



Town of Hilton Head Island

Housing Action Committee Meeting

Thursday, February 15, 2024, 10:00 AM

**1 Town Center Court, Hilton Head Island, SC
Benjamin M. Racusin Council Chambers**

- 1. Call to Order**
- 2. Adoption of Agenda**
- 3. Approval of the Minutes**
 - a. Regular Meeting Minutes of January 17, 2024
- 4. Appearance by Citizens**
- 5. Unfinished Business**
 - a. Consideration of Adoption of Multi-Year Housing Action Plan- Quincy White, Chief Housing Officer
 - b. Program Updates- Quincy White, Chief Housing Officer
 - c. Work Area Updates- Housing Action Committee
 - d. Open Discussion and Review of Approved Actions- Housing Action Committee
- 6. New Business**
 - a. Community Foundation of the Lowcountry Update- Scott Wierman, President and CEO
 - b. Discussion of Workforce Housing Communications Plan- Quincy White, Chief Housing Officer
 - c. Chief Housing Officer 100-Day Plan Presentation- Quincy White, Chief Housing Officer
- 7. Adjournment**

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"I pledge to build a stronger and more prosperous community by advocating for civil engagement, respecting others and their viewpoints, and finding solutions for the betterment of my city or town."



Town of Hilton Head Island HOUSING ACTION COMMITTEE MEETING Wednesday, January 17, 2024, 10:00 AM Minutes

1. Call to Order

Chairman Alderman called the meeting to order at 10:01 AM. Those present were: Jack Alderman, Chairman; Sandy West, Vice-Chairman; Stuart Bell; Sandy West; Ayaks Castellanos; Marc Okner; Luana M. Graves Sellars; and Sandy Gillis. Absent were Candace Birkenhauer and Sarah Jones-Anderson.

2. Adoption of Agenda

A motion to adopt the agenda as presented was made by Mr. Bell, and seconded by Ms. Sellars. The motion was passed unanimously.

3. Approval of the Minutes

a. Regular Meeting Minutes of December 13, 2023

A motion to approve the minutes of the December 13, 2023 meeting was made by Ms. West, and seconded by Mr. Castellanos. The motion was passed unanimously.

4. Appearance by Citizens

Chairman Alderman welcomed Quincy White, Chief Housing Officer. The Chairman complimented Town Staff on the quality of the documents being produced. The biggest challenge he noted was to turn the process into progress. Success and the ultimate goal would be allowing more people to live and work on the Island to everyone's benefit. Various factors were identified as being unable to find affordable housing, dealing with traffic, and the bridge situation. The Committee discussed the broad scale of need for affordable housing for employees of current and future businesses, including professionals, hospitality workers, and those considered middle-income. Suggestions were made to obtain videos of people affected and share these human stories Island-wide.

Public comments concerning agenda items were to be submitted electronically via the Open Town Hall portal. No comments were received. Ken Campbell appeared and thanked the Committee for bringing this topic to the attention of the community, who were basically uneducated and unaware of the problem until the Chimney Cove issue arose. He suggested the biggest accomplishment the Committee could make would be to provide education to make the community aware of the issues and needs.

5. Unfinished Business

a. Workforce Housing Program Updates

Mr. White updated the Committee on the progression through the Finance and Administration Committee of the MOU and funding request of \$1.5 million with Coastal Community Development Corporation (CCDC) and Habitat for Humanity. This marks the beginning of a strategic approach to address workforce housing challenges on the Island and underscores the importance of collaboration in addressing workforce housing needs. He noted that he will be developing an 18-month working plan to prioritize projects specifically for workforce housing. He will also be creating a 100-day plan emphasizing the team's big wins during this period. He reported that the District Planning Workshop last week emphasized branding communities and neighborhoods, making sure that neighborhoods outside of planned developments are distinct and recognizable to visitors to the Island.

Missy Luick, Director of Planning, added that the Lowcountry Affordable Housing Partners meeting scheduled for January 30th will include a 15-minute presentation by Town Staff, and a discussion will be opened with the partners comprising that group related to anti-displacement strategy, with additional future meetings with partners to be identified. She noted that the agenda for the February meeting of the Committee will include a discussion of the highlights in Mr. White's 100-day plan. She expressed excitement about the enthusiasm brought by Mr. White during his first weeks with the Town.

Ms. Luick explained that Mr. White, as Chief Housing Officer, and Nicte Barrientos, Planner, will be working directly with her as she provides high level direction and strategy as Director of Planning for Community Development, which includes oversight over workforce housing, community planning, the building and development services and customer service division. Together as a team, they will be putting together the packet materials, action plans and strategizing the day-to-day implementation of the work. The team will grow as needed to accomplish larger project issues such as North Point and other Town property activation for workforce housing.

b. Work Area Updates

Ms. West, on behalf of her Displacement Work Team comprised of Ms. West, Ms. Sellars, and Ms. Gillis, reported the need for a strong communications plan. The Team is recommending that Andrew Davis, Marketing and Communications Director, be officially tasked with the development of a communications plan. They have identified 5 major cohorts that need to be immediately engaged - non-profits, faith-based community, Realtors' Association, businesses, and the Chamber of Commerce. For Quarter 1 of 2024, a 15-20 minute Road Show be created to present before local community associations, POA's, churches, and other groups to begin the education process. For Quarter 2 of 2024, the focus would be a second series of sessions inviting people who have attended the Road Show to share ideas, thoughts, and suggestions. Locations for the Road Show were suggested. The Team also suggested compiling a short-term vs. long-term rental expense comparison, which could influence the decision of the owner to choose long-term. She also reported the importance of seeing real people and hearing their stories in video form. With the additions suggested at the last meeting, the Team felt that the asset map was now complete.

Ms. Luick noted that any of the work of the Housing Action Committee through its work groups can be built into the 18-month work plan. She pointed out that a communication plan was already identified to be on the agenda for the February meeting, so the work group's report today will assist in being better prepared for this discussion next month. Going forward, input from the working groups will be threaded into the internal staff working plan. Ms. Luick asked that the working group meeting report be provided in advance, so that it will assist staff in internal meetings preparing for that agenda item.

