning, maintenance, and administrative services provided by the Town for the public.

## Q

**★ Quality of Life:** The World Health Organization (WHO) defines Quality of Life as "an individual's perception of their position in life in the context of the culture and value systems in which they live and in relation to their goals, expectations, standards and concerns. It is a broad ranging concept affected in a complex way by the person's physical health, psychological state, personal beliefs, social relationships and their relationship to salient features of their environment" (WHO).

## R

**Recreation:** Formerly the Town's tenth Comprehensive Plan Element that was added in 2005. In **Our Plan** this has been replaced by Section 4.0, Our Parks + Recreation.

**Recreation Needs Assessment:** an extensive inventory and analysis of an entire parks and recreation system done to determine level of service and gaps where the system is deficient in services, programming, amenities, and offerings for the subject population; can include an analysis of staffing, budget, operations, and funding in a parks and recreation system; will provide recommendations for capital investment or operational policy that can be done to bring a parks and recreation system up to national standards or other established metrics.

**Re Regional:** The "Expanding to Embrace an Integrated Regional Focus" Core Value; *See also Core Values*

★ **Resilient; Resiliency:** Associated in **Our Plan** with disaster recovery and planning, sea level rise, climate change, and natural disasters; descriptive of the ultimate goal in sustainability to go beyond ensuring the needs of the future are met by building, planning or establishing conditions of the present which are resistant to external forces that could be permanently damaging to the environment, economy, or society.

**Resilient Built Environment:** These conditions occur when there is a balance and successful achievement at the cross-section of the social and environment facets of sustainability. *See also Sustainability*

**'Right-sized':** As a modifier for infrastructure, being 'right-sized' anticipates future or trending changes in community needs or interests, level of service capabilities, capacity demands, or methods for delivery of services (Vision Plan). This approach to infrastructure is intended to preserve or enhance Island character.

## S

**Savannah 'Arc of Innovation':** Hilton Head Island is within range of the influence of Savannah, a center for innovation in goods, services, vitality, diversity of social networks, and attraction for young professionals and entrepreneurs. By taking advantage of proximity to and tapping into Savannah's arc, the Island can find creative problem solving resources for issues that can benefit from the innovation and advancements of a larger city (Vision Plan).

**Smart Cities:** Municipalities and urban centers that utilize smart infrastructure to assist in the management of assets, resources, and real-time responses (Nisenson). An example is the "SeeClickFix" application utilized by some municipalities to manage citizen requests and work management.

**Smart Infrastructure:** Technology, applications, and services that collect data for analysis and utilization by smart cities or other entities employing the use of digital infrastructure (Zumio).

**South Carolina Priority Investment Act:** According to the Municipal Association of South Carolina (MASC), by the State General Assembly, this Act amends the Local Government Government Comprehensive Planning Enabling Act of 1994 to add two elements, transportation and priority investment, to the comprehensive planning process. The Act may be viewed in its entirety at this web address: [www.scstatehouse.gov/code/t06c029.php](http://www.scstatehouse.gov/code/t06c029.php).

**State:** The State of South Carolina.

**Stormwater Utility:** The only public utility operated by the Town; manages stormwater related activities from street-sweeping to channel maintenance to coordinating with the PUDs, County, and State to address local drainage issues and needs; coordinates the National Pollution Discharge Elimination System (NPDES) permit requirements with the State, and maintains four large pump stations, and approximately 34 miles of open channels.

**Strategic Outcomes:** Three outcomes identified by Town Council in 2019 to strategically address a path forward for the Town of Hilton Head Island. They are exceptional quality of life, prosperity and innovation, and best-in-class services and facilities.

**Strategic Pillars:** The "strategic implementation model" developed through the Our Future project and defined in the **Vision and Strategic Action Plan** as the foundation for actions to support the Vision; connects the many themes and topics resulting from the Our Future community engagement into a meaningful implementation strategy; in **Our Plan** these are the Core Values; *See also Core Values*

**Strategy:** The primary implementation approach offered in **Our Plan**; a plan of action.

**Sustainability:** For **Our Plan**, sustainability is the centerpiece for the Comprehensive Plan Vision, Reinventing Sustainability... Again! In this forum, it represents a community that is balanced and resilient in its environment, economy, and society. The intersection between each of these areas leads to viable economic development, a resilient built environment, and equitable social conditions; meeting the needs of the present without compromising the resources available for the future.

**Sustainable Sites Initiative (SITES®):** According to the website, [sustainable-sites.org](http://sustainable-sites.org), "SITES® is the most comprehensive system for creating sustainable and resilient land development projects. [It] is used by landscape architects, designers, engineers, planners, ecologists, architects, developers, policy-makers and others to align land development and management with innovative sustainable design."

## T

**Tactic:** The secondary implementation approach offered in **Our Plan**; a tool or action item.

**Task Group:** *See Parks and Recreation Task Group*

**Tax Increment Financing (TIF):** Funds that are derived from increased assessed value above the baseline assessment when the TIF District was established. This fund is intended for expenditure by projects located within the delineated TIF District.

**Town:** The Town of Hilton Head Island, South Carolina

**Town Council:** The Town Council for the Town of Hilton Head Island

 **Tr** **Transportation:** One of the nine state required Elements for Comprehensive Plans; *See Elements.*

## U

**U.S.:** United States

## V

**Vehicle, Autonomous:** *See Autonomous Vehicle*

**Vehicle, Electric:** *See Electric Vehicle*

**Viable Economic Development:** These conditions occur when there is a balance and successful achievement at the cross-section of the economy and environment facets of sustainability. *See also Sustainability.*

## W

**Work Groups, Our Plan:** *See Our Plan Work Groups.*

**Workforce Housing:** According to the Town's **Workforce Housing Strategic Plan Executive Summary**: "rental housing affordable to households with incomes up to 80 percent of the area median income (AMI) or for-sale housing affordable to households with incomes up to 100 percent of AMI."

## X

## Y

## Z

**Zero Carbon Footprint:** A term used to describe the state of an entity (such as a company, service, product or event), where the carbon emissions caused by them have been balanced out by funding an equivalent amount of carbon savings elsewhere in the world (carbonfootprint.com).

**Zoning District:** According to the LMO Section 16-10-105, General Definitions: "The various classification of zoning categories provided for in this Ordinance and the areas on the zoning map in which such different districts are mapped, where the regulations governing the use of land , density , height , and coverage of buildings and other structures are uniform."

**Zero Waste Model:** According to the U.S. Environmental Protection Agency: a waste management model that takes "a holistic approach to addressing the problem of unsustainable resource flows. Zero Waste encompasses waste eliminated at the source through product design and producer responsibility, and waste reduction strategies further down the supply chain such as recycling, reuse and composting (US EPA)".

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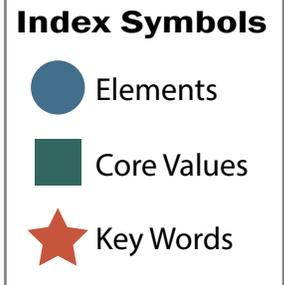
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**Appendix**





## Section 7.0 Appendix

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  - F. Parks and Recreation Master Plan, Part 1 .....383

## 7.1 Town Adopted Plans

Over many years, the Town of Hilton Head Island has adopted several plans and initiatives that set policy or serve as guidelines for the Town. **Our Plan** makes reference to many of these plans as on-going resources for Town operations and public information.

The following is a list of the Town’s adopted plans. Links to a complete and up to date version of each plan can be found on the Town’s website at [hiltonheadislandsc.gov/publications/plans.cfm](http://hiltonheadislandsc.gov/publications/plans.cfm).

[CLICK HERE TO VIEW ADOPTED PLANS](#)

[CLICK HERE TO VIEW ADOPTED REPORTS](#)

- Beach Management Plan
- Bridge to Beach Redevelopment Plan
- Broad Creek Management Plan
- Chaplin Initiative Area Plan
- Fire Rescue Strategic Plan
- Beaufort County Hazard Mitigation Plan
- Stoney Initiative Area Plan
- Ward One Master Land Use Plan (1999)
- Hilton Head Island Airport Master Plan
- Hilton Head Island Green Blueprint
- Hilton Head Island Technology Action Plan
- Strategic Plan 2014-2020-2030
- 2040 LATS Long Range Transportation Plan
- Gullah Geechee Culture Preservation Project Report
- Workforce Housing Strategic Plan
- Hilton Head Island – Our Future Vision and Strategic Action Plan\*
- Parks and Recreation Master Plan\*\*
- Town of Hilton Head Island Venue Committee Final Report

\* Included in **Our Plan** Appendix Section 7.2.E

\*\* Included in **Our Plan** Appendix Section 7.2.F



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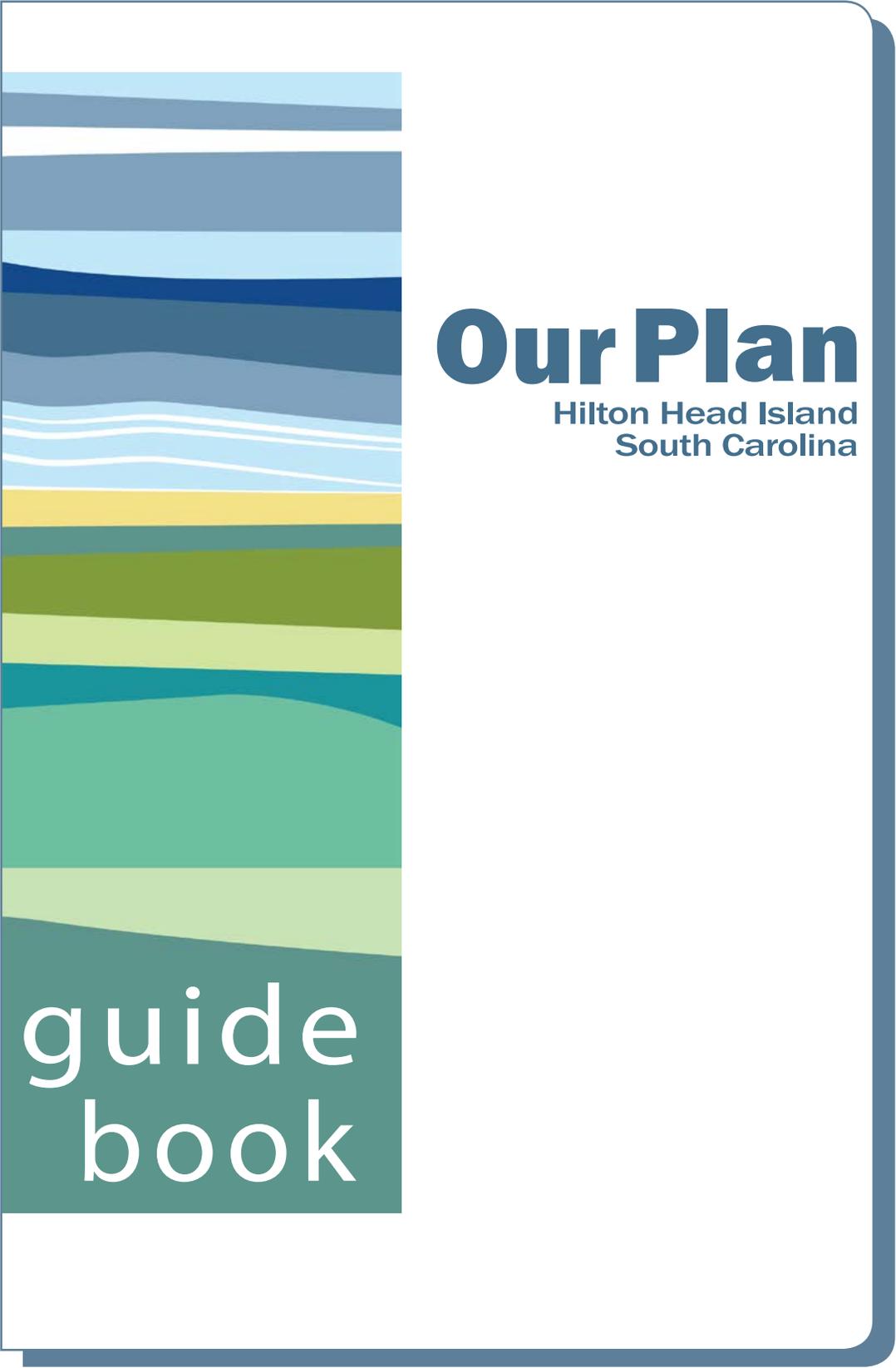
## 7.2 Our Plan Resources

