



Town of Hilton Head Island TOWN COUNCIL WORKSHOP Tuesday, June 24, 2025, 9:00 AM Minutes

Call to Order

Mayor Perry called the workshop to order at 9:00 a.m.

Council Members present: Alan Perry, Mayor, Alex Brown, Ward 1, Mayor Pro-Tempore Patsy Brison, Ward 2; Steve DeSimone, Ward 3, Tammy Becker, Ward 4; Steve Alfred, Ward 5; Melinda Tunner Ward 6

Also present: Marc Orlando, Town Manager; Kim Gammon; Town Clerk, Curtis Coltrane, Town Attorney, Matt Horn, Strategic Growth & Business Development National Director of the MRB Group and Heather Simmons Jones, Principal, Southeast Operations of the MRB Group.

Adoption of the Agenda

Mr. Alfred moved to approve. Ms. Becker seconded. Motion carried 7-0.

Review and Discussion of Draft Fiscal Year 2026 - Fiscal Year 2028 Strategic Action Plan

Mayor Perry began with opening remarks. He stated that while prioritizing these plans he would like Council to think about two different things. Foremost is staff's capacity to execute that which is expected to be done over the next 12, 24 and 36 months. He also asked that Council take a look at Council capacity to move forward some of the items with decisions for staff so that they can act on the direction of Council.

Mr. Orlando began by thanking Shawn Colin for working closely with him in putting this plan together and made the following remarks:

He commented that staff have collaborated extensively with department heads, and they leaned on Matt and Hether from MRB. He acknowledged the time and effort everyone has contributed to shaping this strategic plan—not just defining the "why," which he thinks has been solidified, but also beginning to lay out the "what," the "how," and the "when," which will evolve over time.

Mr. Orlando stated that from his perspective, this is the strongest strategic plan the Town has had since he's been here, and staff is proud of it. He noted there's still work to do today—specifically around refining the priority goals and determining the appropriate timeline for each action item. Initial feedback will be valued.

He stated he often uses this analogy: *We all come to the table like we go to the grocery store when we're hungry.* As a senior team, we bring an entrepreneurial spirit—we want to do more, and we want to do it faster. But we also recognize the importance of quality over

speed, especially right now on Hilton Head Island.

What you'll see today is a strategic plan rich in content. It's not perfect—no plan ever is—but that's the point. We revisit it every year. We can add to it, subtract from it, report on what's working, explain what's not, and celebrate our wins. We'll come back to this plan a couple of times a year to continue refining and improving it together.

What you'll see today is still in year one. There's still a heavy lift and it's because we're trying to figure out all the good things that there are to accomplish. But today's reality test should be can we do it all at once?

Mr. Orlando, Mr. Horn and Ms. Simmons Jones reviewed the priorities in detail and conducted a presentation with the following information:



CORE VALUES

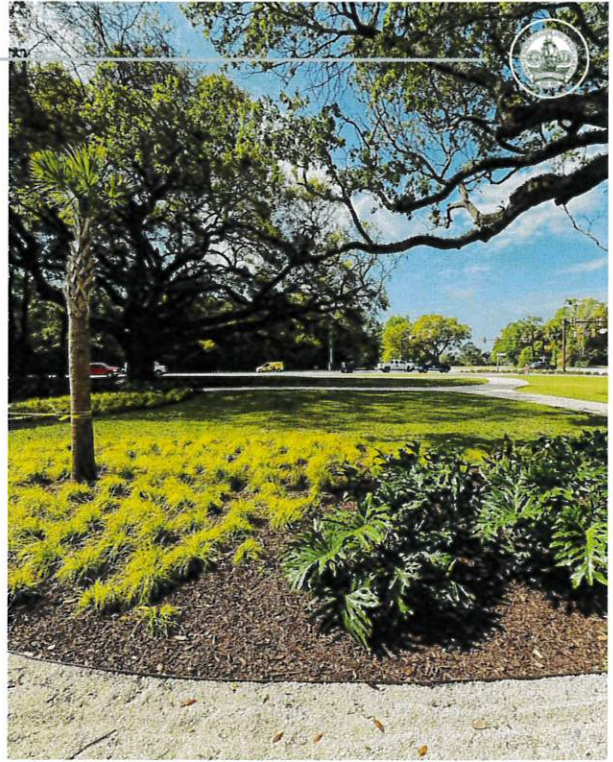
ALIGNING THE COMPREHENSIVE PLAN WITH THE STRATEGIC ACTION PLAN



DEFINING STRATEGIC

Strategic projects / goals:

- Align and accelerate us toward our vision
- Are catalytic – resulting in momentum across a range of partners
- Are intentional – responding to a comprehensive look at our current environment and our desired state
- Likely mean accepting short-term, immediate discomfort in exchange for long-term gains