Chairman Alderman suggested creating a Speakers' Bureau with representation from the Housing Action Committee and Town Staff. It was suggested that a PowerPoint and video stories should be included.

6. New Business

a. Adoption of a Multi-Year Housing Action Plan

Ms. Luick reviewed how the Plan was pulled together, based on Town Council previously approved plans to create a more detailed work plan with additional implementation steps separating them into fiscal year categories. Accomplishments and progress since the framework was adopted in November of 2022 are detailed in the Plan. She explained that while there will be policies, plans and budgetary requests requiring approval by Town Council, the approval of the Housing Action Plan itself is approved by this body alone. She noted that although the agenda item states adoption of Plan at this meeting, if more time is needed, coming back in February will not unduly delay the approval process.

Mr. White reviewed the comments and questions from Committee members and together with Ms. Luick cited examples of changes made to the spreadsheet or items that will be addressed at future meetings.

Chairman Alderman noted that given the number of changes that have been made to the Action Plan and the short review process given to Committee members, he suggested moving this action item to the February meeting to give everyone an opportunity for more thorough review. Ms. Luick agreed that next month the memo supporting the Housing Action Plan can be more fully detailed as to the columns in the Plan that are within that 18-month time frame. She suggested any further comments to the plan document and implementation matrix could be incorporated by funneling them through the Chairman to the staff with a due date being the end of next week.

A comment was made by Ken Campbell supporting the housing inventory of plans to be made available for property owners or developers to shorten the timetable for building, with grants possibly available through CCDC for development of such plans. He also encouraged that specific planning and definition of projects for Town-owned property be established to present to private developers for better bids within a shorter time period.

Ms. West inquired about whether the survey was still open for prioritization of the block

grants, and Ms. Luick agreed to check with the Grants Administrator for an answer to be sent to the entire Committee along with a link to the survey.

b. Open Discussion and Review of Approved Actions

Ms. West asked for a timetable on when a decision will be made for applicants to fill the open positions on the Committee, and if the names could be made available to the Committee. Ms. Luick explained that since the Committee's request to increase the number of members from 9 to 11 with recommended skill sets to complement the existing members, a press release has been circulated seeking applicants, which notice was sent to the members. The Clerk's Office will receive the applications, confirm receipt with the applicants, and a Committee of Town Council will schedule a meeting to interview and vet the applicants, with recommendations to be approved by Town Council. Ms. Luick offered to keep the Committee updated on the process. Mr. Bell and Mr. Okner asked the Chairman to make a formal request to Town Council that the Committee be allowed to review the applicants to determine they meet specific needs and do not duplicate skill sets. Ms. Luick assured the Committee that any new committee members would receive up-to-date training on the Committee's rules, as well as receive copies of all documents presented to the Committee so far.

7. Adjournment

A motion to adjourn the meeting was made by Ms. West, and seconded by Mr. Okner. The motion was passed unanimously, and the meeting was adjourned at 11:03 AM.

Approved:

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



TOWN OF HILTON HEAD ISLAND

Housing Action Committee

TO: Housing Action Committee
FROM: Nicte Barrientos, Planner- Economic Development
VIA: Tammie Hoy Hawkins, Together Consulting
VIA: Quincy White, Chief Housing Officer
VIA: Missy Luick, Director of Planning
VIA: Shawn Colin, Assistant Town Manager- Community Development
DATE: February 15, 2024
SUBJECT: Consideration of Adoption of Multi-Year Housing Action Plan

RECOMMENDATION:

That the Housing Action Committee adopt the Multi-Year Housing Action Plan to increase the supply of affordable and workforce housing and to preserve the existing supply through a variety of housing planning tools, tactics, and programs so that housing is affordable to current and future workforce and residents of the Town of Hilton Head Island.

BACKGROUND:

The Town Council formed the Housing Action Committee (HAC) as a part of the priorities defined within the 2022 Workforce Housing Framework, Finding Home, adopted by the Town Council in November 2022.

As part of this priority, the Committee will research, develop, and recommend adopting a Multi-Year Housing Action Plan. The Multi-Year Housing Action Plan will incorporate the goals and strategies outlined in the 2019 Workforce Housing Strategic Plan, 2020 Our Plan, 2022 Workforce Housing Framework, 2023 Strategic Action Plan, and other approved plans, and eventually include a Multi-Year Funding Plan.

SUMMARY:

The Town of Hilton Head Island Multi-Year Housing Action Plan is intended to be a set of concrete action steps for the Town of Hilton Head Island and its partners to support and encourage the preservation of existing workforce housing and the production of new housing that meets local needs.

The foundation of the Multi-Year Housing Action Plan is built on the Four Pillars (Community, Planning, Management, and Revenue) established and adopted by the Council in the 2022 Workforce Housing Framework Finding Home. The plan will consider

the housing needs of current residents, current workforce, and projected population growth, with a careful eye toward diverse housing tools, strategies, and tactics that can support and meet housing for different areas and neighborhoods of the Island, knowing not one tool or tactic meets all needs.

The Multi-Year Housing Action Plan will eventually be joined with a Multi-Year Funding Plan to support the implementation of the Action Plan.

Other workforce housing resources may also be reviewed, researched, or evaluated as part of developing a holistic Housing Action Plan that includes tools and strategies that work for the unique nature of the Town of Hilton Head Island communities.