- A.** Our Plan Guide Book
- B.** Gullah Geechee Culture Preservation Project Report Recommendations
- C.** Our Plan Elements and Core Values Reference
- D.** Our Plan Core Values and Elements Tables
- E.** Our Future Vision and Strategic Action Plan
- F.** Parks and Recreation Master Plan, Part 1



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## PROJECT PURPOSE, PROCESS & CLARIFICATIONS

### Project Purpose

A century ago, Hilton Head Island was dominated by the Gullah Geechee people. Because of years of geographic and social isolation, their distinct culture reflects their West African roots in many ways, including language, crafts, foodways, storytelling, traditions, farming, fishing, and relationship to the land. However, following extensive land acquisition by non-Gullah people and the construction of a bridge accessing the island in 1956, a steady trend has occurred that deteriorates the Gullah culture. Because of the alarming decrease in their percentage of population and the corresponding loss of the Gullah Geechee culture, the Town established the Gullah-Geechee Land and Cultural Preservation Task Force in 2017. Their stated mission is to:

*“... identify and assist in the preservation of the Gullah-Geechee culture for the purpose of detecting and resolving issues specific to its community, including, without limitation, heirs’ property, taxes and land use, economic and sustainability issues for an improved quality of life, and through on-going educational programs, workshops and seminars.”*

Accordingly, there are three primary purposes for this project:

- *Create a broad strategy for Gullah Geechee cultural preservation*, to include resource preservation and enhancement, interpretation, and heritage tourism.
- *Identify potential revisions to the Land Management Ordinance (LMO) and other land use and development related policies* to better accommodate the use and development of Gullah lands.
- *Identify tools for addressing the heirs’ property issues*, which greatly limit what Gullah land owners can do with their land because of a lack of title to their property and related legal hurdles.

The balance of this Executive Summary provides an overview of the report’s recommendations.

## CULTURAL PRESERVATION

### Research, Education & Interpretation

- CP-1. Promote the use of the Heritage Library Foundation’s resources with the Island’s Gullah people to encourage them to research their history and genealogy.
- CP-2. Initiate a major fundraising effort to expand cultural programs that teach traditional Gullah ways and support the physical development of key interpretive sites.
- CP-3. Adapt and expand the interpretive themes from the Gullah Geechee Cultural Heritage

- Corridor (GGCHC) management plan as a framework for Gullah cultural interpretation on Hilton Head Island, and pursue accurate and consistent storytelling.
- CP-4. Develop a self-guided tour of the Island’s Gullah sites utilizing multiple methods (hard copy maps, site markers, digital technology, etc.) to supplement existing guided tours so that a broader range of interpretive experiences can be available.
  - CP-5. Develop a graphically consistent wayfinding and wayside exhibit system throughout the Island to highlight sites tied to Gullah history and culture and to better orient visitors.
  - CP-6. Establish a program for local students to conduct oral history interviews of elderly Gullah citizens to document their way of life in earlier eras before this important information is lost.
  - CP-7. Establish a program to educate Town officials, area school teachers, and others on Gullah culture so they can better understand the culture and more effectively interact with the Island’s Gullah citizens.
  - CP-8. Utilize interactive approaches to interpretation to better engage current and potential new audiences, particularly young people.

**Heritage Tourism**

- CP-9. Coordinate the promotion of the Island’s Gullah-related attractions with state and regional cultural heritage organizations to attract more visitors to the Island’s Gullah sites.
- CP-10. Promote the Gullah culture and cultural resources more prominently within the Island’s overall tourism marketing to attract more visitors to the Island and, in particular, to the Island’s Gullah sites.
- CP-11. Provide technical and financial support to businesses whose products and/or services are strongly tied to Gullah culture to increase their odds of sustained success.
- CP-12. Establish a Gullah authenticity certification program by which businesses with authentic Gullah services and products can utilize an adopted logo that conveys their status as being certified based upon adopted criteria.
- CP-13. Utilize information from the recently-drafted Economic and Fiscal Impact Study for Beaufort County and the Arts & Economic Prosperity 5 report to refine strategies to more effectively promote Gullah heritage tourism for Hilton Head Island.
- CP-14. Establish an open-air market as a pilot program to sell food, arts and crafts tied to Gullah culture as an economic development initiative for the Island’s Gullah community.

### **Preservation Planning**

- CP-15. Conduct a comprehensive inventory of cultural resources related to Gullah history and culture on Hilton Head Island to better accommodate future preservation planning for Gullah history and culture.
- CP-16. Prepare a comprehensive and detailed cultural preservation plan for the Island in general, but to include a focus on Gullah historic and cultural preservation, to expand upon the potential preservation benefits of this project.

### **Other Issues**

- CP-17. Recognize the Island's Gullah-associated churches as an important facet of Gullah culture, particularly regarding leadership and communications, to ensure that they are actively involved in all future Gullah-related initiatives.
- CP-18. Identify an entity to match land owners in the historic Gullah neighborhoods with applicable private developers to increase the land owners' odds of success with selling or developing their property.

## **PUBLIC POLICIES**

### **Development Approval Process**

- PP-1. Allow waivers for development application fees and establish a grant program to assist property owners to pay for specific development impact fees for sites within the proposed Historic Gullah Neighborhoods Conservation Overlay District.
- PP-2. "Fast-track" the review process for development applications within the proposed Historic Gullah Neighborhoods Conservation Overlay District to decrease the land owners' time and costs associated with development.
- PP-3. Utilize the Town's newly-created Historic Neighborhoods Preservation Administrator position to work closely with property and business owners in the proposed Historic Gullah Neighborhoods Conservation Overlay District to help them navigate Town regulations related to land use, development, and businesses.

### **Land Use & Development Standards**

- PP-4. Designate a Historic Gullah Neighborhoods Conservation Overlay District for all delineated historic Gullah neighborhoods that can serve as the vehicle for many of this report's recommendations.

- A. Allow higher densities for the RM-4 and MF zoning districts in the proposed Historic Gullah Neighborhoods Conservation Overlay District so that land owners can better leverage their potential land value.
  - B. Reduce some setback and buffer requirements within zoning districts applied to the proposed Historic Gullah Neighborhoods Conservation Overlay District so that land owners can maximize their development potential.
  - C. Reduce the LMO's open space requirements as applied to the proposed Historic Gullah Neighborhoods Conservation Overlay Zoning District so that land owners can maximize their development potential.
- PP-5. Add Family Compound provisions to the LMO to be applied to the proposed Historic Gullah Neighborhoods Conservation Overlay District to avoid triggering the full range of LMO requirements and fees for small-scaled family "paper subdivisions."
- PP-6. Provide greater flexibility for required road ROWs and drainage easements within the proposed Historic Gullah Neighborhoods Conservation Overlay District to make the development of some properties more viable.
- PP-7. Adopt Transfer of Development Rights (TDR) to be applied to the proposed Historic Gullah Neighborhoods Conservation Overlay District to avoid too much development in Gullah neighborhoods, while allowing land owners to benefit financially from their development potential.
- PP-8. Utilize a program to purchase development rights from willing property owners within the proposed Historic Gullah Neighborhoods Conservation Overlay District to preserve ownership of land in historic Gullah neighborhoods, while allowing land owners to benefit financially from their development potential.
- PP-9. Amend the Town's Design Guide, as applied to portions of the Corridor Overlay District that are within the proposed Historic Gullah Neighborhoods Conservation Overlay District, to better reflect the design tradition of the Gullah culture.

### **Property Taxes**

- PP-10. Explore the potential to base property values for tax assessment purposes in historic Gullah neighborhoods on the land's current use rather than market value to reduce the tax burden and enhance the ability of owners to retain their property.
- PP-11. Establish a fund to help property owners avoid losing their property to delinquent tax sales as a way to protect Gullah land ownership on the Hilton Head Island.

## **Other Issues**

- PP-12. Establish a program to educate Gullah residents and others on a wide range of public policy issues that impact their lives, including property taxation, land use and development, and heirs' property so they can prosper more socially and financially.
- PP-13. Ensure that local financial institutions are meeting the requirements of the federal Community Reinvestment Act (CRA) to make loans for economically challenged people and properties to provide greater financial opportunities within the proposed Historic Gullah Neighborhoods Conservation Overlay District.
- PP-14. Establish a program providing temporary and seasonal signs that are compliant with Town regulations to be used within the proposed Historic Gullah Neighborhoods Conservation Overlay District to expand economic opportunities for Gullah residents and businesses.

## **HEIRS' PROPERTY**

- HP-1. Utilize the Heritage Library Foundation as a potential first step for Gullah families toward clearing title to their property to overcome heirs' property issues.
- HP-2. Leverage a range of local, state and national organizations involved with addressing heirs' property issues to maximize the Island's potential to address the issue.
- HP-3. Encourage the Center for Heirs Property Preservation (CHPP) to open a satellite office in Beaufort County to make their resources more readily available to Hilton Head Island's Gullah community.

## **NEXT STEPS**

This project's next step is a Phase 2, which might be conducted with the help of consultants or entirely in-house by the Town's planning staff. Regardless of how it is conducted, it will take the recommendations of this report and follow through with greater analysis and implementation. For example, some of the recommended revisions of the Town's LMO related to setbacks, buffers, open space requirements, and similar site design issues will need testing using sample sites. Likewise, issues such as pursuing changes to the methods used to assess the value of Gullah lands for property taxing purpose will require further legal research and meetings between the relevant governmental representatives. However, the next steps for more straightforward issues might include simple changes to the text of the LMO, as well as actions by the Town's new Historic Neighborhoods Preservation Administrator. Regardless of the details, it is the sincere intent of the Town and its Gullah-Geechee Land and Cultural Preservation Task Force that this report soon transform into tangible action and results.