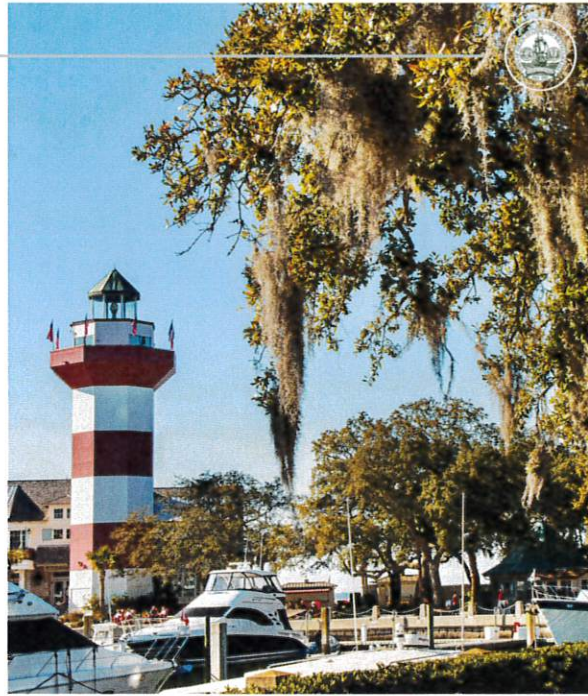
STRATEGIC VS. OPERATIONAL

- Council and staff are flooded with the day-to-day demands of managing a community of choice.
- Time and resources must be allocated to a few catalytic projects/initiatives that will most quickly and effectively drive us toward our vision.
- Strategic planning runs on two rules:
 - Get the BIG things right
 - Not everything is a BIG thing

NOT EVERYTHING IS A BIG THING

Prioritization Rubric – Does/is this project/initiative:

- Defined by consensus of Town Council
- Specifically listed in the comprehensive plan
- Address one or more core values/focus areas
- Have identified funding / resources needed to advance
- Attainable within the planning horizon
- Addressed via any preliminary design or feasibility work



TOWN COUNCIL'S PLANNING DIRECTIVES

- Alignment with Foundational Plans – Specifically the Comprehensive Plan
- Prioritize to Ensure Focus
- Design Action Items to Align with Desired Outcomes
- Tie Planning Horizon to Budgets and Resource Plan Priorities



PROPOSED STRATEGIC GOALS

- | | |
|---|---|
|  Protect Island Character Through Managing Growth |  Support Economic Development and Business Recruitment and Retention |
|  Enhance Major Corridors and Streets |  Advance Workforce Housing Opportunities |
|  Reinforce Island Resilience |  Preserve, Protect, and Celebrate Gullah Geechee Culture and Heritage |
|  Invest in Stormwater Management Infrastructure |  Protect and Enhance Environmental Sustainability |
|  Assess and Enhance Public Safety Readiness and Facilities |  Implement the Parks and Recreation Master Plan and Support Program Enhancements |

14

Members of Council had questions, comments and discussion regarding: the need to reduce the number of priorities; realize there is an opportunity to collapse some into each other (for example Stormwater Management could be placed under Reinforce Island Resilience); acknowledgement that some action items need reviewed within different groups and see how they align with priorities; concern that the priorities are environment light; a word of caution in reducing the items as some are ongoing and will take more time than others; and the need to balanced priorities with staff capacity and Council capacity.

Protect Island Character Through Managing Growth

Members of Council had questions, comments and discussion regarding: acknowledgment of the significant change in direction and approach within this priority and the need to bring it forward as an action item; a suggestion to add an action item entitled “Consider a Limited Moratorium on Time Shares, Short-Term Rentals, and Subdivisions, excluding family subdivisions; a suggestion for Hilton Head Island to remove Time Shares as a land use for future development; the need to protect neighborhoods outside the gates; the importance for all to know this is a living document due to revisions and refinements; the need to update the Land Acquisition Manual and create policy regarding such; a suggestion to change the title regarding collaboration with partners to manage growth; and a discussion regarding the need to speed up the application process to provide better customer service.

Mayor Perry asked for public comment.

Katie Henderson addressed Council speaking in support of a moratorium to enforce growth

management and the need to encourage development in dilapidated and blighted areas.

Linda Harrington spoke in support of a moratorium on development.

Enhance Major Corridors and Streets

Members of Council had questions, comments and discussion regarding: clarification as to where the Beaufort County project funding is ending on US278 and confirmation it will go to the Windmill Harbour signal; clarification as to where Town limits start on the north side of Jenkins Island; a comment in support of multimodal transportation and accomplishing it through our pathways; a suggestion to include the State in the level of investment in corridor projects; and a request for additional information regarding the definition of Complete Streets.