The Multi-Year Housing Action Plan is meant to be a Framework built out as programming and policy decisions are recommended. The Four Pillars organize the document within Workforce Housing, Finding Home and includes the following areas for each:

- Strategies
- Action Items
- Implementation Steps
- Investment Needed
- Partners (needed or required)
- Timeline (short term, mid-term and long term)

The final Multi-Year Housing Action Plan includes:

- A robust narrative for each Pillar highlighting goals, strategies, action items, and suggested deadlines.
- A more extensive Framework Chart as an appendix (aligned with each Pillar)
- Best Practice research and sources (where feasible)

The Multi-Year Housing Action Plan includes the following priorities in 2024:

- Housing Impact Analysis and Comprehensive Plan Amendment
- Multi-Year Housing Action Plan Adoption
- Anti-Displacement Policies
- Public Private Partnerships
- Small Homes Series
- Northpoint Project

ATTACHMENTS:

1. Multi Year Housing Action Plan Narrative
2. Multi Year Housing Action Plan Excel Chart

Town of Hilton Head Island
Multi-Year Housing Action Plan
January 2024
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- 6. Appendices**
 - **Workforce Housing Framework, *Finding Home***
 - **Housing Impact Analysis**
 - **Workforce Housing Strategic Plan**
 - **Asset Map**
- 7. Implementation Matrix**

Executive Summary

In November 2022, The Town of Hilton Head Island Town Council adopted the Town of Hilton Head Island's Workforce Housing Framework, Finding Home. This Framework was informed by the Town's approved 2019 Workforce Housing Strategic Plan and input from a multi-day planning charette with over 30 community stakeholders from varying housing backgrounds and expertise. The goal of the 2022 Workforce Housing Framework is to provide the Town staff and municipal leaders with specific strategies and defined actionable tactics that address both the need for workforce housing preservation and new production. The foundation of the 2022 Workforce Housing Framework was built on previous planning efforts and broad community engagement. The 2022 Workforce Housing Framework is organized by prioritizing four core pillars: Community, Planning, Revenue, and Management. Each of the pillars includes key strategies and critical first steps. An essential part of the Framework within the planning pillar includes the development of a Multi-Year Housing Action Plan that will include various levels of community engagement, partnership development, specific strategies, and action steps, including the development and implementation of policies and programs that support the goals outlined in the 2022 Workforce Housing Framework. This Multi-Year Housing Action Plan will include a Housing Tool Kit with recommended best practices, policies, programs, and funding sources that might support the increased production and preservation of workforce housing on the Island. In addition to the Multi-Year Housing Action Plan adoption, the 2022 Workforce Housing Framework also recommended, as part of the community pillar, the creation of a Housing Action Committee to support the development and implementation of the Multi-Year Housing Action Plan.

The Town Council resolution establishing the Housing Action Committee would be made up of no more than eleven (11) appointed community representatives with varying backgrounds and expertise related to housing and community development. Appointed members would represent, to the extent feasible, the following areas of expertise and background: general home building, banking/ finance, affordable workforce housing developer (for-profit), affordable workforce housing developer (non-profit), community representative (concerned citizen), affordable housing tenant or homeowner (and an alternate), employment sector representative, realtor or real estate professional, workforce housing advocate (or social service representative), and a representative of a philanthropic organization. The sole purpose of the Housing Action Committee is to advise and recommend various workforce housing strategies for the Town's consideration, adoption, and implementation.

The Town of Hilton Head Island Housing Action Committee was established by the Town Council on May 16, 2023. The Housing Action Committee shall review the town's Workforce Housing Strategic Plan, the Housing Element of the Town's Our Plan, the 2022 Workforce Housing Framework, and all other plans that may be created and adopted to address the Town's Workforce Housing needs. Additionally, the Housing Action Committee shall assist the Town in determining relevant housing policies that will be necessary to accomplish the identified goals and objectives outlined in the plans mentioned above and provide recommendations on any new or innovative

ideas as part of an adopted Multi-Year Housing Action Plan and Housing Tool Kit to help the Town accomplish its workforce housing goals.

The Multi-Year Housing Action Plan represents the strategies, action items, implementation steps, and timeline as part of the goals outlined within the 2022 Workforce Housing Framework and recommended by the Housing Action Committee.

Background and Community Engagement

In 2019, the Town Council adopted the Workforce Housing Strategic Plan to advance policy that is favorable to address the housing needs of the Island. It includes recommendations designed to address current and future workforce housing needs within the Town of Hilton Head Island. The Workforce Housing Strategic Plan defined several workforce housing targets. Key recommendations suggested the production of workforce housing on Hilton Head Island should come alongside market-rate development. The plan emphasized that the Town of Hilton Head Island should set as a goal facilitating the construction of 200 net new housing units each year for the next ten years, including at least 50 workforce rental units and 33 workforce homeownership units. This production level will reach only a portion of the workforce housing demand. Still, the targets are set to reflect market conditions, development constraints, and the expected impacts of the recommended workforce housing strategies. However, these targets also represent a purposeful shift in development activity on the Island to accommodate much-needed housing not currently being produced by the private market. Many recommendations outlined in the 2019 Workforce Housing Strategic Plan are further emphasized in the 2022 Workforce Housing Framework, Finding Home, and within this Multi-Year Housing Action Plan.

On November 4, 2020, the Town Council adopted amendments to the Town's Land Management Ordinance to create a Workforce Housing Program. This included incentives for the conversion of commercial square footage to residential units. On February 16, 2021, the Town Council adopted amendments to the Town's Land Management Ordinance to provide a housing density bonus in exchange for workforce housing units. The Town completed a Housing Impact Analysis as part of the newly passed South Carolina Act 57, allowing Accommodation Tax as an eligible revenue source to fund workforce housing efforts. This Analysis is a requirement of the Act. It must be adopted as an amendment to the Town's Comprehensive Plan if the Town intends to use ATAX funding to support workforce housing efforts to include but not be limited to the actions outlined within this Multi-Year Housing Action Plan.

On February 22, 2022, the Town Council held a special meeting to discuss housing initiatives and propose the next steps. This resulted in three primary efforts that led to the execution of an intergovernmental agreement for participation in the Beaufort Jasper Housing Trust, the pursuit of a public-private partnership to develop affordable/workforce housing on the Town-owned Northpoint Tract and the creation of two new public assistance programs for Home Safety and Repair Program and Sewer Connection Program.