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# Cultural Resources

## Excellence

- 1. Ideals of Excellence  
Strategies for Our Place: 1.5, 1.6  
Strategies for Our People: 2.2, 2.8

## Environment

- 2. Environmental Sustainability: 2.4

## Economy

- 4. Tourism: 4.1, 4.5, 4.6

## Inclusive

- 1. Education: 1.3
- 2. Historic Sites; Venues: 2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 2.7, 2.8
- 3. Community Development: 3.1, 3.2, 3.8
- 4. Cultural Resources; Natural Resources: 4.1, 4.2
- 5. Diversity: 5.3
- 6. Cultural Tourism: 6.1, 6.2
- 8. Arts; Culture; Recreation: 8.1, 8.2, 8.3, 8.4

## Connected

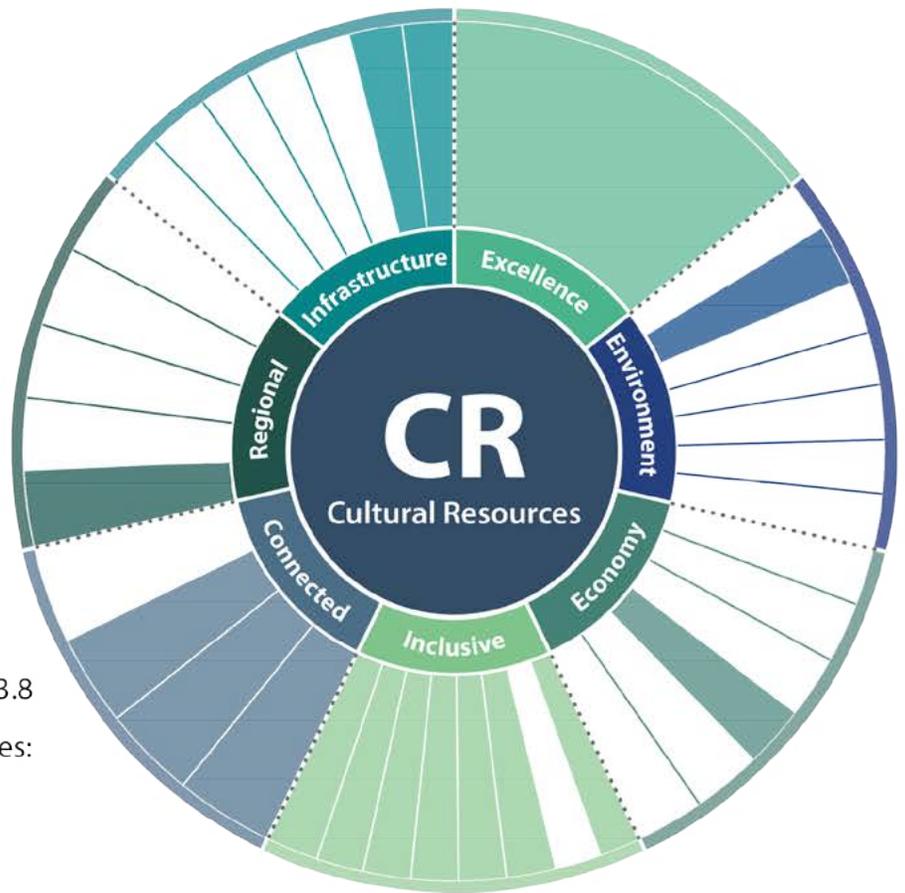
- 2. Built Environment: 2.1
- 3. Collaboration: 3.1, 3.5
- 4. Quality of Life: 4.1, 4.5

## Regional

- 5. Tourism: 5.1

## Infrastructure

- 1. Transportation (Land): 1.1
- 2. Transportation (Air): 2.2



# Natural Resources

## Excellence

- 1. Ideals of Excellence  
Strategies for Our Place: 1.6

## Environment

- 1. Waste: 1.4
- 2. Environmental Sustainability: 2.1, 2.2, 2.3, 2.4, 2.5, 2.6
- 3. Water: 3.1, 3.2, 3.3, 3.4
- 4. Environment: 4.1, 4.2, 4.3, 4.4, 4.5, 4.6
- 5. Energy: 5.1, 5.2, 5.3, 5.4
- 6. Resilience: 6.1, 6.2, 6.3, 6.4, 6.5, 6.6
- 7. Air Quality: 7.3, 7.5

## Economy

- 3. Brand: 3.1
- 4. Tourism: 4.1, 4.5, 4.6

## Inclusive

- 4. Cultural Resources; Natural Resources: 4.1, 4.2

## Connected

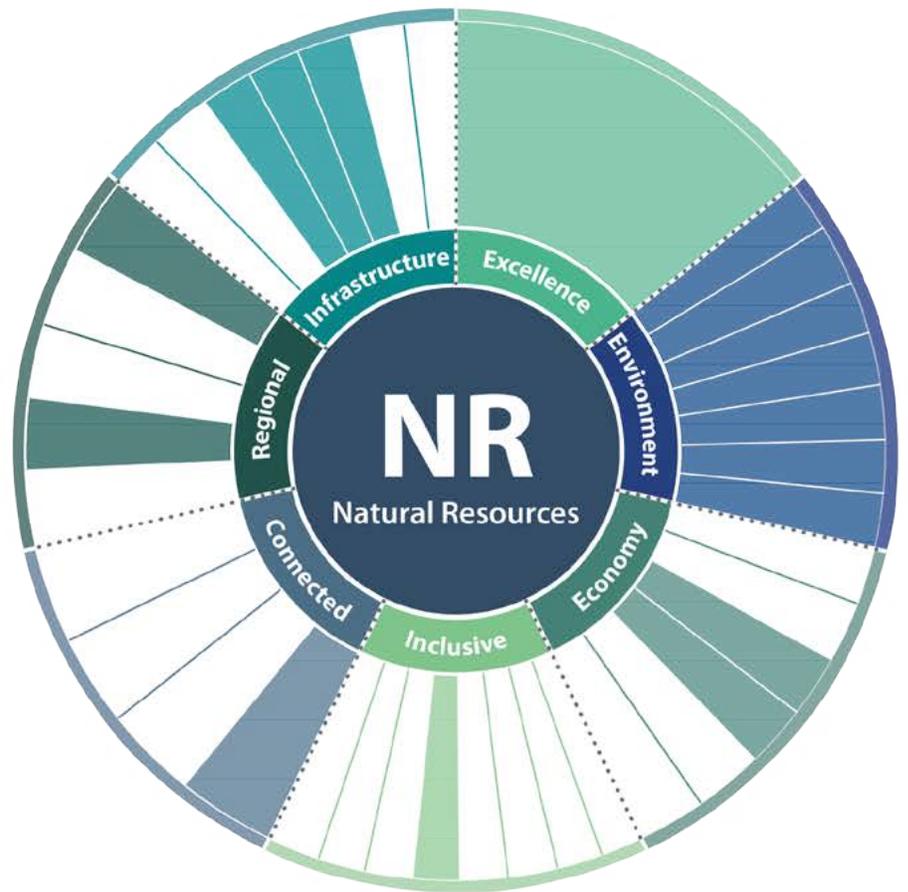
- 4. Quality of Life: 4.4, 4.5

## Regional

- 1. Planning: 1.4
- 4. Environment: 4.1, 4.2, 4.4, 4.5
- 5. Tourism: 5.1

## Infrastructure

- 3. Resilience: 3.1, 3.2
- 4. Utilities: 4.1, 4.2, 4.3
- 5. Public Services: 5.6



# Population

## Excellence

- 1. Ideals of Excellence  
Strategies for Our People: 2.4, 2.5, 2.10, 2.11

## Environment

- 2. Environmental Sustainability: 2.4

## Economy

- 3. Brand: 3.2
- 5. Population: 5.1, 5.3, 5.5
- 6. Workforce: 6.1

## Inclusive

- 1. Education: 1.4
- 3. Community Development: 3.1, 3.2
- 4. Cultural Resources; Natural Resources: 4.1, 4.2
- 5. Diversity: 5.1, 5.2, 5.3, 5.4
- 6. Cultural Tourism: 6.1, 6.2

## Connected

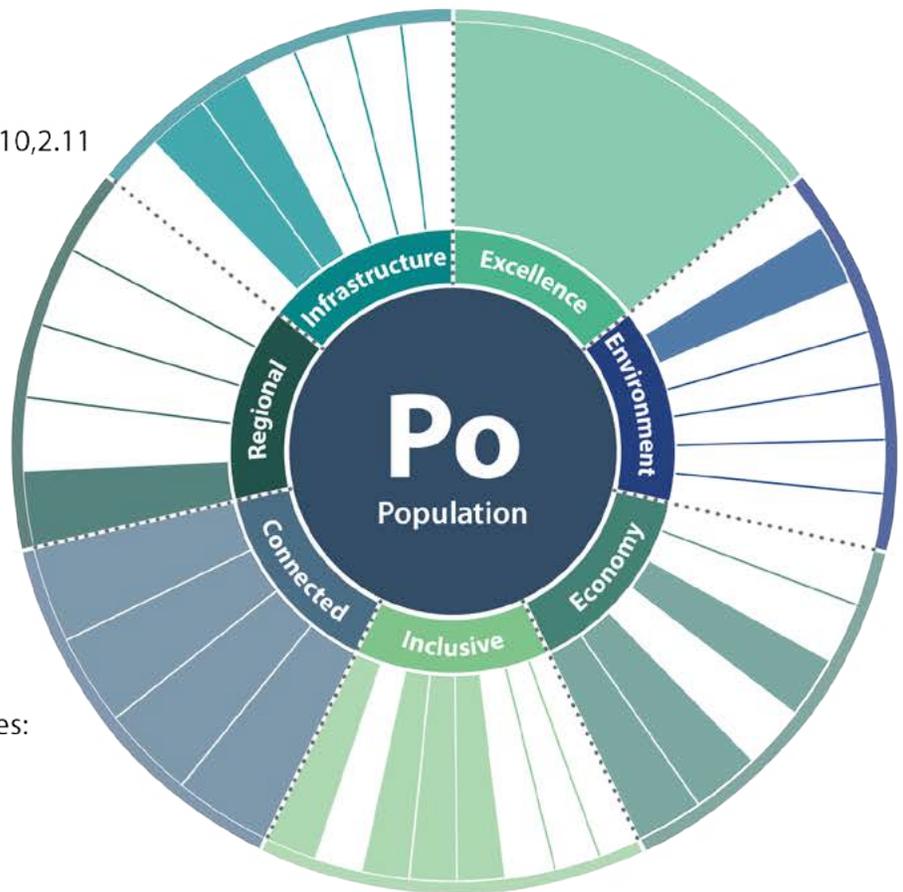
- 1. Planning: 1.2, 1.3
- 2. Built Environment: 2.2, 2.3
- 3. Collaboration: 3.1, 3.2, 3.3, 3.7
- 4. Quality of Life: 4.1

