



# **TOWN OF HILTON HEAD ISLAND STRATEGIC ACTION PLAN FISCAL YEARS 2026 - 2028**

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# Acknowledgments

Community members and leaders of the Town of Hilton Head Island already have much to be proud of within the community. Your forward-looking approach to creating a destination for discerning residents, investors, and visitors has created a brand that's recognized around the world and is synonymous with a high quality of life, unmatched vistas and ecological assets, and a strongly connected community.

The community as a whole embraces the successes of the past several decades. Your investment in time, expertise, and effort in this planning process and the ensuing work toward implementation will help ensure that you continue to build on this success.

## Town Council

As they prepared for and participated in plan development, the Mayor and Town Council gave generously of their time and insight – showing the true nature of their servant-leader approach toward governance. The process not only yielded a set of actionable strategies, it reinforced bonds of decorum and productivity necessary to lead the Town into its next chapter.

## Town Staff

The Town Manager and the senior staff team served as a critical resource to the planning effort, ensuring that the end product aligns strongly with the intent of the Town leadership, the capacity of Town staff to execute the plan, and the spirit of Island residents and stakeholders. Their continued dedication to plan execution will help reinforce the quality-of-life expectations celebrated by Hilton Head Island's community.

## Special Thanks

Special thanks are owed to the Municipal Association of South Carolina, and specifically to Charlie Barrineau for his contributions to this effort. Additionally, thanks are due to Beaufort County TV for providing video coverage and accessibility to the decision-making process to all residents of Hilton Head Island and the County.

Facilitation services were provided by MRB Group, a local government services and place making firm, with offices in Charleston and Columbia, South Carolina. MRB Group is proud to support Town leadership and the residents of Hilton Head Island in advancement of the community vision for sustained success.



Municipal Association  
of South Carolina



**MRB**  
Group







# A Word from the Mayor



As a Town, it is essential that we move in the right direction to enhance our quality of life.

In February, the Town Council, Town staff, and other critical partners convened for a two-day strategic planning session to set the agenda for Town government in the years ahead. After an additional workshop held in June, we emerged with a list of 10 priority goals around which we are building action plans and formulating strategies. This Strategic Action Plan represents our work to promote safe and healthy neighborhoods that foster a strong sense of community and facilitate a thriving business climate. It also reflects our desire to achieve operational excellence in Town government, from the day-to-day services we provide for our residents to fiscal responsibility.

As we move this plan forward, we hope it will be the foundation for us to engage with our constituents and build a connected community with properly maintained infrastructure, facilities, parks, and pathways. Our Town Council and Town Staff are committed to addressing our challenges and delivering quality municipal services to our residents, but we always need your support.

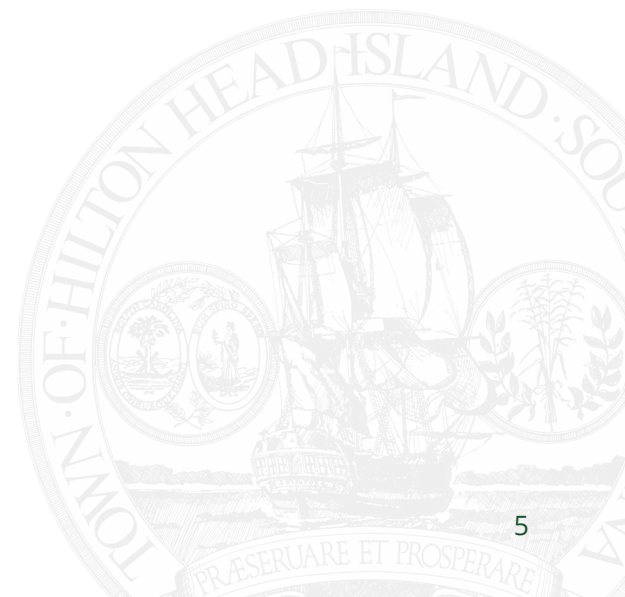
We are proud of this Strategic Action Plan and the breadth of projects that will enhance the quality of life for our residents, now and into the future. We encourage you to stay engaged with us and follow the progress of our priorities.

Thank you for allowing us the opportunity to serve you.

A handwritten signature in black ink that reads "Alan Perry". The signature is written in a cursive, flowing style.