On April 1, 2023, the Town released an RFQ seeking a Development Partner for the Northpoint Tract project. Since that time, an advisory committee was formed to review the submittals and

made a final recommendation to the Town Manager. In August 2023, One Street Development, out of Atlanta, GA, was announced as the preferred development partner.

In addition to the planning mentioned above, the Town Council held a special meeting on September 6, 2022, in response to the community and Town leadership's rising housing concerns due to a potential eviction of 300 residents at Chimney Cove. Town Council held a workshop on September 14th, 2022, and directed staff to create a housing framework by November 1, 2022, in response to the growing workforce housing challenges.

The Town held a multi-day charrette in October 2022 with over 30 community stakeholders and the Town's Senior staff. These two days led to the creation of the 2022 Workforce Housing Framework, which the Town Council adopted in November 2022. The Framework recommendations are aligned by four pillars: Community, Planning, Management, and Revenue, with each pillar defining concrete goals, strategies, and critical first steps for action. The Framework outlines the Town's commitment to creating and preserving affordable workforce housing on the Island. On April 1, 2023, the Town released an RFQ seeking a Development Partner for the Northpoint Tract project. Since that time, an advisory committee was formed to review the submittals and made a final recommendation to the Town Manager. In August 2023, One Street Development, out of Atlanta, GA, was announced as the preferred development partner. A crucial first step outlined in the Framework was the creation of a Multi-Year Housing Action Plan. In addition to creating a Housing Action Plan, the Framework recommended the creation of a community-based Housing Action Committee (HAC) that would act as an advisory to the Town Council in developing and implementing the Multi-Year Housing Action Plan. The Housing Action Committee will help to develop and recommend strategies as part of this Housing Action Plan, make suggested adjustments to this Plan over time, and review and recommend action items for future workforce housing plans. Recommendations within the Multi-Year Housing Action Plan are rooted in the workforce housing guiding principles defined in the 2019 Workforce Housing Strategic Plan and the 2022 Workforce Housing Framework.

Challenges, Assets and Opportunities

Challenges:

Workforce Housing Mismatch

A recent Housing Impact Analysis completed for the Town of Hilton Head Island highlighted the unique challenges the Town of Hilton Head Island faces in both preserving existing and producing new workforce housing on the Island. A theme throughout the analysis was the lack of workforce housing on the Island as an impediment to recruiting and retaining both private-sector and public-sector employees. There is a real risk that a lack of a qualified, stable workforce will lead to declining services and quality of life on the Island. The Hilton Head Island community faces a growing challenge around ensuring a sufficient supply of affordable and appropriate housing to support its workforce. Employers need help recruiting and retaining workers for Island employment. Working individuals and families are increasingly being priced out of the community. Everyone on Hilton Head Island—from long-term, year-round residents to seasonal visitors—will feel the impact if the community cannot sustain a qualified workforce.

The ability to attract needed private and public sector workers depends in part on the ability of workers to afford housing near their jobs. The growth of employment centers in other parts of Beaufort County means that Hilton Head Island employers will need help as there are more employment options off the Island, closer to communities where housing is more affordable and commutes are shorter. Without an intentional effort to expand workforce housing options on Hilton Head Island, the economic sustainability and quality of life on the Island may be at risk.

The Town of Hilton Head Island is at a critical juncture to ensure that the development of and preservation of diverse housing options that are available and affordable for its workforce. Over the last few years, the Town Council and Town leadership have consistently indicated that workforce housing is a top strategic priority. Key recommendations and strategic direction have been defined in the Town's 2019 Workforce Housing Strategic Plan, the Town's Our Plan (Comprehensive Plan), and the recently adopted 2022 Workforce Housing Framework.

Market Conditions:

With increased costs in construction, labor, materials, insurance, and interest rates, housing affordability will play a role in the future population and workforce on the Island if the Town does not address these growing needs. The 2023 Town of Hilton Head Island Condition's and Trends Assessment outlined housing affordability for lower-wage workers as a growing problem for the Island. Limited affordable rental housing options on the Island have exacerbated this trend. The report highlighted that there were only about 400 "protected" (meaning they are income-restricted or deed restricted based on income) affordable housing rental units on the Island and

about 2,000 “naturally occurring affordable housing” (NOAH) rental units. NOAH units are not income-restricted or protected by income-related deed restrictions; therefore, they are not protected from the possibility of large-scale rental hikes or future redevelopment into luxury rentals or short-term rentals. Many of these long-established affordable housing units are at the greatest risk of being redeveloped into higher-end housing as the overall rental housing supply remains low on the Island.

In May 2023, Hilton Head Island home prices were up 10.5% compared to last year, selling for a median price of \$768K. On average, homes in Hilton Head Island sell after 20 days on the market compared to 48 days last year. There were 176 homes sold in May this year, down from 185 last year. Overall housing types (condos, townhomes, and single-family ownership) showed a trend of almost doubling the median sale price from 2020 to 2023. For single-family homes, the median home price is over \$1M.

With significantly increased housing construction cost on the Island over the past few years, few new affordable housing units have been built due to the high cost of land and high cost of construction.

Island Uniqueness:

70% of land on Hilton Head Island is located within a gated community or Planned Unit Development (PUD), limiting the amount of available and eligible land that could be used to support the demand for workforce housing. Of the 30% land not located within a PUD, there is limited undeveloped vacant land remaining. Of the land available for development it may be encumbered by conservation easements, environmentally protected areas, wetland areas, and tidal marshes that have limited development potential. In addition to the lack of available land for new developments and the cost of existing inventory due to the high demand for housing with the growth of in-migration on the Island, the costs of existing housing stock are being impacted by the escalation in wind insurance and flood insurance. Insurance costs have sometimes doubled for residential and commercial properties, which may result in pricing people out of their homes. For the rental market, insurance premiums are passed along to renters by apartment owners, therefore increasing the cost of rent for many families on the Island. At the same time, incomes have not kept up with housing costs and inflation.