## Regional

- 5. Tourism: 5.3

## Infrastructure

- 5. Public Services: 5.1
- 6. Housing: 6.4



# Housing

## Excellence

- 1. Ideals of Excellence  
Strategies for Our People: 2.10

## Environment

- 2. Environmental Sustainability: 2.2

## Economy

- 3. Brand: 3.2, 3.3, 3.5
- 5. Population: 5.3
- 6. Workforce: 6.1

## Inclusive

- 3. Community Development: 3.3, 3.4, 3.5, 3.7

## Connected

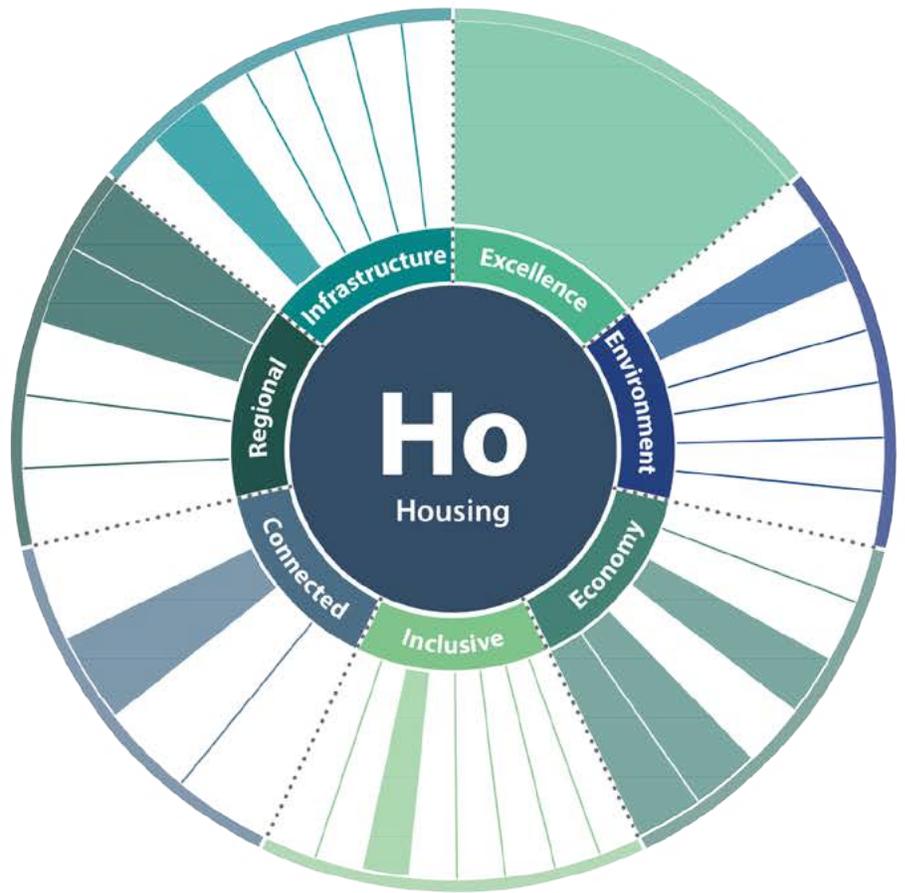
- 2. Built Environment: 2.4

## Regional

- 1. Planning: 1.4
- 2. Workforce: 2.1, 2.2, 2.3, 2.4

## Infrastructure

- 6. Housing: 6.1, 6.2, 6.3, 6.4



# Community Facilities

## Excellence

- 1. Ideals of Excellence
  - Strategies for Our Place: 1.1, 1.2, 1.4
  - Strategies for Our People: 2.1, 2.3, 2.4, 2.6, 2.7, 2.9, 2.12, 2.13
  - Strategies for Our Planning & Process: 3.1, 3.2, 3.4, 3.5, 3.6, 3.8

## Environment

- 1. Waste: 1.1, 1.2, 1.3, 1.4
- 2. Environmental Sustainability: 2.1, 2.3, 2.4
- 4. Environment: 4.1, 4.2, 4.3, 4.4, 4.5
- 5. Energy: 5.2, 5.4
- 6. Resilience: 6.3, 6.6
- 7. Air Quality: 7.3, 7.5

## Economy

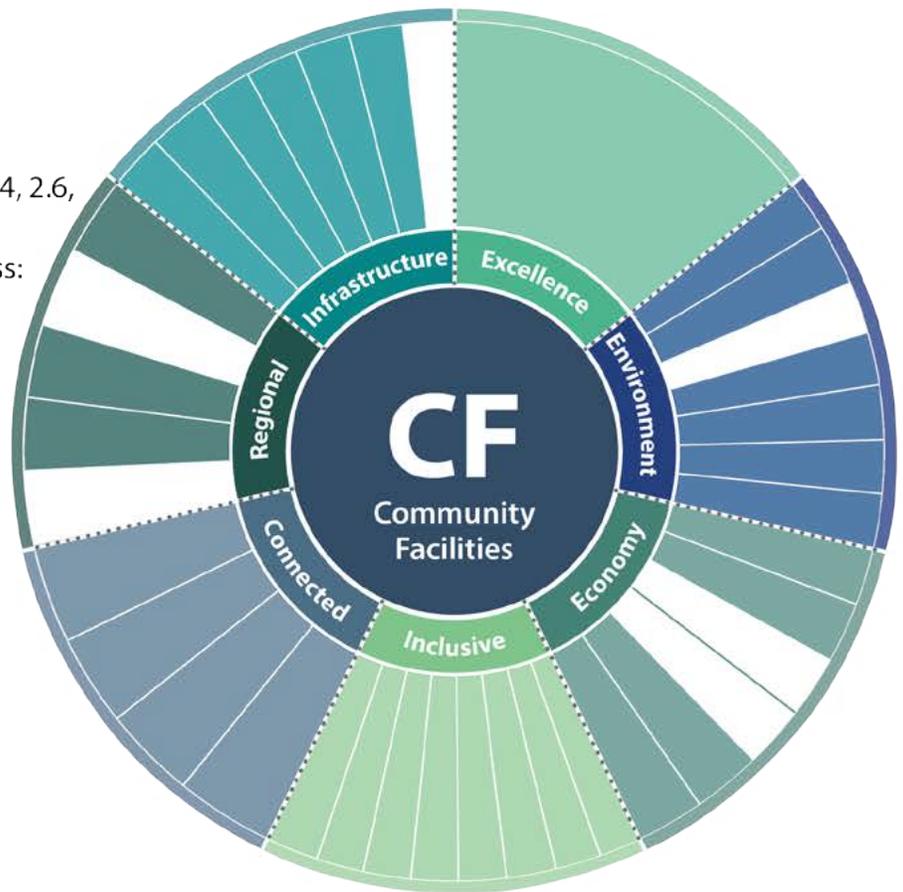
- 1. Transportation: 1.1
- 2. Business: 2.1
- 5. Population: 5.2, 5.4
- 6. Workforce: 6.2, 6.3, 6.4, 6.5

## Inclusive

- 1. Education: 1.1, 1.2, 1.3, 1.4
- 2. Historic Sites; Venues: 2.6
- 3. Community Development: 3.8
- 4. Cultural Resources; Natural Resources: 4.2
- 5. Diversity: 5.3
- 6. Cultural Tourism: 6.1
- 7. Healthcare: 7.1, 7.2, 7.3
- 8. Arts; Culture; Recreation: 8.1, 8.2, 8.4, 8.5

## Connected

- 1. Planning: 1.1, 1.2, 1.3, 1.4
- 2. Built Environment: 2.1
- 3. Collaboration: 3.2, 3.3, 3.4, 3.5, 3.6, 3.7
- 4. Quality of Life: 4.2, 4.3



## Regional

- 1. Planning: 1.1, 1.2, 1.4
- 3. Transportation: 3.1
- 4. Environment: 4.2, 4.3, 4.4

## Infrastructure

- 2. Transportation (Air): 2.4
- 3. Resilience: 3.1, 3.2
- 4. Utilities: 4.1, 4.2, 4.3, 4.4, 4.5, 4.6
- 5. Public Services: 5.1, 5.2, 5.3, 5.4, 5.5, 5.6, 5.7, 5.8, 5.9, 5.10, 5.11
- 6. Housing: 6.2
- 7. Technology: 7.1, 7.2

# Economic Development

## Excellence

- 1. Ideals of Excellence  
Strategies for Our Place: 1.3, 1.5  
Strategies for Our People: 2.10, 2.11, 2.12, 2.13

## Environment

- 2. Environmental Sustainability: 2.1

## Economy

- 1. Transportation: 1.1
- 2. Business: 2.1, 2.2, 2.3, 2.4, 2.5
- 3. Brand: 3.2
- 4. Tourism: 4.1, 4.2, 4.3, 4.4, 4.5, 4.6
- 5. Population: 5.1, 5.2, 5.3, 5.5
- 6. Workforce: 6.5

## Inclusive

- 3. Community Development: 3.5, 3.7
- 6. Cultural Tourism: 6.2
- 7. Healthcare: 7.3

## Connected

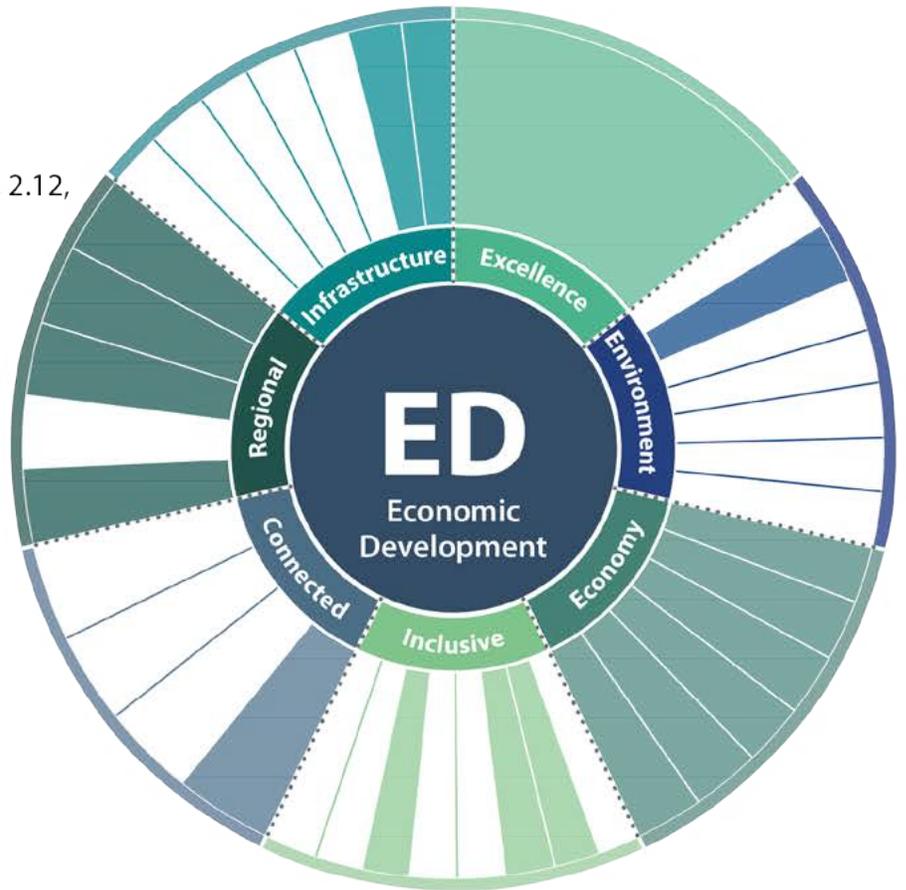
- 4. Quality of Life: 4.1

## Regional

- 1. Planning: 1.3
- 2. Workforce: 2.1
- 3. Transportation: 3.1
- 5. Tourism: 5.1, 5.2, 5.3