**Alan Perry**  
**Mayor**

Town of Hilton Head Island





# Town Council



**Alan Perry**  
Mayor



**Alex Brown**  
Mayor Pro Tempore  
Ward 1



**Patsy Brison**  
Ward 2



**Steve DeSimone**  
Ward 3



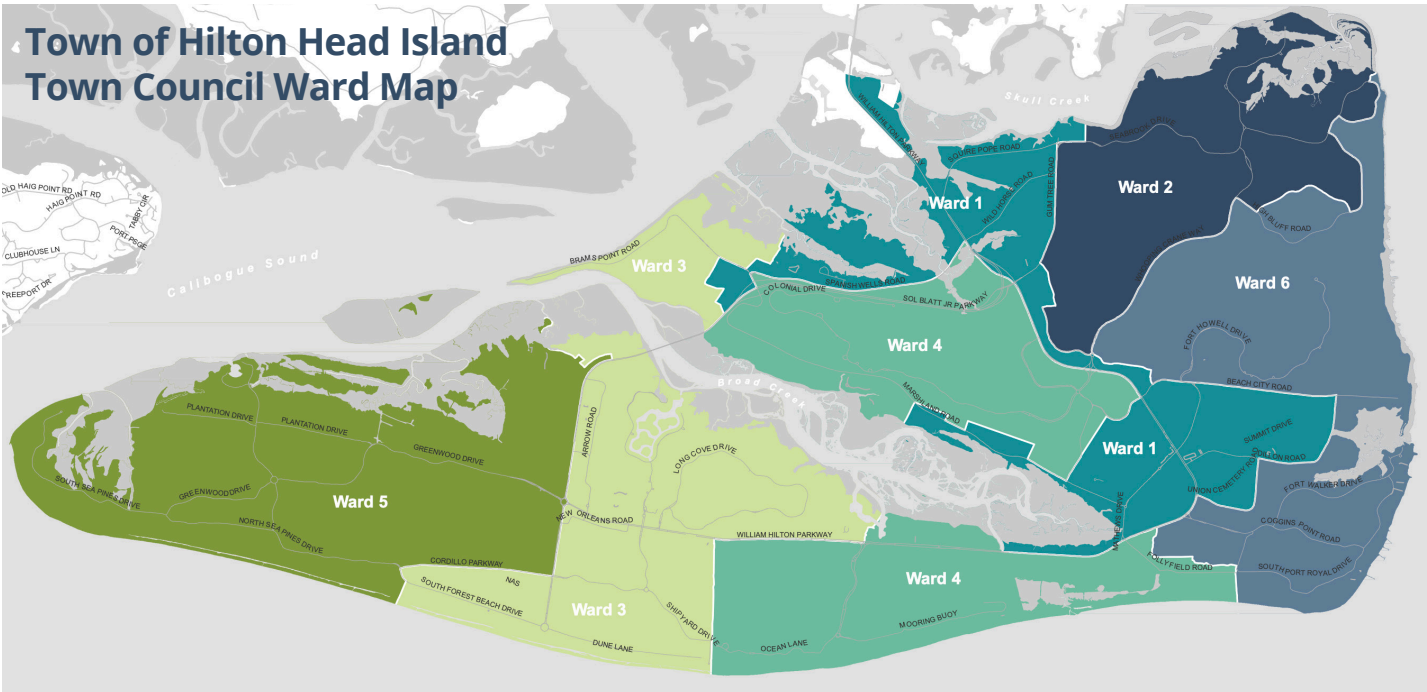
**Tamara Becker**  
Ward 4



**Steve Alfred**  
Ward 5



**Melinda Tunner**  
Ward 6









# A Word from the Town Manager



It is my pleasure to present the Town of Hilton Head Island's Strategic Action Plan for Fiscal Year 2026 through Fiscal Year 2028. This three-year guide is a unified vision crafted by Town Council, staff, and our community to preserve what makes Hilton Head Island exceptional while advancing our shared goals for the future.

I want to begin by expressing my deepest gratitude to the Town Council for their leadership and unwavering guidance, and to community members for their trust and continued engagement. A sincere thank you is also owed to the senior staff and Town employees whose dedication and commitment to public service make this work possible. I would especially like to recognize Assistant Town Manager Shawn Colin for his exceptional work in strengthening and refining this plan and for clearly communicating the goals, strategies, and actions you will find in the pages that follow.

This Strategic Action Plan outlines our priorities in managing growth, major corridors and infrastructure, resilience, environmental sustainability, housing, economic development, the protection of Gullah Geechee culture, public safety, and parks and recreation. It builds directly upon our comprehensive plan, Our Plan, and reinforces our mission to sustain and improve the quality of life for all who live, work, and visit here.

Importantly, this plan will serve as a companion to our annual consolidated budget, providing the framework for aligning resources, setting priorities, and delivering measurable outcomes. Together, these tools ensure that we remain focused, responsive, and accountable.

While I believe we have achieved a great deal in a relatively short time, our real work is just beginning. The momentum we have built must now carry us through the hard, necessary, and strategic work ahead. This plan sets the course and we will deliver on it with discipline, integrity, and a long-term commitment to excellence.

Thank you for the opportunity to serve. It is an honor to lead this organization and to work alongside so many dedicated individuals in service to our community.