In some cases, rental property owners have converted their "previously affordable" rental properties into higher-cost luxury apartments or short-term rentals, taking them out of the affordable housing inventory.

In addition to these accelerating housing costs and low inventory, a recent four-million dollar increase in property taxes for the school district will most dramatically impact properties already at a 6% tax rate. These increases are typically passed along to the end renters. Although the Town

of Hilton Head Island recently reduced the millage rate for the Town, they do not have control over the school district increases.

Assets:

Existing Programs:

Although the Town has not previously had dedicated staff to lead its workforce housing program, the Town has been working over the past few years to address housing needs on the island. The Town currently offers or has invested in the following programs:

- Sewer Connection Program for households at or below 100% AMI. To date, the Town has served 22 applicants for a total of \$216,098.
- As of January 2024, The Home Safety and Repair Program provides funding up to \$15,000 per application. To date, the Town has completed 95 applications for a total of \$531,493.
- Established the Gullah Geechee Community Development Corporation focused on native island community economic development.
- Committed to the Beaufort- Jasper Housing Trust Fund with an initial \$100,000 investment to support regional affordable housing efforts. The Trust currently has over \$5M in financing for projects across the region, including those that qualify within Hilton Head Island.

Land:

In addition to the adoption of various workforce housing plans, the Town has acquired key parcels of land ideal for workforce housing development. In 2023, the Town released a Request for Proposals (RFP) for a development partner to support a public-private partnership for workforce housing development on the Northpoint tract. The preferred development partner was announced in October 2023. The Town is currently negotiating the development agreement for this project.

In addition to the Northpoint property, the Town has identified other potential parcels that could be eligible for workforce housing development. Town-owned land will be analyzed continuously to determine if a workforce housing development would be appropriate. The Town will also consider future property acquisition opportunities for the same purpose.

Developer Incentives:

Part of the Multi-Year Housing Action Plan will be to build on and enhance existing workforce housing programs and developer incentives. The Town already offers:

- Workforce Housing Density Bonus
- Workforce Housing Commercial Conversion Program

Partners:

Key to the success of the Town's Multi-Year Housing Action Plan will be its ability to leverage existing workforce housing partnerships and develop new public-private partnerships. Several organizations are already working on addressing affordable housing and residents' needs in the Town of Hilton Head Island, like Habitat for Humanity, Coastal Community Development Corporation (CCDC), and Deep Well.

To better understand the existing capacity to deliver workforce housing goals on the Island, outside of the agencies mentioned above, the Town worked with the new regional fund, the Beaufort Jasper Housing Trust, to create a Community Asset Map of existing organizations and agencies providing workforce housing programming, funding, and resources within the region. The full list of agencies identified is included as an appendix to this plan. These agencies will be essential in helping the Town implement critical steps within this Multi-Year Housing Action Plan. The Town will also seek additional public-private partnerships through RFPs and RFQs for future land development opportunities like Northpoint.

Opportunities:

With the Town's adoption of the 2019 Workforce Housing Strategic Plan and 2022 Workforce Housing Framework and the above-outlined initial assets defined, the Town is well-positioned to address its workforce housing challenges. This Multi-Year Housing Action Plan built off these previously approved plans, along with the input and recommendations by the Housing Action Committee, will help to guide the Town staff and Council in the implementation of specific strategies and action steps to meet short, mid, and long-term housing goals. As mentioned, the Town may identify additional town- owned parcels for future development, committed \$3.3M to a housing fund to support workforce housing efforts, and hired a Chief Housing Officer to lead the workforce housing program. In addition to the Town's commitment to the preservation of existing workforce housing and the production of new housing, the community at large has shown overwhelming support for workforce housing in the Town of Hilton Head Island. Several community advocates have formed coalitions supporting workforce housing, including but not limited to the Home Coalition, led by Pastor June Wilkins, and the Lowcountry Affordable Housing Partners, led by a partnership between the Community Foundation of the Lowcountry, BJHT, and Hilton Head Island-Bluffton Chamber of Commerce.

Goals and Strategies

The Town of Hilton Head Island's Multi-Year Housing Action Plan is a set of concrete action steps for the Town of Hilton Head Island and its partners to support and encourage the preservation of existing workforce housing and the production of new workforce housing that meets local needs. This Multi-Year Housing Action Plan has been informed based on the 2022 Workforce Housing Strategic Plan, 2020 Our Plan and, the 2022 Workforce Housing Framework.

The foundation of this Muti-Year Action Plan is built on the four pillars established and adopted by the Council in the 2022 Workforce Housing Framework, Finding Home. The plan will consider the housing needs of current residents, current workforce, and projected population growth, with a careful eye toward diverse housing tools, strategies, and tactics that can support and meet housing for different areas and neighborhoods of the Island, knowing not one tool or tactic meets all needs. The Multi-Year Housing Action Plan strategies, actions, and implementation steps are organized by each of the four pillars: Community, Planning, Management, and Revenue

Community Pillar

Importance:

1. The reach and efficacy of the Housing Framework can only benefit through the collaboration and alignment of non-Town organizations and groups.
2. Successful models from around the country are built around a broad community coalition and regularly course-correct based on feedback and reporting.
3. Building a sustainable and effective strategy requires a feedback loop from community stakeholders.
4. Communication is key to fostering engagement and understanding.

Strategies:

1. Commit to develop, maintain, and support partnerships and relationships with community organizations, as well as regional and state partners to collaboratively address local workforce housing needs.
2. Commit to a Housing Action Committee to coordinate with community groups in the housing space, cultivate an ongoing housing dialogue, and engage the community in housing education, planning, innovation and provide advice and recommendations.

Critical First Steps:

1. Develop a Island -wide housing communications campaign that plainly lays out the argument for Town action and is distributed through a multi-channel, multi-format campaign.
2. Distribute and regularly update a rent survey to area renters and landlords.
3. Develop an asset map of local groups and individuals involved directly or indirectly with housing security and/or affordability.