## Infrastructure

- 1. Transportation (Land): 1.8
- 2. Transportation (Air): 2.1, 2.3



# Land Use

## Excellence

- 1. Ideals of Excellence  
Strategies for Our People: 2.12  
Strategies for Our Planning & Process: 3.3, 3.4

## Environment

- 2. Environmental Sustainability: 2.5
- 3. Water: 3.1
- 4. Environment: 4.2, 4.4
- 6. Resilience: 6.2, 6.4
- 7. Air Quality: 7.4

## Economy

- 2. Business: 2.3
- 3. Brand: 3.1, 3.3, 3.4, 3.6
- 6. Workforce: 6.1, 6.5

## Inclusive

- 2. Historic Sites; Venues: 2.1, 2.2, 2.6, 2.7
- 3. Community Development: 3.3., 3.4, 3.6, 3.7, 3.8
- 7. Healthcare: 7.3

## Connected

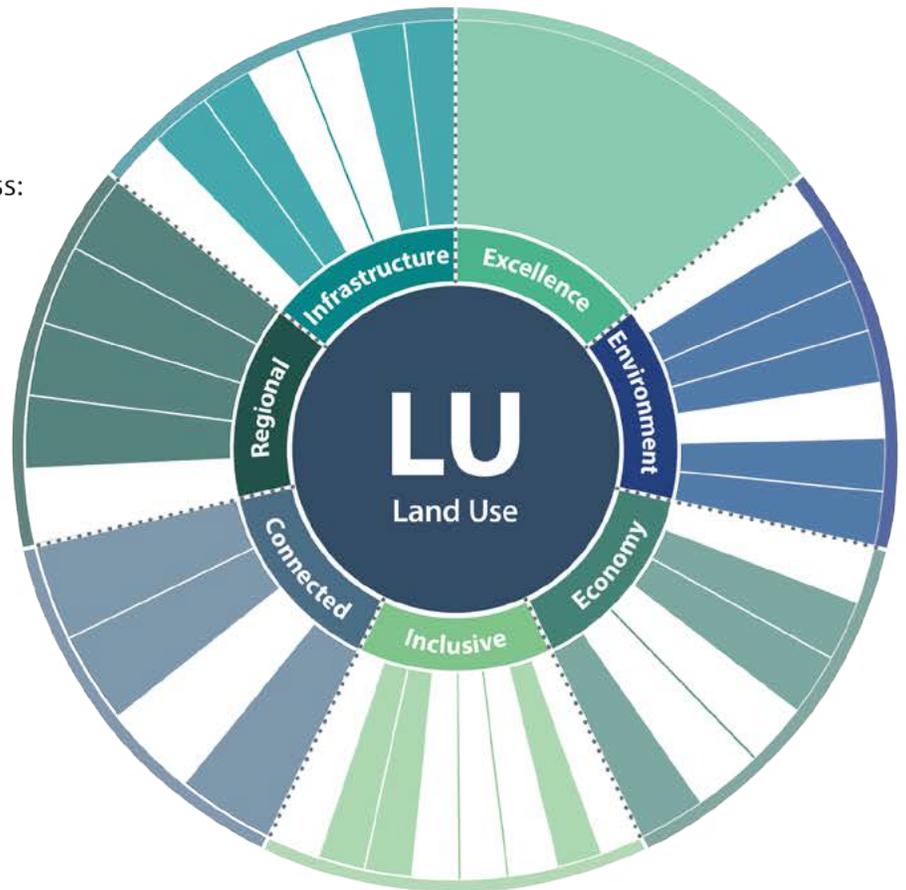
- 1. Planning: 1.4, 1.5
- 2. Built Environment: 2.2, 2.3, 2.4
- 4. Quality of Life: 4.2

## Regional

- 1. Planning: 1.2
- 2. Workforce: 2.1, 2.2, 2.3, 2.4
- 3. Transportation: 3.1
- 4. Environment: 4.3, 4.5

## Infrastructure

- 1. Transportation (Land): 1.6
- 2. Transportation (Air): 2.2
- 3. Public Services: 5.4
- 4. Housing: 6.1, 6.2, 6.3, 6.4



# Transportation

## Excellence

- 1. Ideals of Excellence  
Strategies for Our Place: 1.3

## Environment

- 7. Air Quality: 7.1, 7.2

## Economy

- 1. Transportation: 1.2
- 6. Workforce: 6.4

## Inclusive

- 3. Community Development: 3.4, 3.7

## Connected

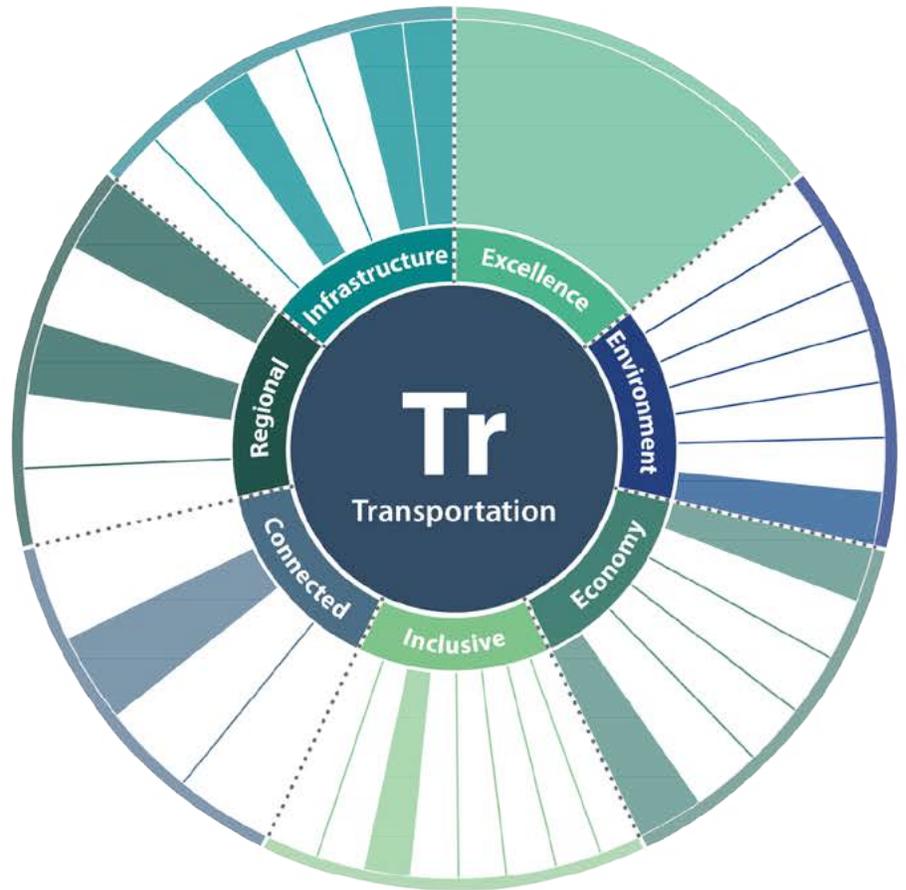
- 2. Built Environment: 2.2, 2.4

## Regional

- 1. Planning: 1.2
- 3. Transportation: 3.1

## Infrastructure

- 1. Transportation (Land): 1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 1.8, 1.9, 1.10
- 2. Transportation (Air): 2.1, 2.2, 2.3, 2.4
- 5. Public Services: 5.11



# Parks + Recreation

## Excellence

- 1. Ideals of Excellence  
Strategies for Our People: 2.9  
Strategies for Our Planning & Process: 3.7

## Environment

- 2. Environmental Sustainability: 2.4

## Economy

- 4. Tourism: 4.6

## Inclusive

- 2. Historic Sites; Venues: 2.8
- 3. Community Development: 3.1
- 4. Natural Resources; Cultural Resources: 4.1, 4.2
- 5. Diversity: 5.2
- 8. Arts; Culture; Recreation: 8.5

## Connected

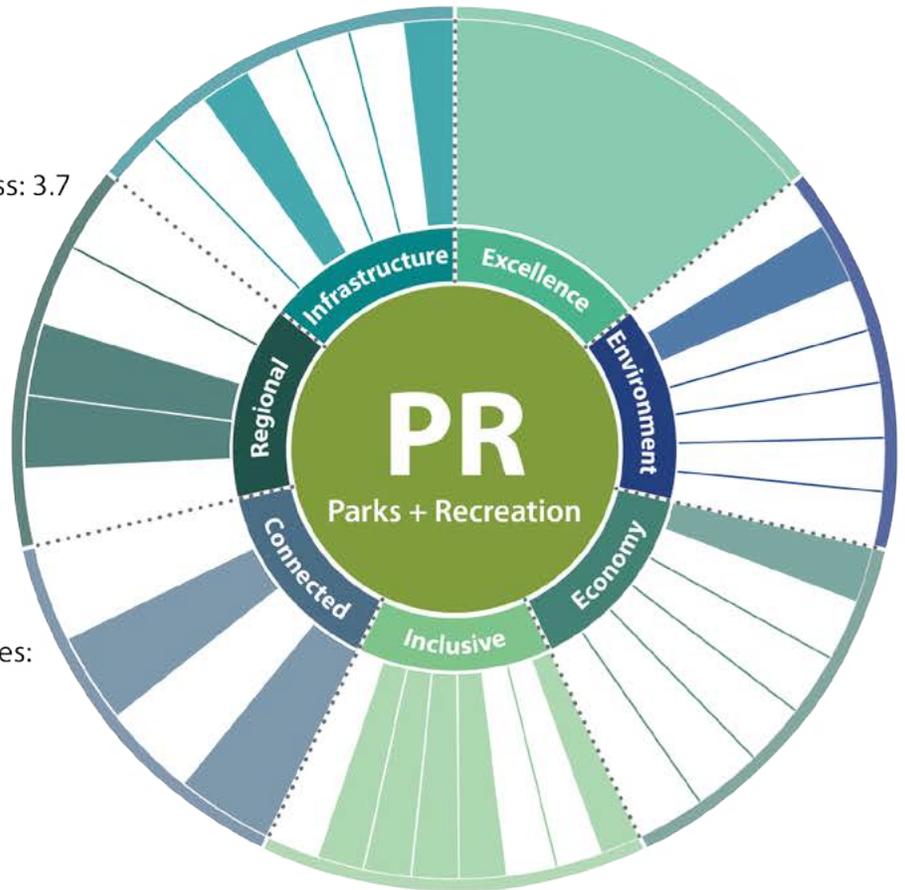
- 2. Built Environment: 2.1
- 4. Quality of Life: 4.5

## Regional

- 3. Transportation: 3.1
- 4. Environment: 4.3, 4.5

## Infrastructure

- 1. Transportation (Land): 1.3, 1.9, 1.10
- 5. Public Services: 5.2, 5.4



# Priority Investment

## Excellence

- 1. Ideals of Excellence
  - Strategies for Our Place: 1.6
  - Strategies for Our People: 2.6, 2.7
  - Strategies for Our Planning & Process: 3.1, 3.5, 3.6, 3.7, 3.8