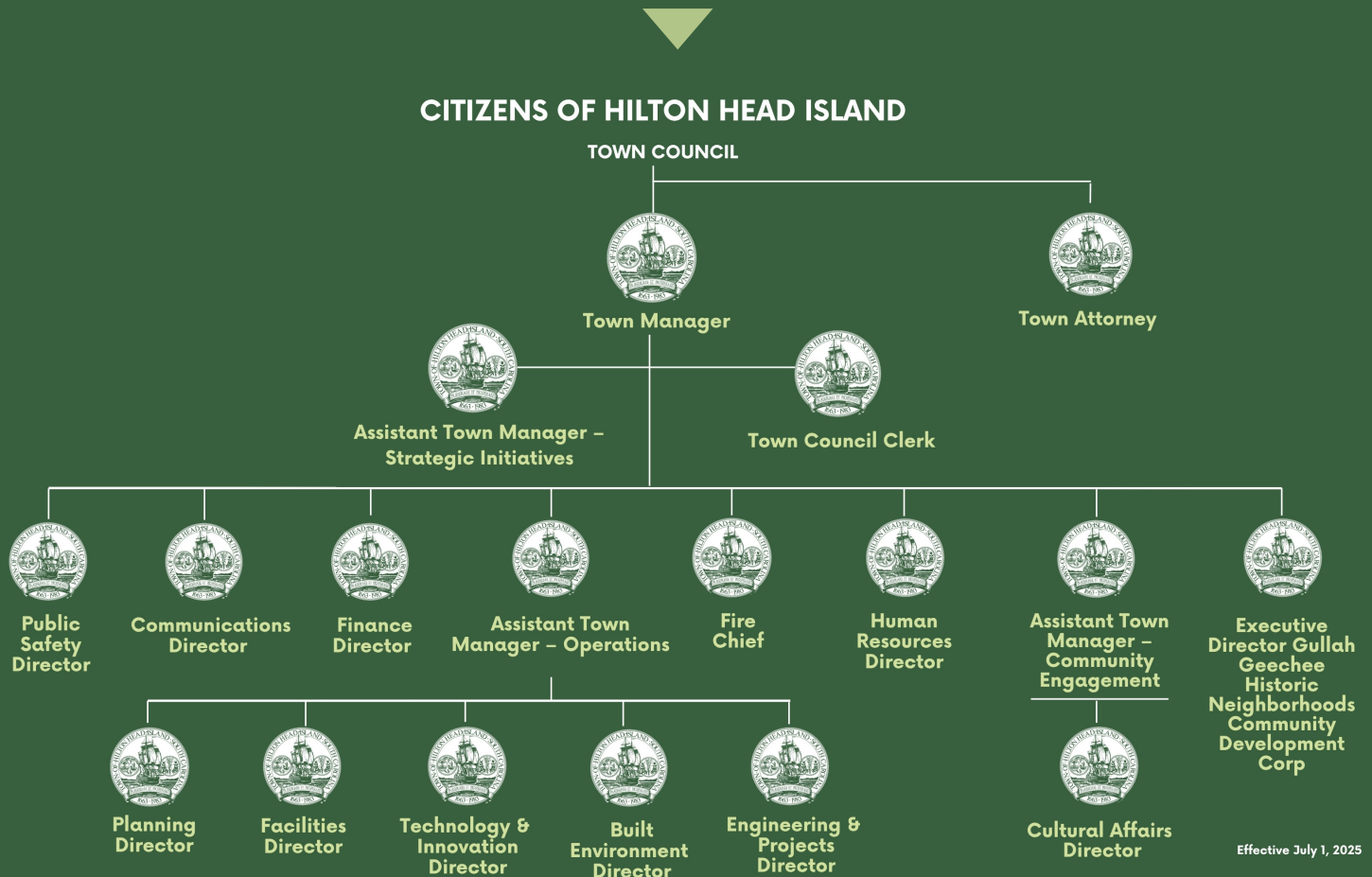
With appreciation,

*Marc Orlando*

**Marc Orlando, ICMA-CM**  
**Town Manager**  
Town of Hilton Head Island



# Town of Hilton Head Island Organization Chart





# Introduction & Executive Summary

Great places are the result of deliberate, cumulative choices, not by chance. This guiding belief shaped the Town of Hilton Head Island's strategic planning efforts from the very beginning.



**Celebrated for its natural beauty, cultural richness, and distinctive Island character, Hilton Head Island** has long embraced **intentional, vision-led growth**. The Town's early leaders established a **thoughtful framework for development** - one that prioritized **quality of life, stewardship of natural resources, and a strong sense of place**. That foundation helped transform the Island into the **thriving, vibrant community** it is today.

During the past four decades, Hilton Head Island has experienced **rapid growth**, much of it **consistent with the original vision**. Today, the Island stands at a **pivotal crossroads**. The very qualities that have long defined and attracted people to Hilton Head Island - its

**livability, charm, and opportunity** - are now challenged by **increasing development pressures, changing demographics, and environmental and economic forces**.

In response, the Town has recognized the need to **reaffirm its vision, mission and core values**, based on the Town's **Comprehensive Plan** and to **realign its strategic direction**. This Strategic Action Plan renews the community's commitment to **intentional planning** and outlines **clear goals, strategies, and actions** to guide the Island's next chapter. It is a **road map for preserving what makes Hilton Head Island exceptional** while **positioning the Town to thrive in a dynamic and evolving future**.



# Town of Hilton Head Island Vision & Mission

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

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

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



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.

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

of the goals identified within Our Plan, it is necessary to develop an effective Strategic Action Plan that will clearly engage and communicate to both internal and external stakeholders.

# Core Values

The Town of Hilton Head Island's Comprehensive Plan, Our Plan, established a set of Core Values that define the character of the community, shape its culture, and inform how it responds to opportunities and challenges over time. These Core Values reflect what the community holds most important and serve as the foundation to guide behavior, decision-making, strategic planning and day-to-day interactions among residents, visitors, local government, and other organizations.

The Town's Strategic Action Plan builds upon this foundation by identifying strategic goals that align with and are rooted in these Core Values. These goals provide clear direction for implementation and decision-making across Town operations and initiatives.

To ensure that these goals are actionable and measurable, the Strategic Action Plan is organized around a structured framework. This framework defines the purpose of the plan, articulates the strategic goals, outlines the strategies to achieve them, identifies specific action items, and establishes key performance indicators (KPIs) to track progress and ensure accountability.

The Core Values from the Town's Comprehensive Plan: Our Plan 2020 are as follows:









# Purpose of the Strategic Action Plan

The Town of Hilton Head Island Town Council Strategic Action Plan serves as a foundational document that charts the course for the Town's future. It is a forward-thinking, community-informed guide that aligns the vision, mission, core values, and priorities of the Town Council with the needs and aspirations of the Island's residents, businesses, and stakeholders. By identifying goals, strategies and action items, and establishing measurable key performance indicators, the plan enables effective governance, responsible stewardship of resources, and long-term resilience for Hilton Head Island to facilitate the following:









# Defining Goals, Strategies, Action Items & Key Performance Indicators

The pages that follow present the foundation of the Town of Hilton Head Island's Strategic Action Plan. Organized around the ten priority goals identified by Town Council, this section outlines a focused path to achieving the community's vision through targeted investments, programs, and policies.