Community Pillar Goal

To engage, collaborate, and inform the community on housing challenges and to identify community-led housing programs and solutions.

Planning Pillar

Importance:	Strategies:	Critical First Steps:
1. There is a need to study the housing system more deeply to better understand trends and identify potential overlaps between like communities. 2. The Town must move to a fundable action plan and identify the right set of initial investments. 3. Planning requires time, capacity, and resources. 4. Approaching the tactical work as experimentation pulls pressure from the platform and acknowledges the complexity of the challenge and the need to arrive at a community-owned solution. 5. Evaluation of initiatives is crucially important in determining where the Town should continue to invest or move resources in new directions.	1. Commit to create a multi-year workforce housing action plan that will include a range of prioritized housing tactics and tools.	1. Create a Workforce Housing Tactics Toolbox 2. Develop and maintain a map and database of all workforce housing units.

Planning Pillar Goal

To create a social, political, and economic environment that stimulates workforce housing through planning, policy making, and programming.

Management Pillar

Importance:	Strategies:	Critical First Steps:
1. The Town needs staff who are solely focused on the issues of housing affordability and security. 2. Management is an active and ongoing process involving numerous parties. 3. Initiating and maintaining action at scale requires expertise, commitment, and oversight. 4. Maintaining the Town's stock of workforce housing also assumes significant compliance work. 5. The Town can extend the efficacy its programs and investments by enabling outside structures.	1. Commit to adding dedicated staff to provide coordination and planning. 2. Commit to explore the creation of a professionally managed housing organization. 3. Commit to maintain a dashboard of core metrics.	1. Develop an asset map of existing partners and players in the space of workforce housing. 2. Recruit and hire at least one staff person focused on implementing the housing action plans and playing a lead advocate for the Town's efforts.

Management Pillar Goal

To establish a management program and policies to advance workforce housing opportunities

Revenue Pillar

Importance:

1. Land and real estate costs are rising precipitously on the Island.
2. The regional trust fund initiative is important, but the next critical step to securing workers and families long-term is developing an adequate recurring workforce housing funding model for the projects on the island.
3. Without proper funding, the projects identified through community conversations or planning efforts may not materialize.

Strategies:

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

Critical First Steps:

1. Establish a dedicated and recurring funding sources that are allocated for workforce housing.
2. Identify possible Town revenue sources for workforce housing program allocation.
3. Establish a network of potential financial partners including but not limited to private investors, philanthropic organizations, banks, etc. to support workforce housing initiatives.

Revenue Pillar Goal

To provide a consistent, sustainable, and multi-sourced revenue model for funding workforce housing initiatives and partnerships.

Conclusion

This Plan aims to increase the supply of affordable and workforce housing and to preserve the existing supply through various housing planning tools, tactics, and programs so that housing is affordable to current and future workforce and residents of the Town of Hilton Head Island. This Plan is a living document that will be modified and updated as goals are achieved, methods and programs are vetted, and new approaches are identified. This will be a continuous effort involving collaboration between local government and many community sectors.

Appendices Links

1. Workforce Housing Framework, *Finding Home*

- <https://www.hiltonheadislandsc.gov/plans/WorkforceHousingFramework.pdf>

2. Housing Impact Analysis

- <https://www.hiltonheadislandsc.gov/workforcehousing/documents/HHIHousingImpactAnalysis.pdf>

3. Workforce Housing Strategic Plan

- <https://www.hiltonheadislandsc.gov/plans/WorkforceHousingStrategicPlan.pdf>

4. Asset Map

- <https://experience.arcgis.com/experience/9a3274ccf3b24203849351d1b066d45f/page/Page/>

Implementation Matrix

The Town of Hilton Head Island's Multi-Year Housing Action Plan Implementation Matrix is a set of concrete action steps for the Town of Hilton Head Island and its partners to support and encourage the preservation of existing workforce housing and the production of new housing that meets local needs. The 2022 Workforce Housing Framework pillars organize the Multi-Year Action Plan Implementation Matrix to include:

- Community - To engage, collaborate, and inform the community on housing challenges and to identify community-led housing programs and solutions.
- Planning- To create a social, political, and economic environment that stimulates workforce housing through planning, policy-making, and programming.
- Management - Establish a management program and policies to advance workforce housing opportunities.
- Revenue- To provide a consistent, sustainable, multi-sourced revenue model for funding workforce housing initiatives and partnerships.

IMPLEMENTATION MATRIX						TOWN FY 2024-2025		TOWN FY 2026-2027		TOWN FY 2028-2029	
COMMUNITY PILLAR						SHORT TERM		MID TERM		LONG TERM	
STRATEGIES	ACTION ITEMS	IMPLEMENTATION STEPS	INVESTMENT	PARTNERS	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
C1. Commit to develop, maintain, and support partnerships and relationships with community organizations, as well as regional and state partners to collaboratively address local workforce housing needs.	C1.1 Asset Map	a. Research			Mar-23						
		b. Verify contact information			Apr-23						
		c. Summarize and publish		BJHT	May-23						
		d. Review with HAC		HAC	Oct-23						
		e. Incorporate into Anti-Displacement Support Plan		HAC							
	C1.2 Develop Formal and strategic Partnerships with regional affordable housing providers.	a. Committed to BJHT	\$100,000								
		b. Appointment of replacement TOHHI board member									
		c. Follow up with BJHT and new Interim Director		BJHT	Nov-23						
	C1.3 Participate with regional partners	a. Joined Lowcountry Housing Partners (CFL)			Aug-23						
		b. Collaborate (ongoing)									
	C1.4 Develop strategic and formal partnerships with local Affordable Housing providers	a. Discussions with Habitat			Jan-24						
		b. Discussions with CCDC			Jan-24						
		c. Presentations for funding requests		HAC	Nov-23						
		d. Consider Funding MOUs both CCDC and Habitat	\$1.1M requested	Council							
		e. Review potential affordable housing partners									
	C1.5 Establish Public Private Partnership to support workforce housing production (Northpoint)	a. Northpoint property RFQ	\$1M committed		Apr-23						
		b. Identitified OneStreet Developers			Sep-23						
		c. Finalize Development Agreement		Town, OneStreet							
		d. Town Entitlement Process Complete		Town							
		e. Community Engagement Process		HAC, Town,							
		f. Project design and financial structure in place		Town, OneStreet							
		g. Break Ground Northpoint		Town, OneStreet							
		h. Project completion/Ribbon-cutting		Town, OneStreet							
	C1.6 Establish Public Private Partnership to support workforce housing production (i.e. Muddy Creek)	a. Identify other potential partners (TBD)									
		b. Define partner for Muddy Creek (RFP/RFQ prcoess)									
		c. Finalize Development Agreement									
		d. Town Entitlement Process Complete									
		e. Community Engagement Process									
		f. Project design and financial structure in place									
		g. Break Ground Northpoint									
		h. Project completion/Ribbon-cutting									
	C1.7 Develop and Adopt an Anti-Displacment and Support Plan	a. Research other community plans			Feb-23						
		b. Draft Core Anti Displacement Outline			Mar-23						
		c. Review with HAC			Oct-23						
		d. Using Asset Map partners pull together community partner response team		HAC							
		e. Define Internal (Town Response Team)		Town Staff							