## Environment

- 2. Environmental Sustainability: 2.3
- 6. Resilience: 6.3, 6.4, 6.6

## Economy

- 1. Transportation: 1.1, 1.2
- 3. Brand: 3.1, 3.3
- 5. Population: 5.1
- 6. Workforce: 6.1, 6.4

## Inclusive

- 2. Historic Sites; Venues: 2.1
- 3. Community Development: 3.7

## Connected

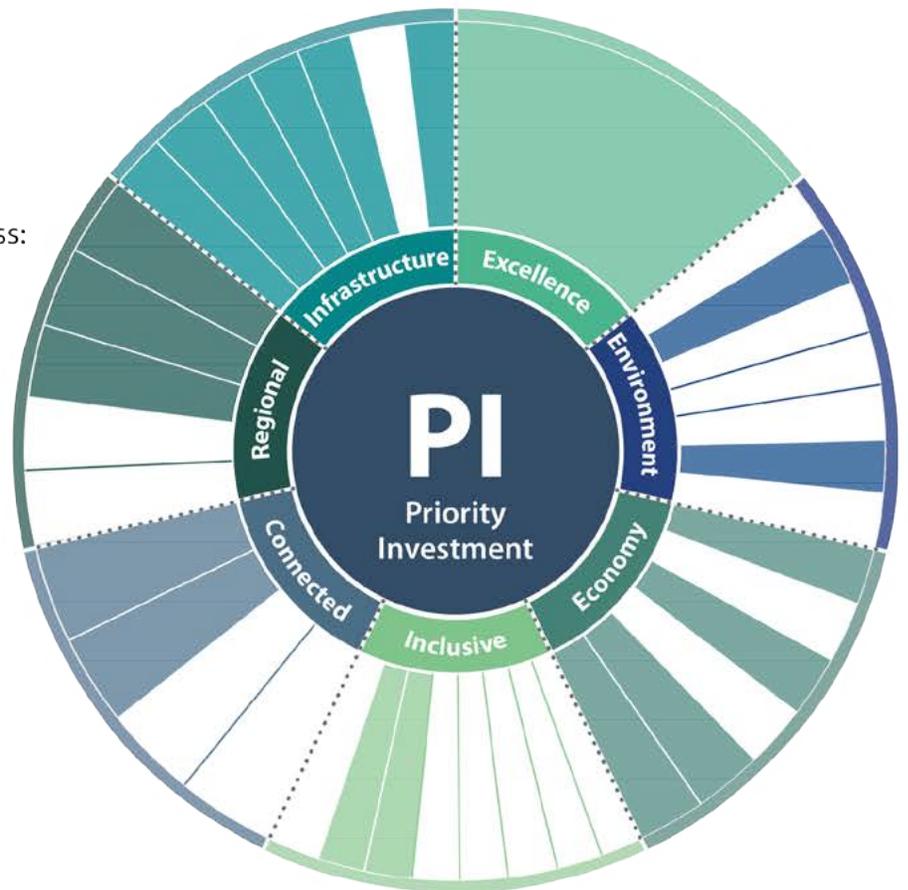
- 1. Planning: 1.4
- 2. Built Environment: 2.1

## Regional

- 1. Planning: 1.1, 1.2
- 2. Workforce: 2.3
- 3. Transportation: 3.1

## Infrastructure

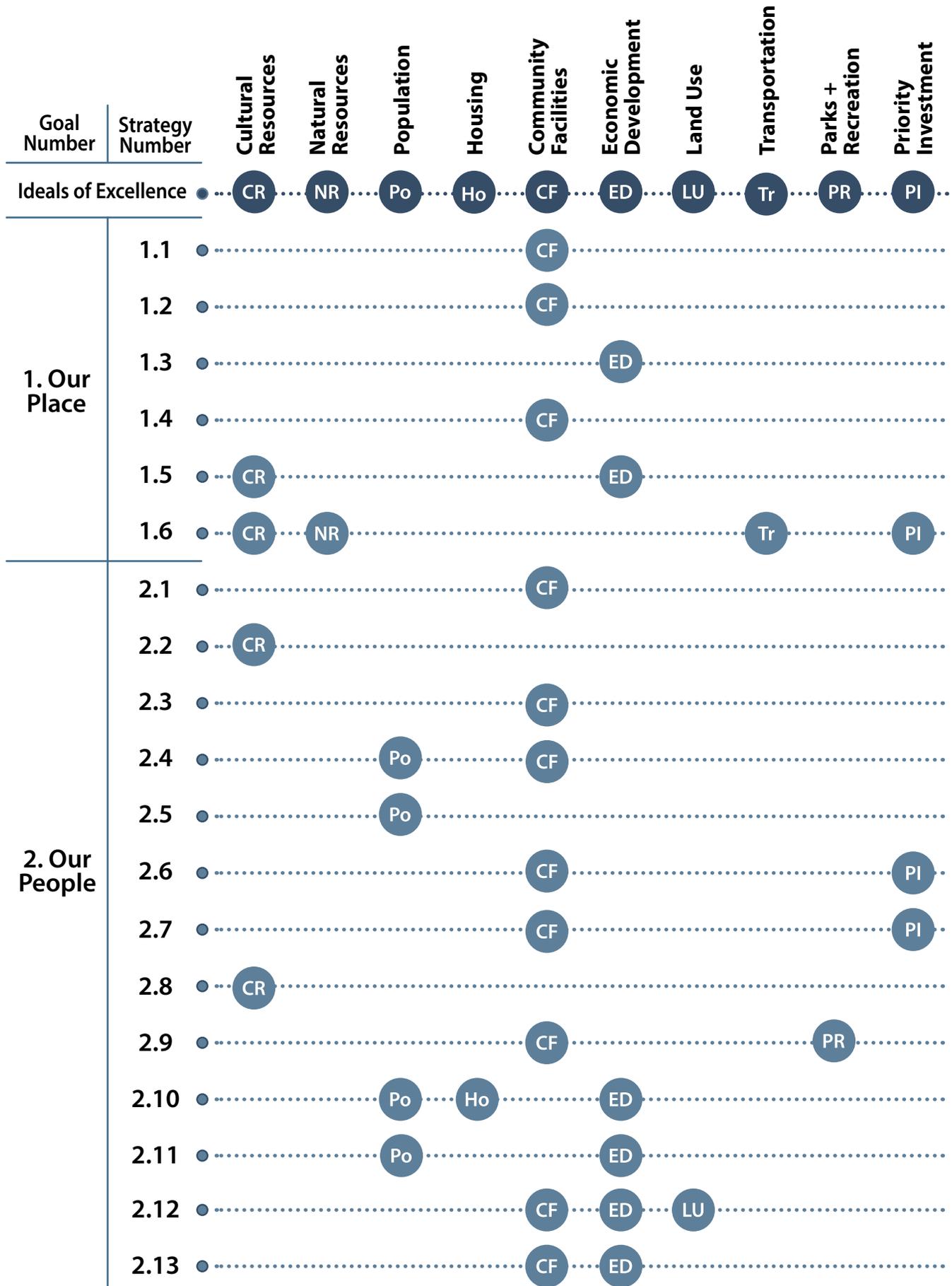
- 1. Transportation (Land): 1.1, 1.4, 1.5
- 3. Resilience: 3.2
- 4. Utilities: 4.6
- 5. Public Services: 5.10, 5.11
- 6. Housing: 6.2
- 7. Technology: 7.2





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## Excellence & The Elements

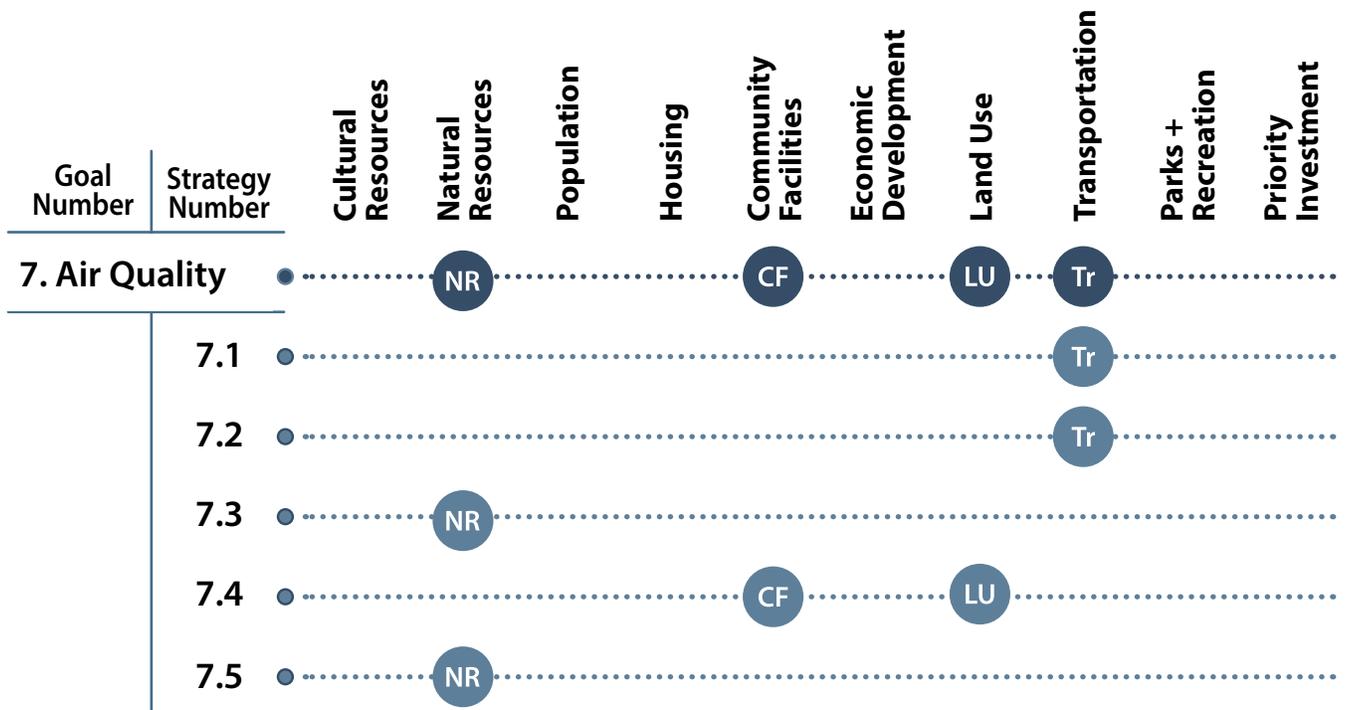


Goal Number	Strategy Number	Cultural Resources	Natural Resources	Population	Housing	Community Facilities	Economic Development	Land Use	Transportation	Parks + Recreation	Priority Investment
3. Our Planning & Process	3.1					CF					PI
	3.2					CF					
	3.3							LU			
	3.4					CF		LU			
	3.5					CF					PI
	3.6					CF					
	3.7									PR	PI
	3.8					CF					PI