Each goal area includes the following components to promote clarity, alignment, and accountability:

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## Goal Statement

These statements articulate an end result or outcome and provide a clear expression of the community's vision as it relates to a specific area of importance.

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## Strategy Statement

These narrative descriptions provide a high-level approach for how we will achieve each goal, explain how the Town will pursue its objectives, and describe what success will look like when fully realized.


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## Action Items



These are specific, actionable steps the Town will take to advance each strategy. Action items are intended to move the vision from planning into execution. They reflect work that can be implemented through Town policies, programs, operations, or capital projects.

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## Prioritization

Each action item is labeled with a visual timing indicator using check marks  to signify when the action is scheduled to begin and/or be completed during the three-year planning horizon as follows:

-    Year 1 (FY2026)
-    Years 1–2 (FY2026–FY2027)
-    Years 1–3 (FY2026–FY2028)

For example, an item marked with one  is prioritized for that Fiscal Year, while an item with more than one  will span multiple years.

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## Key Performance Indicators

A Key Performance Indicator (KPI) is a measurable value used to track progress toward achieving a strategic goal by evaluating the effectiveness of strategies and the implementation of specific action items. KPIs provide quantifiable evidence of success, accountability, and areas for improvement in delivering outcomes that align with the Town's vision, priorities, and service to the community.

This approach allows Town Council, Town leadership, and staff to track implementation progress and maintain a balanced approach to workload and financial planning. It also ensures that the Town responds to present-day needs while planning proactively for future growth, development, and preservation of quality of life.

Together, the goals, strategies, and action items should serve as a road map for creating annual work plans, allocating resources, and making decisions that reflect the Town's values and long-term vision. Future policy, programmatic, and capital investment decisions should be measured against both the vision of the Town's Comprehensive Plan and the specific direction provided in this Strategic Action Plan.

# Strategic Action Plan Goals



## 1. Protect Island Character Through Managing Growth

Preserve Hilton Head Island's unique environmental, cultural, and community character through thoughtful and intentional management of growth. Align land use policies, regulatory tools, community design standards, and preservation strategies to guide future development — ensuring it reflects the values and expectations of the Island's residents while enhancing long-term quality of life.



## 2. Invest in Stormwater Management Infrastructure

Protect the Island's environmental quality, community resilience, and public safety by upgrading and maintaining a high-performing, Island-wide stormwater system that adapts to changing conditions, leverages regional coordination, and aligns with Town priorities.



## 3. Enhance Major Corridors and Streets

Enhance major corridors and streets to improve safety, mobility, aesthetics, and overall quality of life for residents, businesses, and visitors. Address critical infrastructure needs, improve quality of life, and support economic vitality by investing in coordinated improvements to Hilton Head Island's corridors and transportation network.



## 4. Enhance Public Safety Readiness and Facilities

Ensure a comprehensive, modern, and community-driven public safety system for Hilton Head Island that proactively addresses emergency response, code enforcement, public space management, and law enforcement needs.



## 5. Support Economic Development and Business Recruitment and Retention

Foster a thriving economy recruiting high-quality jobs, retaining local businesses, supporting entrepreneurship and small businesses, and enhancing tourism and cultural assets. Align investments and partnerships to strengthen economic resilience and sustain the Island's unique character and community vibrancy.



## 6. Reinforce Island Resilience

Reinforce Hilton Head Island's environmental, economic, and community resilience to prepare for and recover from future shocks and stressors, including weather events, environmental pressures, and natural disasters.



## 7. Preserve, Protect, and Celebrate Gullah Geechee Culture and Heritage

Preserve, protect, and celebrate the cultural heritage, historic neighborhoods, and contributions of the Gullah Geechee community through intentional policy development, targeted investment, intergovernmental collaboration, and community-driven planning and implementation.



## 8. Advance Workforce Housing Opportunities

Enhance workforce housing opportunities through a balanced and long-term approach that supports economic vitality and community well-being.



## 9. Protect and Enhance Environmental Sustainability

Protect and enhance Hilton Head Island's natural environment through resilient, responsible, and innovative practices that preserve our unique ecosystem and ensure long-term sustainability for future generations.



## 10. Enhance Community Well-being Through Implementation of the Parks and Recreation Master Plan and Program Enhancements

Enhance the Town's park system, program, and recreational amenities to promote health, connectivity, environmental sustainability, and a high quality of life for all Hilton Head Island residents and visitors, through a community-driven, resilient, and environmentally responsible approach.

Our Plan

GUIDES

Strategic  
Action  
Plan

INFLUENCES

Annual  
Consolidated  
Budget

EMPOWERS

Strategic  
Management









# **Strategic Action Plan Goals, Strategies, Action Items & Key Performance Indicators**





## GOAL #1

# Protect Island Character Through Managing Growth

Preserve Hilton Head Island's unique environmental, cultural, and community character through thoughtful and intentional management of growth. Align land use policies, regulatory tools, community design standards, and preservation strategies to guide future development — ensuring it reflects the values and expectations of the Island's residents while enhancing long-term quality of life.

## Strategy

Advance a coordinated, long-term approach to managing growth by implementing a comprehensive growth management framework. This strategy will align land use regulations, planning tools, land acquisition efforts, and capital improvement program investments to preserve Hilton Head Island's distinctive identity - while supporting sustainable development and protecting the Island's natural and cultural resources.