IMPLEMENTATION MATRIX						TOWN FY 2024-2025		TOWN FY 2026-2027		TOWN FY 2028-2029		
COMMUNITY PILLAR						SHORT TERM		MID TERM		LONG TERM		
STRATEGIES	ACTION ITEMS	IMPLEMENTATION STEPS	INVESTMENT	PARTNERS	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	
C1. Commit to develop, maintain, and support partnerships and relationships with community organizations, as well as regional and state partners to collaboratively address local workforce housing needs.	C1.7 Develop and Adopt an Anti-Displacment and Support Plan	f. Finalize Response Teams (internal and external)		HAC								
		g. Determine what resources or funding needed		HAC, Town Staff								
		h. Inventory existing rental units (determine what is at risk, See Market Study in C2.4)										
		i. Final Plan		HAC, Town Staff								
		j. Council Adoption		Council								
		k. Manage Plan and Implement Action based on Triggers (ongoing)		Response Teams								
	C1.8 Develop a Small Home Series	a. Research and Design		Town Staff								
		b. Develop portfolio										
		c.										
C2. Commit to a Housing Action Committee (HAC) to coordinate with community groups in the housing space, cultivate an ongoing dialogue, and engage the community in housing educaton, planning, innovation and provide advice and recommendations.	C2.1 Create a Housing Action Committee	a. Research			Feb-23							
		b. Ordinance adopted			May-23							
		c. Appointments			Aug-23							
		d. First Official Meeting			Oct-23							
	C2.2 Develop a holistic multi-channel and multi-formatted Island-wide housing communication campaign supporting the argument for workforce housing	a. Define Purpose, goals and scope of work to develop a Communication Plan and Campaign Strategy for the Town (define Town's Plan vs regional campaign etc)		Regional Players								
		b. Research (other examples if helpful) and draft scope of work needed, determine what would be Town resources needed including staff time and funding vs an outside agencies or consultants		HAC, Town Staff								
		c. Finalize (approve) Scope with specific deliverables based on audience, mediums to be used and timeline for roll out		HAC, Town Staff								
		d. Roll Out Communication Plan, update and add as needed		Town Staff								
		d.1 Market current WFH incentives										
		e. Develop and conduct a Communitywide Survey		HAC, Town Staff								
		C2.3 Develop and distribute a regularly updated rent survey to renters and landlords.	a. Develop a suvery for existing property owners and management companies to collect data									
	b. Conduct an Island wide "current" Housing Market Study											
	C2.4 Inventory all rental properties currently on the Island	a. Inventory existing affordable housing vs market rate vs NOAH housing units (market study above would be helpful to acommplish as well)										
		b. Incorporate final inventory as part of Anti Displacement and Support Plan										
		c. Maintain Inventory and unit availability on wesbite or another web-based tool (or create links to other resources)										

IMPLEMENTATION MATRIX						TOWN FY 2024-2025		TOWN FY 2026-2027		TOWN FY 2028-2029	
PLANNING PILLAR						SHORT TERM		MID TERM		LONG TERM	

STRATEGIES	ACTION ITEMS	IMPLEMENTATION STEPS	INVESTMENT	PARTNERS	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
P1. Commit to a multi-year workforce housing action plan that will include a range of prioritized housing tactics and tools	P1.1 Create a Workforce Housing Toolbox	a. Researched and presented a DRAFT TOOL KIT		HAC	Oct-23						
		b. Evaluate and recommend what Tools and Strategies are transferable to HHI		HAC, Town Staff							
		c. Develop a priority tool list along with a timeline for Tool implementation (example allowed by law vs not, tool that fits Hilton Head, etc.)		HAC, Town Staff							
		d. Finalize draft Multi Year Housing Action Plan Framework		HAC							
		e. Provide a forum for Community Enagagement on potential tools and strategies		HAC, Community partners							
		f. Multi Year Action Plan for Council Adoption		HAC, Town Staff, Council							
		g. Include recommendations for incoporation for LMO		HAC, Town Staff,							
		h. Adoption of Tools (for LMO or other Incentive strategies)		Council							
		i. Revisit what's working, whats not, adjust, retool									
	P1.2 Develop and maintain a map and database of all workforce housing units	a. See C2.3 and C2.4 (Conduct a "current" housing market study									
		b. Maintain updated database (annually)									
	P1.3 Create a matrix of all possible land on which to build affordable workforce housing	a. Evaluate all possible land to build or redevelope affordable workforce housing		Town Staff							
		b. Identify strategies to encourage development on the Island									