## Environment & The Elements

Goal Number	Strategy Number	Cultural Resources	Natural Resources	Population	Housing	Community Facilities	Economic Development	Land Use	Transportation	Parks + Recreation	Priority Investment
1. Waste			NR			CF					
	1.1					CF					
	1.2					CF					
	1.3					CF					
	1.4		NR			CF					
2. Sustainability		CR	NR	Po	Ho	CF	ED	LU		PR	PI
	2.1		NR			CF					
	2.2		NR		Ho		ED				
	2.3		NR			CF					PI
	2.4	CR	NR	Po		CF				PR	
	2.5		NR						LU		
	2.6		NR								
3. Water			NR					LU			
	3.1		NR					LU			
	3.2		NR								
	3.3		NR								
	3.4		NR								

Goal Number	Strategy Number	Cultural Resources	Natural Resources	Population	Housing	Community Facilities	Economic Development	Land Use	Transportation	Parks + Recreation	Priority Investment
4. Environment			NR			CF		LU			
	4.1		NR			CF					
	4.2		NR			CF		LU			
	4.3		NR			CF					
	4.4		NR			CF		LU			
	4.5		NR								
	4.6					CF					
5. Energy			NR			CF					
	5.1		NR								
	5.2		NR			CF					
	5.3		NR								
	5.4		NR			CF					
6. Resilience			NR			CF		LU			PI
	6.1		NR								
	6.2		NR					LU			
	6.3		NR			CF					PI
	6.4		NR					LU			PI
	6.5		NR								
	6.6		NR			CF					PI



## Economy & The Elements

Goal Number	Strategy Number	Cultural Resources	Natural Resources	Population	Housing	Community Facilities	Economic Development	Land Use	Transportation	Parks + Recreation	Priority Investment
1. Transportation						CF	ED		Tr		PI
	1.1					CF	ED				PI
	1.2								Tr		PI
2. Business						CF	ED	LU			
	2.1					CF	ED				
	2.2						ED				
	2.3						ED	LU			
	2.4						ED				
	2.5						ED				
3. Brand			NR	Po	Ho		ED	LU			PI
	3.1		NR					LU			PI
	3.2			Po	Ho		ED				
	3.3				Ho			LU			PI
	3.4							LU			
	3.5				Ho						
	3.6							LU			

Goal Number	Strategy Number	Cultural Resources	Natural Resources	Population	Housing	Community Facilities	Economic Development	Land Use	Transportation	Parks + Recreation	Priority Investment
4. Tourism		CR	NR				ED			PR	
	4.1	CR					ED				
	4.2						ED				
	4.3						ED				
	4.4		NR				ED				
	4.5	CR					ED				
	4.6	CR					ED			PR	
5. Population				Po	Ho	CF	ED				PI
	5.1			Po			ED				PI
	5.2					CF	ED				
	5.3			Po	Ho		ED				
	5.4					CF					
	5.5			Po			ED				
6. Workforce				Po	Ho	CF	ED	LU	Tr		PI
	6.1			Po	Ho			LU			PI
	6.2					CF					
	6.3					CF					
	6.4					CF			Tr		PI
	6.5					CF	ED	LU			

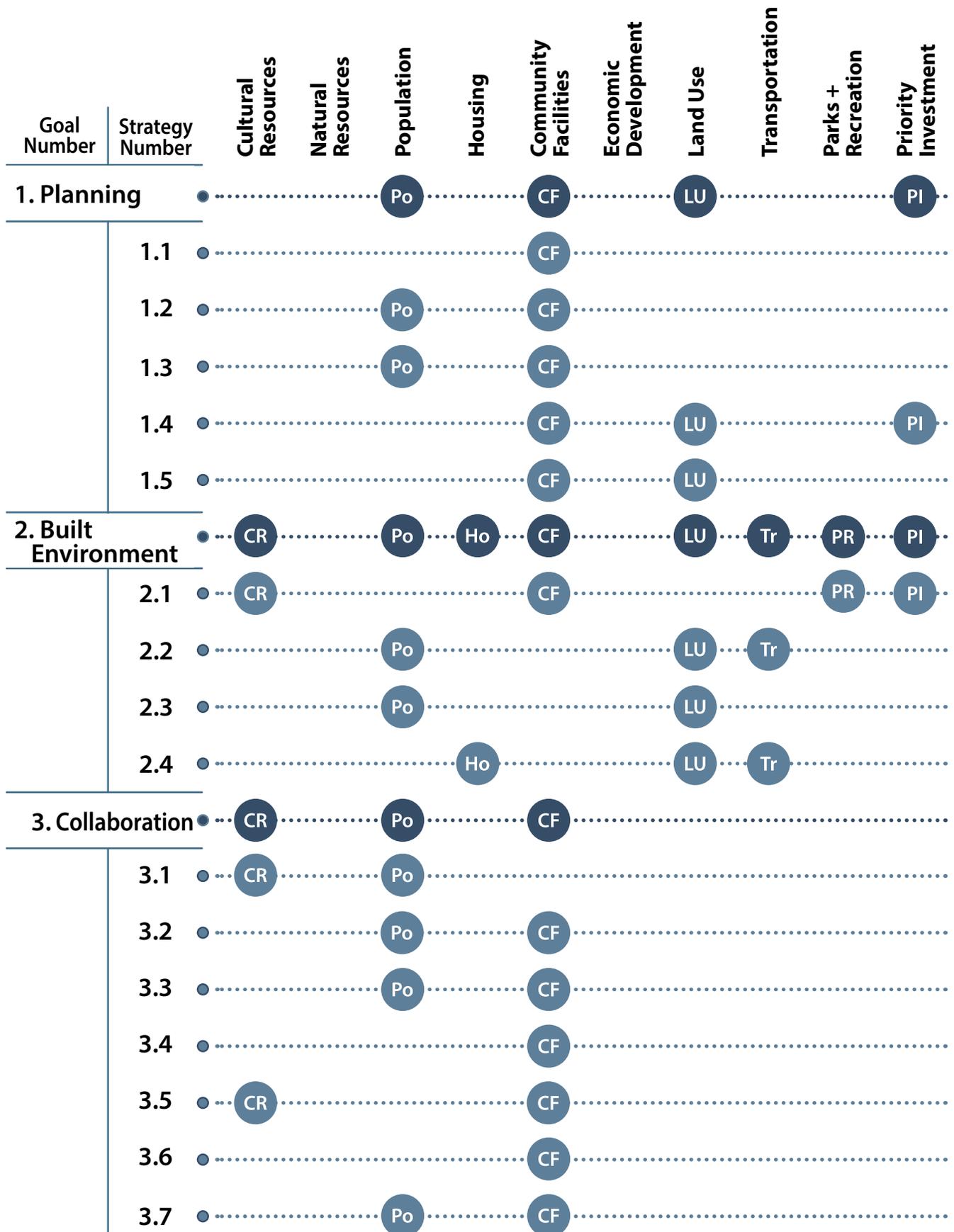
## Inclusive & The Elements

Goal Number	Strategy Number	Cultural Resources	Natural Resources	Population	Housing	Community Facilities	Economic Development	Land Use	Transportation	Parks + Recreation	Priority Investment
1. Education		● CR		● Po		● CF					
	1.1	●				● CF					
	1.2	●				● CF					
	1.3	● CR				● CF					
	1.4	●		● Po		● CF					
2. Historic Sites; Venues		● CR				● CF		● LU		● PR	● PI
	2.1	● CR						● LU			● PI
	2.2	● CR						● LU			
	2.3	● CR									
	2.4	● CR									
	2.5	● CR									
	2.6	● CR				● CF		● LU			
	2.7	● CR						● LU			
	2.8	● CR								● PR	

Goal Number	Strategy Number	Cultural Resources	Natural Resources	Population	Housing	Community Facilities	Economic Development	Land Use	Transportation	Parks + Recreation	Priority Investment
3. Community Development		CR		Po	Ho	CF	ED	LU	Tr	PR	PI
	3.1	CR		Po						PR	
	3.2	CR		Po							
	3.3				Ho			LU			
	3.4				Ho			LU	Tr		
	3.5				Ho		ED				
	3.6							LU			
	3.7				Ho		ED	LU	Tr		PI
	3.8	CR					CF	LU			
4. Natural and Cultural Resources		CR	NR	Po		CF				PR	
	4.1	CR	NR							PR	
	4.2	CR	NR	Po		CF				PR	
5. Diversity		CR		Po		CF				PR	
	5.1			Po							
	5.2			Po						PR	
	5.3	CR		Po		CF					
	5.4			Po							

Goal Number	Strategy Number	Cultural Resources	Natural Resources	Population	Housing	Community Facilities	Economic Development	Land Use	Transportation	Parks + Recreation	Priority Investment
6. Cultural Tourism		● CR				● CF	● ED				
	6.1	● CR				● CF					
	6.2	● CR					● ED				
7. Healthcare						● CF	● ED	● LU			
	7.1					● CF					
	7.2					● CF					
	7.3					● CF	● ED	● LU			
8. Arts; Culture; Recreation		● CR				● CF				● PR	
	8.1	● CR				● CF					
	8.2	● CR				● CF					
	8.3	● CR									
	8.4	● CR				● CF					
	8.5					● CF				● PR	

## Connected & The Elements



Goal Number	Strategy Number	Cultural Resources	Natural Resources	Population	Housing	Community Facilities	Economic Development	Land Use	Transportation	Parks + Recreation	Priority Investment
4. Quality of Life		CR	NR	Po		CF	ED	LU		PR	
	4.1	CR		Po			ED				
	4.2					CF		LU			
	4.3					CF					
	4.4		NR								
	4.5	CR	NR								PR