## Action Items

		FY26	FY27	FY28
1.1	Assess adoption of a moratorium limited in time and limited to the following uses: <ul style="list-style-type: none"> <li>• Timeshares/Interval Occupancy</li> <li>• Short-term Rentals</li> <li>• Major Subdivisions</li> </ul>			
1.2	Update the Land Use Element of the Comprehensive Plan to address development trends, community values, and strategic growth priorities by incorporating the following: <ul style="list-style-type: none"> <li>• A Growth Framework Map to guide where and how development should occur</li> <li>• A Future Land Use Map to guide zoning and infrastructure investments</li> <li>• A Greenprint Map to guide preservation of open space, protect natural resources, and balance environmental conservation with development needs</li> </ul>			
1.3	Adopt District Plans as an Amendment to the Comprehensive Plan for the following districts: <ul style="list-style-type: none"> <li>• Skull Creek District</li> <li>• Main Street District</li> <li>• Mid-Island District</li> <li>• Parkway Arts District</li> <li>• Marshes District</li> <li>• Bridge to Beach District</li> <li>• Chaplin District</li> <li>• Forest Beach District</li> </ul>			
1.4	Update the Land Acquisition Manual to align with the Comprehensive Plan and provide more descriptive title to the manual and elements			
1.5	Update the Design Guide and align with the updated Land Management Ordinance (LMO)			
1.6	Update the Land Management Ordinance (LMO) to align with District Plans and Comprehensive Plan			



## GOAL #1

# Protect Island Character Through Managing Growth

## Action Items

		FY26	FY27	FY28
1.7	Update Town Municipal Code to address the following: <ul style="list-style-type: none"> <li>• Beach Parking</li> <li>• Beach Park Rules</li> <li>• Park Rules</li> <li>• Short-Term Rental Rules</li> <li>• Administrative Citations</li> <li>• Fireworks</li> <li>• Noise</li> <li>• Special Events</li> <li>• Abandoned Boats</li> <li>• Refuse and Recycling</li> </ul>			
1.8	Advance Land Acquisitions to support Comprehensive Plan and Strategic Action Plan objectives			
1.9	Collaborate with Beaufort County, regional agencies, and state partners to protect and manage growth			
1.10	Complete the five-year review of the Town's Comprehensive Plan			
1.11	Enhance coordination among Town Staff and Town Council Board, Commission, and Committee appointments to improve efficiency, consistency, and quality assurance of the Development Plan Review Program			

## Key Performance Indicators

- ☐ Adoption of the Comprehensive Plan Amendments
- ☐ Adoption of the District Plans
- ☐ Adoption of the Land Management Ordinance
- ☐ Adoption of Town Municipal Code Amendments
- ☐ Number of acres acquired, peak hour trips reduced, and development units reduced annually, that support Comprehensive Plan priorities (e.g., open space, parks, housing, resilience, transportation, or public facilities)
- ☐ Percentage of applicable Town staff and appointed board members who completed annual training related to development review, land use, and design standards
- ☐ Percentage of applications reviewed within the defined target customer service time frame
- ☐ Survey-based satisfaction rating (e.g., % of residents who agree that new development reflects Hilton Head Island's character)





## GOAL #2

# Invest in Stormwater Management Infrastructure

Protect the Island's environmental quality, community resilience, and public safety by upgrading and maintaining a high-performing, Island-wide stormwater system that adapts to changing conditions, leverages regional coordination, and aligns with Town priorities.

## Strategy

Modernize stormwater infrastructure through capital investments, strategic program evaluation, funding partnerships, and improved system management. Ensure the Stormwater Utility (SWU) Program is sustainable, fair, and effective in mitigating flood risk, enhancing water quality, and supporting resilient growth.

## Action Items

		FY26	FY27	FY28
2.1	Conduct a comprehensive Stormwater Utility Program assessment of Town, County, State and private systems infrastructure to improve operations, system management, and storm preparedness and recovery			
2.2	Prioritize capital project investment in stormwater infrastructure			
2.3	Prepare an Island-wide Stormwater Master Plan			
2.4	Assess the SWU reserves, revenues and stormwater utility rate and revenue model to support Town funding priorities			
2.5	Develop a funding strategy with local, regional, state, and federal agencies			



## GOAL #2

# Invest in Stormwater Management Infrastructure

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## Key Performance Indicators

- ☐ Number and total value of stormwater capital projects implemented annually
- ☐ Completion of Stormwater Utility (SWU) program assessment and prioritization framework
- ☐ Completion of updated SWU rate model adopted and aligned with capital needs
- ☐ Amount of external funding secured from federal, state, or regional sources
- ☐ Frequency and coverage of stormwater system inspections and maintenance
- ☐ Reduction in flood events or drainage complaints in targeted areas







## GOAL #3

# Enhance Major Corridors and Streets

Enhance major corridors and streets to improve safety, mobility, aesthetics, and overall quality of life for residents, businesses, and visitors. Address critical infrastructure needs, improve quality of life, and support economic vitality by investing in coordinated improvements to Hilton Head Island's corridors and transportation network.

## Strategy

Develop and implement a coordinated corridor improvement framework that guides investment and enhances safety, mobility, and aesthetics. This strategy will integrate community input, environmental resilience, and smart infrastructure to create safe, vibrant, accessible, and connected corridors throughout the Island.