Mayor Perry asked for public comment

Frank Babel addressed Council regarding the Beaufort County Bike/Pedestrian Master Plan and encouraged Council to take advantage of it and the need to enforce speed limits throughout the Town,

Reinforce Island Resilience

Members of Council had questions, comments and discussion regarding: the need to be able to do something cost effective regarding beach renourishment by retaining our beach; clarification that 3.4 should read Municipal Code; a suggestion to collapse Stormwater Management into the resilience plan; and the need to maintain ratings with an increase in reserves.

Mayor Perry asked for public comment.

Frank Babel addressed Council regarding the need for the community to be resilient.

Invest in Stormwater Management Infrastructure

Members of Council had questions, comments and discussion regarding: the need to give attribution to Town staff regarding the rating system utilized for evaluating systems; the need to be prepared for stormwater recovery as much as managing the infrastructure up front; the need to look at all roads and communities to have stormwater protection; the need to consider pervious and impervious effects on properties; to add Recovery After a Storm to 4.2; and a consensus of Council this priority needs to be moved to Reinforce Island Resilience.

Mayor Perry asked for public comment. There was none.

Assess and Enhance Public Safety Readiness and Facilities

Members of Council had questions, comments and discussion regarding: clarification an outside consultant would be needed; a suggestion to move 5.1 for FY27 to FY26 to improve our public safety capacity; clarification it could begin in FY26; concern that Beaufort County Sheriff's Department is not handling public safety as expected; the need to have a conversation with the Sheriff's office; and the need to add and action item to evaluate the performance of the Sheriff's office and to add a KPI to determine the success of the Sheriff's

office in the quarterly reports.

Mayor Perry asked for public comment. There was none.

Support Economic Development and Business Recruitment and Retention

Members of Council had questions, comments and discussion regarding: the need for the Town to further the objective of redevelopment in the area off of Sea Pines Circle; a suggestion for staff to communicate with property owners regarding redevelopment; the need to be mindful in attracting businesses; the need to utilize new tools to gather information to understand how visitors spend by various categories; a suggestion to add a step to evaluate commercial areas for redevelopment via the District Plans and offering incentives; a suggestion to move the Cultural District Guide to FY26; a suggestion to include what is taking place educationally within the community and the need to measure students who remain or return to work on the Island; and the need to work on economic development as a Town rather than rely on Beaufort County.

Mayor Perry asked for public comment.

A woman that did not identify herself addressed Council. Due to audible difficulties these comments were not captured.

Richard Bisi addressed Council regarding the need for additional Town sponsored events and the process of selecting the Designated Marketing Organization.

A woman that did not identify herself addressed Council thanking them for pursuing economic development as a priority.

Advance Workforce Housing Opportunities

Members of Council had questions, comments and discussion regarding: concern over going in the direction of being a housing authority; the need to utilize Town-owned land that is properly covenanted to be used for workforce housing; and the need to look at short-term rentals and acknowledge the impact on housing availability and then decide whether or not there is anything that can be done to benefit housing for workers.

Mayor Perry asked for public comment.

A woman that did not identify herself addressed Council in support of workforce housing.

Preserve, Protect, and Celebrate Gullah Geechee Culture and Heritage

Members of Council had questions, comments and discussion regarding: the need for more specificity; a concern regarding funding and future costs to the Town; clarification that the Gullah Geechee Historical Neighborhoods Community Development Corporation (GGHNCD) is an opportunity for preservation of the people; and a suggestion to look at this in regarding to housing as well.

Mayor Perry asked for public comment.

Thomas Boxley, Executive Director, GGHNCD addressed Council clarifying that their funding is State based and explained the workings of the GGHNCD.

Protect and Enhance Environmental Sustainability

Members of Council had questions, comments and discussion regarding: concern expressed for recycling not being done on the entire Island; concern over the lack of education programs for recycling; and a consensus of Council this priority needs to be moved to Reinforce Island Resilience.

Mayor Perry asked for public comment. There was none.

Implement the Parks and Recreation Master Plan and Support Program Enhancements

Members of Council had questions, comments and discussion regarding: after lengthy discussion there was a consensus of Council to keep this as a priority, to provide clarity as to what is being done.

Mayor Perry asked for public comment. There was none.

Public Comment - Non Agenda Items

None,

Adjournment

Mayor Perry adjourned the workshop at 3:02 p.m.

Approved: July 15, 2025



Kimberly Gammon, Town Clerk

Alan R. Perry, Mayor

The recording of this Meeting can be found on the Town's website at www.hiltonheadislandsc.gov