## Regional & The Elements

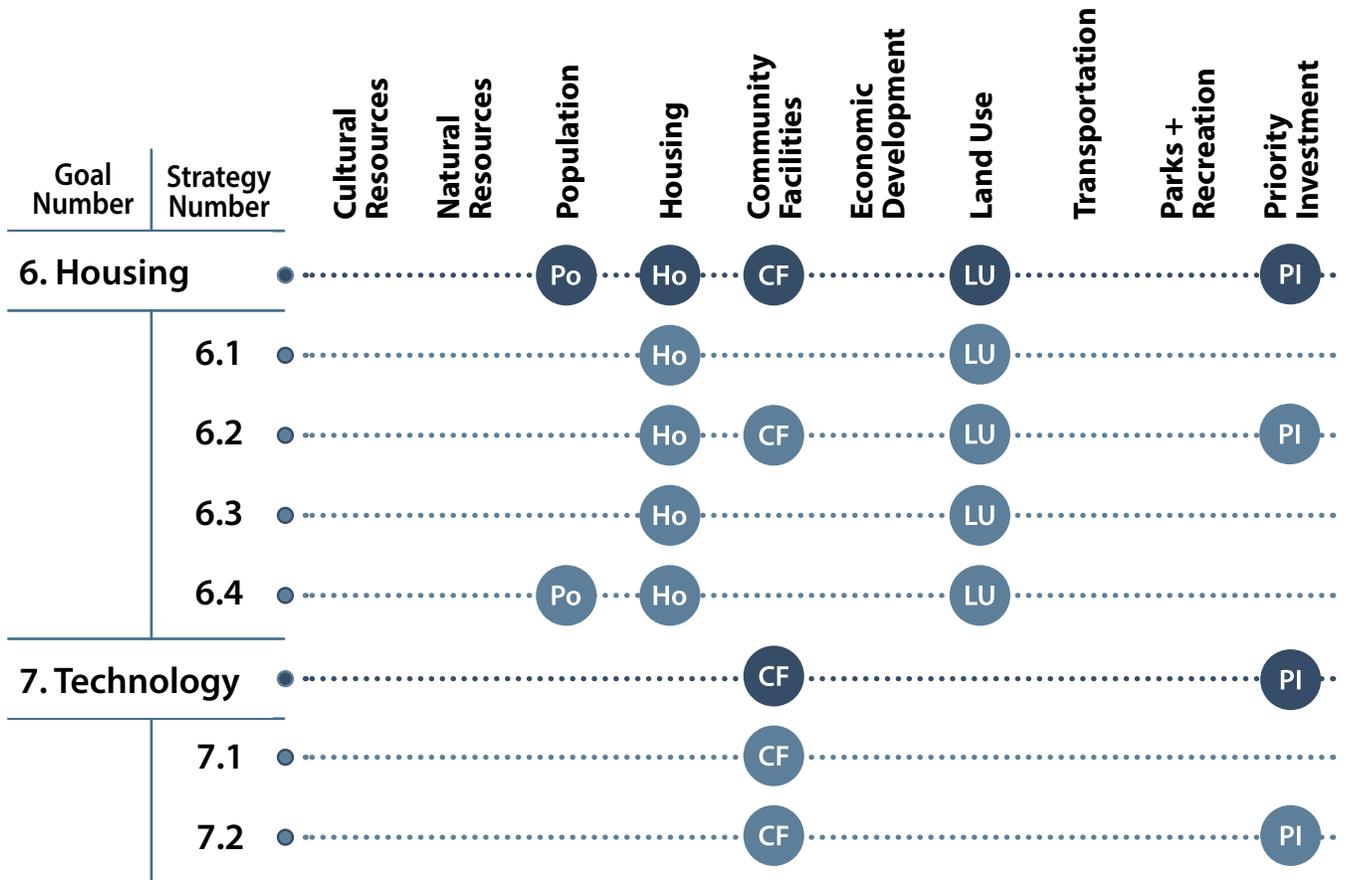
Goal Number	Strategy Number	Cultural Resources	Natural Resources	Population	Housing	Community Facilities	Economic Development	Land Use	Transportation	Parks + Recreation	Priority Investment
1. Planning			NR		Ho	CF	ED	LU	Tr		PI
	1.1					CF					PI
	1.2					CF		LU	Tr		PI
	1.3						ED				
	1.4		NR		Ho	CF					
2. Workforce					Ho		ED	LU			PI
	2.1				Ho		ED	LU			
	2.2				Ho			LU			
	2.3				Ho			LU			PI
	2.4				Ho			LU			
	2.5				Ho		ED	LU			
3. Transportation						CF	ED	LU	Tr	PR	PI
	3.1					CF	ED	LU	Tr	PR	PI
4. Environment			NR			CF		LU		PR	
	4.1		NR								
	4.2		NR			CF					
	4.3					CF		LU		PR	
	4.4		NR			CF					
	4.5		NR					LU			

Goal Number	Strategy Number	Cultural Resources	Natural Resources	Population	Housing	Community Facilities	Economic Development	Land Use	Transportation	Parks + Recreation	Priority Investment
5. Tourism		● CR		● Po			● ED				
	5.1	● CR					● ED				
	5.2	●					● ED				
	5.3	●		● Po			● ED				

# Infrastructure & The Elements

Goal Number	Strategy Number	Cultural Resources	Natural Resources	Population	Housing	Community Facilities	Economic Development	Land Use	Transportation	Parks + Recreation	Priority Investment
1. Transportation (Land)		CR					ED	LU	Tr	PR	PI
	1.1	CR							Tr		PI
	1.2								Tr		
	1.3								Tr	PR	
	1.4								Tr		PI
	1.5								Tr		PI
	1.6							LU	Tr		
	1.7								Tr		
	1.8						ED		Tr		
	1.9								Tr	PR	
	1.10								Tr	PR	
2. Transportation (Air)		CR				CF	ED	LU	Tr		
	2.1						ED		Tr		
	2.2	CR						LU	Tr		
	2.3						ED		Tr		
	2.4					CF			Tr		
3. Resilience			NR			CF					PI
	3.1		NR								
	3.2		NR			CF					
	3.3		NR			CF					PI

Goal Number	Strategy Number	Cultural Resources	Natural Resources	Population	Housing	Community Facilities	Economic Development	Land Use	Transportation	Parks + Recreation	Priority Investment
<b>4. Utilities</b>			NR			CF					PI
	4.1		NR			CF					
	4.2		NR			CF					
	4.3		NR			CF					
	4.4					CF					
	4.5					CF					
	4.6		NR			CF					PI
<b>5. Public Services</b>			NR	Po		CF		LU	Tr	PR	PI
	5.1			Po		CF					
	5.2					CF				PR	
	5.3					CF					
	5.4					CF		LU		PR	
	5.5					CF					
	5.6		NR			CF					
	5.7					CF					
	5.8					CF					
	5.9					CF					
	5.10					CF					PI
	5.11					CF			Tr		PI



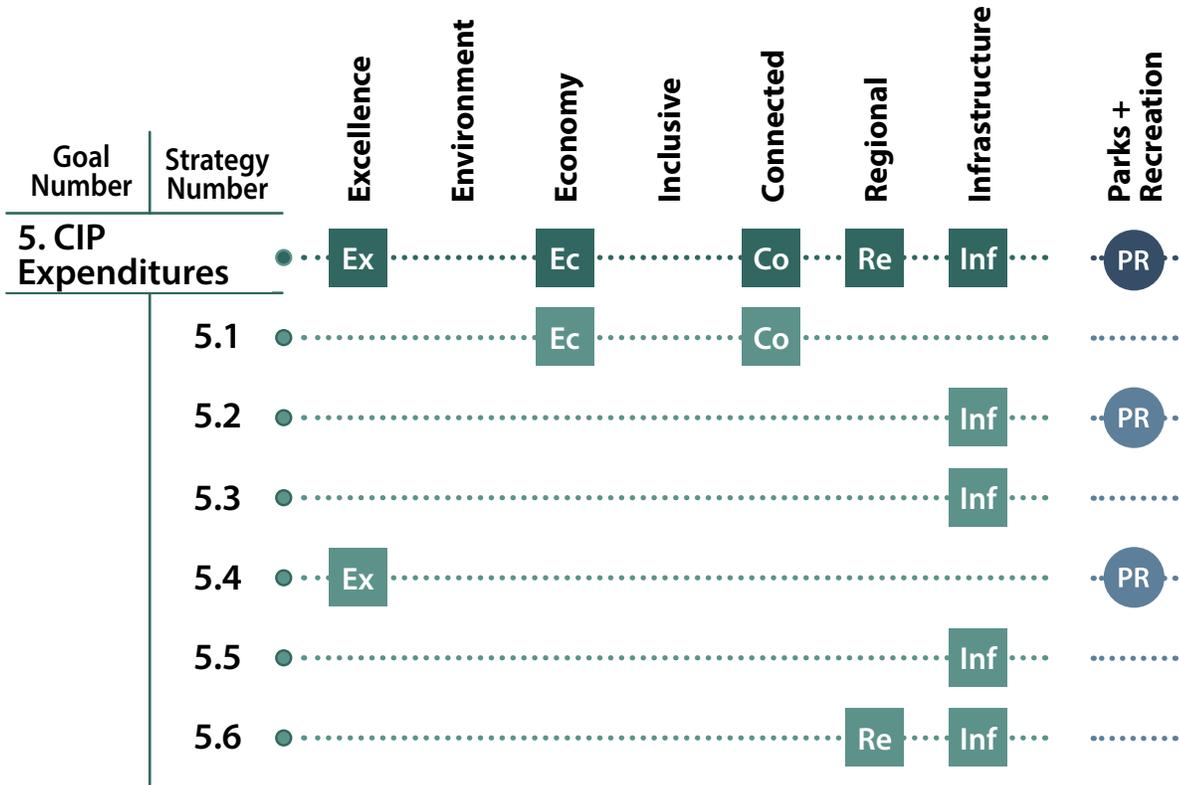
## Parks + Recreation & Our Plan

Goal Number	Strategy Number	Excellence	Environment	Economy	Inclusive	Connected	Regional	Infrastructure	Priority Investment
<b>1. Community Value</b>		● Ex	● En	● Ec	● Inc	● Co	● Re	● Inf	● PI
	1.1			● Ec	● Inc	● Co	● Re	● Inf	
	1.2	● Ex		● Ec	● Inc	● Co			● PI
	1.3		● En	● Ec					
	1.4	● Ex			● Inc			● Inf	● PI
<b>2. Best-in-Class</b>		● Ex			● Inc				● PI
	2.1	● Ex							● PI
	2.2	● Ex			● Inc				● PI
	2.3	● Ex							● PI
<b>3. Programming</b>			● En		● Inc	● Co		● Inf	
	3.1		● En		● Inc				
	3.2		● En		● Inc	● Co		● Inf	
<b>4. Water</b>					● Inc			● Inf	● PI
	4.1				● Inc				
	4.2				● Inc				
	4.3							● Inf	● PI

Goal Number	Strategy Number	Excellence	Environment	Economy	Inclusive	Connected	Regional	Infrastructure	Priority Investment
<b>5. Pathways</b>								Inf	
	5.1							Inf	
	5.2							Inf	
<b>6. Sports</b>		Ex		Ec	Inc			Inf	PI
	6.1	Ex		Ec	Inc			Inf	PI
<b>7. Funding</b>									PI
	7.1								PI
	7.2								PI
<b>8. Accessibility</b>					Inc	Co		Inf	PI
	8.1				Inc	Co			
	8.2							Inf	PI
	8.3				Inc	Co			

## Priority Investment & Our Plan

Goal Number	Strategy Number	Excellence	Environment	Economy	Inclusive	Connected	Regional	Infrastructure	Parks + Recreation
1. CIP Process		Ex	En	Ec	Inc	Co	Re	Inf	
	1.1			Ec	Inc	Co		Inf	
	1.2	Ex	En	Ec	Inc	Co	Re	Inf	
2. Collaboration		Ex				Co	Re	Inf	
	2.1					Co	Re		
	2.2						Re	Inf	
3. Growth; Resilience		Ex	En	Ec	Inc	Co	Re	Inf	PR
	3.1	Ex	En	Ec	Inc	Co	Re	Inf	PR
	3.2	Ex						Inf	
	3.3		En	Ec					
	3.4								
4. CIP Revenue		Ex					Re	Inf	
	4.1						Re	Inf	
	4.2							Inf	
	4.3							Inf	
	4.4	Ex							



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HILTON HEAD ISLAND – OUR FUTURE  
**VISION AND STRATEGIC ACTION PLAN**

Hilton Head Island, South Carolina, USA

15 February 2018



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Town of Hilton Head Island

# **PARKS AND RECREATION MASTER PLAN**

## **PART 1: Budget, Staffing, Maintenance, Needs Assessment, and Gap Analysis**

Prepared By: Lose Design

Adopted  
Month Day, 2020



2020