## Action Items

		FY26	FY27	FY28
3.1	Adopt the Major Thoroughfares Corridor Plan to establish a unified, long-term vision that promotes context-sensitive design and complete streets principles, ensuring safe, accessible, and multimodal transportation while preserving the unique character and environmental quality of the Island's key corridors			
3.2	Advance the William Hilton Parkway Gateway Corridor, with a focus within Town limits, through intergovernmental collaboration that prioritizes safety, mobility, aesthetics, and the preservation of the Stoney Historic Neighborhood in alignment with the Town's core values			
3.3	Align the Town's Capital Improvements Program to reflect the phased implementation of the Major Thoroughfares Corridor Plan, and other primary and secondary corridors, and provide cost estimates, funding strategies through state and regional partners, South Carolina Department of Transportation (SCDOT), Lowcountry Area Transportation Study, Beaufort County, etc. Priority projects include: Sea Pines Circle, Gum Tree Road, William Hilton Parkway – Chaplin Historic Neighborhood, Main Street, and other corridors			



## GOAL #3

# Enhance Major Corridors and Streets

## Action Items

		FY26	FY27	FY28
3.4	Assess public and private right-of-way ownership and coordinate with Beaufort County, SCDOT, and private property owners to consider jurisdictional transfers of priority corridors where appropriate			
3.5	Prepare a feasibility study and cost-benefit analysis of the Island trolley and beach shuttle system			

## Key Performance Indicators

- ☐ Adoption of the Major Thoroughfares Corridor Plan and alignment with CIP and budget processes
- ☐ Miles of corridors improved
- ☐ Number of corridor beautification projects completed annually
- ☐ Level of intergovernmental investment in corridor projects
- ☐ Completion of feasibility study and cost-benefit analysis of the Island's trolley and beach shuttle system
- ☐ Resident and business owner satisfaction with safety, aesthetics, and mobility in key corridors







## GOAL #4

# Enhance Public Safety Readiness and Facilities

Ensure a comprehensive, modern, and community-driven public safety system for Hilton Head Island that proactively addresses emergency response, code enforcement, public space management, and law enforcement needs.

## Strategy

Conduct a comprehensive evaluation and integration of all public safety-related programs and assets, aligned with best practices, community expectations, and future growth. Use this data to determine service gaps, optimize resources, and explore the feasibility and implications of providing comprehensive public safety services.

## Action Items

		FY26	FY27	FY28
4.1	Conduct a feasibility study and subsequent cost-benefit analysis for providing comprehensive public safety services			
4.2	Prepare a facility plan to design and develop a new Fire Rescue Headquarters, Emergency Operations Center, and Dispatch Center, addressing space, technology, and funding needs			
4.3	Expand proactive public safety enforcement in neighborhoods, commercial corridors, and resort areas			
4.4	Strengthen storm and hurricane readiness			
4.5	Develop and implement a comprehensive beach safety system for Hilton Head Island, emphasizing enhanced signage, lifeguard stations, warning systems, and public education			



## GOAL #4

# Enhance Public Safety Readiness and Facilities

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## Key Performance Indicators

- ☐ Completion of comprehensive Public Safety Services Feasibility Study
- ☐ Beaufort County Sheriff's Office data including trends, service levels and response
- ☐ Number of proactive code enforcement inspections per month
- ☐ Code violation compliance and resolution rate
- ☐ Response time to public complaints and violations
- ☐ Insurance Services Office community risk rating and change over time
- ☐ Emergency Operations Center (EOC) readiness rating
- ☐ Fire Rescue response times and staffing coverage benchmarks
- ☐ Beach-related emergency incident response times
- ☐ Customer satisfaction rating for beach operations and parking systems







## GOAL #5

# Support Economic Development and Business Recruitment and Retention

Foster a thriving economy recruiting high-quality jobs, retaining local businesses, supporting entrepreneurship and small businesses, and supporting tourism and cultural assets. Align investments and partnerships to strengthen economic resilience and sustain the Island's unique character and community vibrancy.

## Strategy

Implement a coordinated economic development strategy that supports the local and regional economy, leverages local assets, supports tourism and hospitality infrastructure, supports the workforce, promotes business participation, and maximizes public-private and intergovernmental investment to catalyze job retention, creation and sustainable growth.

## Action Items

		FY26	FY27	FY28
5.1	Improve South Carolina Accommodations Tax Grant Awards Application Process			
5.2	Improve Affiliate Agency Awards Application Process			
5.3	Establish a South Carolina Arts Commission designated Cultural District and explore grant and marketing opportunities			
5.4	Establish updated Destination Marketing Organization Contract and Marketing Plan			
5.5	Support a local business utilization program that expands access to procurement opportunities for Hilton Head Island-based businesses, including small and minority-owned businesses, to foster a competitive and robust local economy			
5.6	Support Town-sponsored signature community events including sporting events, recurring festivals, concerts, and heritage events that support small businesses and attract visitors			



## GOAL #5

# Support Economic Development and Business Recruitment and Retention

## Action Items

		FY26	FY27	FY28
5.7	Expand and diversify business sector recruitment and retention including healthcare, technology and other primary job sectors			
5.8	Identify corridors, commercial nodes, and sites including privately-owned and eligible Town-owned parcels for targeted investments			

## Key Performance Indicators

- ☐ Number of new businesses and jobs created in healthcare, technology, cultural, and other applicable primary job sectors
- ☐ Growth in local business utilization program
- ☐ Yearly number of new businesses, retained businesses, and total businesses
- ☐ Percentage of local businesses retained and operating in the Town that remain active year-over-year
- ☐ Visitor spending and engagement
- ☐ Town-owned parcels activated for economic use
- ☐ Economic return from Town signature events such as:
  1. RBC Heritage
  2. Crescendo
  3. Lantern Parade
  4. Hilton Head Island Jam Songwriter Festival
  5. Concours d'Elegance
- ☐ South Carolina Arts Commission designated Cultural District established
- ☐ Annual student population in public and private schools, including higher education facilities such as Technical College of the Lowcountry and University of South Carolina - Beaufort





## GOAL #6

# Reinforce Island Resilience

Reinforce Hilton Head Island's environmental, economic, and community resilience to prepare for and recover from future shocks and stressors, including weather events, environmental pressures, and natural disasters.

## Strategy

Implement an integrated resilience framework that protects the Island's natural resources, infrastructure, and community wellbeing by leveraging public investment, regulatory tools, operational enhancements, and regional partnerships.

## Action Items

		FY26	FY27	FY28
6.1	Adopt the Resilience Plan as the Island's guiding document			
6.2	Ensure long-term sustainability, funding, and operational readiness for periodic beach renourishment efforts, as well as disaster recovery operations, including alternative methods to offshore sand borrow sites, that protect public assets, natural resources, and quality of life for residents, while preserving the economic value of the shoreline			
6.3	Maintain and improve Community Rating System (CRS) rating through updated floodplain management to include communication of flood risk and insurance savings to residents and businesses			
6.4	Align the Town Municipal Code, including building and flood code provisions, and Land Management Ordinance (LMO) to reflect resilience objectives including setbacks, flood risk reduction, abandoned boat removal, and tree protection			
6.5	Align the Town's Capital Improvements Program (CIP) with resilience scoring criteria that prioritizes capital projects that improve stormwater systems, transportation, and public facilities with resilient design standards			



## GOAL #6

# Reinforce Island Resilience

## Key Performance Indicators

- ☐ Adopt the Resilience Plan
- ☐ Resilience scoring system adopted for CIP prioritization by FY2028
- ☐ Number of viable alternative sand sources identified and available for permitting
- ☐ Total capital investment directed to stormwater, transportation, and public facility projects with resilience features
- ☐ Number of updated ordinances adopted supporting resilience (e.g., flood risk, setbacks, tree protection, abandoned vessels)
- ☐ CRS class rating maintained or improved annually
- ☐ Number of public outreach activities completed annually on flood risk and mitigation







## GOAL #7

# Preserve, Protect, and Celebrate Gullah Geechee Culture and Heritage

Preserve, protect, and celebrate the cultural heritage, historic neighborhoods, and contributions of the Gullah Geechee community through intentional policy development, targeted investment, intergovernmental collaboration, and community-driven planning and implementation.

## Strategy

Implement a coordinated, community-led approach to safeguard the cultural and heritage identity and improve the quality of life in Gullah Geechee Historic Neighborhoods through planning, capital investment, policy reforms, and strategic partnerships to include local, state, and federal agencies.

## Action Items

		FY26	FY27	FY28
7.1	Facilitate the work of the Gullah Geechee Land and Cultural Preservation Task Force to prioritize implementation of land use tools and zoning strategies that preserve community character			
7.2	Align the Gullah Geechee Land and Cultural Preservation Task Force with the Gullah Geechee Historic Neighborhoods Community Development Corporation to ensure a unified vision, coordination, and delivery of community priorities			
7.3	Establish a Muddy Creek Neighborhood Stabilization Plan combining zoning policy updates and public infrastructure improvements			
7.4	Prepare a relocation and mitigation agreement to preserve the St. James Baptist Church and Cherry Hill School			
7.5	Support the Gullah Geechee Historic Neighborhoods Community Development Corporation Strategic Plan to implement neighborhood revitalization, land retention, and business incubation strategies in alignment with the Town's programs and in coordination with the Housing Committee where appropriate			



## GOAL #7

# Preserve, Protect, and Celebrate Gullah Geechee Culture and Heritage

## Action Items

		FY26	FY27	FY28
7.6	Prioritize public infrastructure investments (roads, parks, stormwater drainage, fire hydrants, water/sewer, sidewalks, and other utilities) in Gullah Geechee Historic Neighborhoods through the Town's Capital Improvements Program (CIP)			
7.7	Facilitate the creation of a stable funding model and support long-term organizational sustainability of the Gullah Geechee Historic Neighborhoods Community Development Corporation			
7.8	Establish a Cultural Asset Mapping Landmark Recognition Program that identifies historic resources, community landmarks, Gullah-owned businesses, archaeological, and heritage sites			

## Key Performance Indicators

- ☐ Completion of action items from the Gullah Geechee Task Force Work Plan
- ☐ Completion of action items from the Gullah Geechee Historic Neighborhoods Community Development Corporation Strategic Plan
- ☐ Completion of the relocation and mitigation of the St. James Baptist Church and Cherry Hill School
- ☐ Adoption of Muddy Creek Neighborhood Stabilization Plan
- ☐ Completion of items from the Muddy Creek Neighborhood Stabilization Plan
- ☐ Completion of public infrastructure investments in the Gullah Geechee Historic Neighborhoods
- ☐ Improved access to historic resources and landmarks including Gullah Geechee historic cemeteries
- ☐ Community satisfaction and engagement measured through neighborhood feedback and participation in planning initiatives





## GOAL #8

# Advance Workforce Housing Opportunities

Enhance workforce housing opportunities through a balanced and long-term approach that supports economic vitality and community well-being.










## Strategy

Advance a multi-pronged, sustained approach to workforce housing by implementing strategic projects, policy reforms, and programmatic investments. This strategy will leverage public-private partnerships, planning tools, regional coordination, and funding opportunities to improve the quality, accessibility, and diversity of housing options for Hilton Head Island's workforce.

Action Items		FY26	FY27	FY28
8.1	Review the "Finding Home" Plan to establish a unified position and to strengthen workforce housing tools, partnerships, and services			
8.2	Align the Housing Committee with Town Council direction to ensure policy alignment, project prioritization, and community engagement			
8.3	Establish a Workforce Housing Index to track programmed and naturally occurring workforce housing to categorize affordability and attainability trends and guide Town Council decisions			
8.4	Deliver the Northpoint Workforce Housing Neighborhood through the coordinated Public-Private Partnership			
8.5	Establish a Public-Private Partnership to advance the Bryant Road Workforce Housing Initiatives			
8.6	Assess housing fund sustainability and a multi-year investment strategy by identifying diverse recurring funding sources to implement Town Workforce Housing priorities			

# Advance Workforce Housing Opportunities

## Action Items

		FY26	FY27	FY28
8.7	Secure grant funding for the Lateral Sewer Connection Grant Program to support infill housing, preserve legacy neighborhoods, improve water quality, and promote environmental health			
8.8	Secure grant funding for the Home Repair Grant Program for income-qualified households to improve safety, accessibility, and housing preservation			
8.9	Participate in an Annual Housing Summit to report progress, promote innovation, and align regional, nonprofit, and employer contributions			

## Key Performance Indicators

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li><input type="checkbox"/> Number of new, preserved, or converted workforce housing units delivered annually by public and private sectors</li> <li><input type="checkbox"/> Reduction in the share of workforce commuting from off-island</li> <li><input type="checkbox"/> Measurement of all housing types by price vs. wage</li> <li><input type="checkbox"/> Utilization of employer-supported housing and transit programs</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Percentage of Housing Fund allocation committed to Island-specific projects</li> <li><input type="checkbox"/> Beaufort Jasper Housing Trust assessment of Hilton Head Island Housing Program elements</li> <li><input type="checkbox"/> Satisfaction levels from Island employers and housing program participants</li> </ul> |
|--|---|





## GOAL #9

# Protect and Enhance Environmental Sustainability

Protect and enhance Hilton Head Island's natural environment through resilient, responsible, and innovative practices that preserve our unique ecosystem and ensure long-term sustainability for future generations.

## Strategy

Implement an Island-wide environmental sustainability program that advances conservation, reduces environmental impact, and promotes a culture of stewardship among residents, businesses, and visitors.

## Action Items

		FY26	FY27	FY28
9.1	Amend Town Municipal Code to strengthen business license requirements for solid waste haulers to ensure compliance with solid waste and recycling goals			
9.2	Fully implement the organic-first Integrated Pest Management Policy			
9.3	Expand recycling programs across all Town-managed parks and public facilities			
9.4	Protect environmentally sensitive lands through acquisition and conservation easements			
9.5	Coordinate with Beaufort County to assess a long-term materials recovery facility for consideration			
9.6	Establish Town-wide composting programs for yard and food waste in collaboration with local businesses			
9.7	Develop an awareness campaign with local schools for coastal ecology and conservation education			
9.8	Assess feasibility of transitioning Town facilities to solar or other renewable energy sources and adopt green building practices in all new capital projects			



## GOAL #9

# Protect and Enhance Environmental Sustainability

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## Key Performance Indicators

- ☐ Record the number of residents, businesses, and visitors who actively participate in the Town's environmental programs, workshops, and volunteer events
- ☐ Business license ordinance amended to improve waste hauler reporting requirements
- ☐ Percent of licensed haulers in compliance with recycling and solid waste requirements
- ☐ Measure application of Integrated Pest Management Policy
- ☐ Acres of environmentally sensitive land protected
- ☐ Completion of composting pilot program
- ☐ Monitor the percentage of Town facilities that are powered by solar or other renewable energy sources
- ☐ Measure the number of tons of waste diverted from landfills through recycling and composting initiatives







## GOAL #10

# Enhance Community Well-being Through Implementation of the Parks and Recreation Master Plan and Program Enhancements

Enhance the Town's park system, program, and recreational amenities to promote health, connectivity, environmental sustainability, and a high quality of life for all Hilton Head Island residents and visitors, through a community-driven, resilient, and environmentally responsible approach.

## Strategy

Systematically implement the Parks and Recreation Master Plan through coordinated capital investments, land acquisition, facility improvements, program enhancements, and operational planning that align with community needs, environmental standards, and financial sustainability.

## Action Items

		FY26	FY27	FY28
10.1	Align Capital Improvements Program for community parks with approved Master Plans with the following priorities: <ul style="list-style-type: none"><li>• Mid-Island Park – Phase 1</li><li>• Crossings Park</li><li>• Chaplin Park</li><li>• Patterson Family Park</li><li>• Taylor Family Park</li><li>• Islanders Beach Park</li><li>• Shelter Cove Park</li><li>• Coligny Circle Pocket Park</li><li>• Old School House Park</li><li>• Barker Field</li><li>• Chaplin Linear Park</li></ul>			
10.2	Provide renovation of existing parks with phased upgrades tied to user demand, safety, and barrier-free design principles			
10.3	Integrate best management practices in park design to include: <ul style="list-style-type: none"><li>• Green infrastructure integration</li><li>• Barrier-free design principles</li><li>• Low impact development</li><li>• Resilience planning</li><li>• Public-private partnerships</li><li>• Adaptive management</li></ul>			



## GOAL #10

# Enhance Community Well-being Through Implementation of the Parks and Recreation Master Plan and Program Enhancements

## Key Performance Indicators

- ❑ A measurable increase in the percentage of projects initiated from the Parks and Recreation Master Plan
- ❑ Improvement in barrier free compliance and inclusive features across all renovated and newly developed parks, aiming for 100% compliance
- ❑ The integration of green infrastructure (e.g., stormwater features, native landscaping) in 100% of eligible new capital park projects
- ❑ An increase in resident satisfaction levels with parks and recreational programs and facilities







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