IMPLEMENTATION MATRIX						TOWN FY 2024-2025		TOWN FY 2026-2027		TOWN FY 2028-2029	
MANAGEMENT PILLAR						SHORT TERM		MID TERM		LONG TERM	
STRATEGIES	ACTION ITEMS	IMPLEMENTATION STEPS	INVESTMENT	PARTNERS	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
M1. Commit to adding dedicated staff to provide coordinate and planning	M1.1 Recruit and hire at least one staff person focused on implementing the housing action plans and playing a lead advocate for the Town efforts.	a. Create a job description		Town staff	Jan-23						
		b. Recuit for Chief Housing Officer		Town staff	Aug-23						
		c. Interview candidates		Town staff	ongoing						
		d. Made an Offer and Candidate Accepted		Town staff	Nov-23						
		e. CHO onboard		Town staff		Jan-24					
M2. Commit to explore the creation of a professionally managed housing organization	M2.1 Develop an Asset Map of partners and players in the space of workfroce housing.	a. Completed Map and List in Partnership with BJHT		Town staff, BJHT	May-23						
		b. Evaluate capacity of agencies and potential project		Town Staff	ongoing						
		c. Presentations by Habitat and CCDC		Agencies	Nov-23						
		d. Consider Funding Requests for approval (Habitat and CCDC)		Town staff, Council							
		e. Consider land opportunities for agencies or potential partnership with the Town (i.e. Habitat)		Town staff, Council							
		f. Research and evaluate other existing potential partners (nonprofit, forprofit, in SC or outside, use an RFQ or RFP process when necessary)		HAC, Town staff							
		g. Research other organizational structures for potential recommendation and implementation (e.i. Community land trusts, community development corporations,		HAC, Town Staff							
M3. Commit to and maintain a dashboard of core metrics	M3.1 Define Ideal Metrics to Track	a. Define metrics to track and report on progress		HAC, Town Staff							
		b. Develop a dashboard that shows affordable housing		HAC, Town Staff							
		c. Maintain Dashboard		HAC, Town Staff							

IMPLEMENTATION MATRIX						TOWN FY 2024-2025		TOWN FY 2026-2027		TOWN FY 2028-2029	
REVENUE PILLAR						SHORT TERM		MID TERM		LONG TERM	
STRATEGIES	ACTION ITEMS	IMPLEMENTATION STEPS	INVESTMENT	PARTNERS	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
R4. Commit to a funding plan that meets the needs of the Multi-year workforce housing action plan.	R4.1 Establish a dedicated and recurring funding sources that are allocated for workforce housing.	a. Helped support the passage of Act 57, allowing ATAX as a new funding source for workforce housing		Town staff	May-23						
		b. Draft a Housing Impact Analysis for staff and HAC review (required by Act 57) to allow for ATAX funding for WFH		Town staff, HAC	Nov-23						
		c. Review and finalize HIA		Town staff, HAC	Dec-23						
		d. Complete required process for ATAX funds for WFH		Town staff, HAC,							
		e. Define amount of funding available from ATAX for WFH (based on other Town obligations, eligibility requirements and programming and policy opportunities).		Town staff, Council							
		f. Develop and Implement process or application adjustments to Outside Agency requirements for requests for ATAX funding		Town staff, Council							
		g. ATAX WFH eligibility expires 2030, consider preparation to renew legislation		HAC, Town staff							
		h. Evaluate other eligible dedicated revenues and funding sources (other communities, best practice options, etc.)		HAC, Town staff							
	R4.2 Identify possible Town revenue sources for workforce housing program allocation.	a. Create a Town Housing Fund	\$3,300,000		Jan-23						
		b. Committed to BJHT	\$100,000		Nov-22						
		c. Develop a Funding Plan that aligns with the Multi Year Action Plan		HAC, Town Staff							
		d. Final Funding Plan and Recommend to Council		Council							
	R4.3 Establish a network of potential financial partners including but not limited to private investors, philanthropic organizations,	a. Define leveraging opportunities (local, regional, federal, state, philanthropy, private partnerships)		HAC, Town Staff							
		b. Define new opportunities for funding		HAC, Town Staff							
		c. Formalize funding commitments with financial partners		Town staff							



TOWN OF HILTON HEAD ISLAND

Housing Action Committee

TO: Housing Action Committee
FROM: Quincy A. White, Chief Housing Officer
VIA: Missy Luick, Director of Planning
VIA: Shawn Colin, Assistant Town Manager- Community Development
DATE: February 15, 2024
SUBJECT: Community Foundation of the Lowcountry Update

BACKGROUND:

The Town Council formed the Housing Action Committee (HAC) as a part of the priorities defined within the 2022 Workforce Housing Framework, Finding Home, adopted by the Town Council in November 2022.

The Hilton Head Island Workforce Housing Initiative is a comprehensive program designed to address the critical need for affordable housing in the community. The initiative encompasses various strategic components to create a sustainable and inclusive environment for the local workforce.

SUMMARY:

The Community Foundation of the Lowcountry is a nonprofit organization whose purpose is to build and strengthen our community by working closely with local, impassioned donors who are motivated to address critical issues facing our region.

The Community Foundation of the Lowcountry will provide an update on its ongoing efforts to address the critical issue of affordable housing, with a specific focus on workforce housing initiatives.

ATTACHMENTS:

No attachments.



TOWN OF HILTON HEAD ISLAND

Housing Action Committee

TO: Housing Action Committee
FROM: Quincy A. White, Chief Housing Officer
VIA: Missy Luick, Director of Planning
VIA: Shawn Colin, Assistant Town Manager- Community Development
DATE: February 15, 2024
SUBJECT: Discussion of Workforce Housing Communications Plan

BACKGROUND:

The Town Council formed the Housing Action Committee (HAC) as a part of the priorities defined within the 2022 Workforce Housing Framework, Finding Home, adopted by the Town Council in November 2022.

The Hilton Head Island Workforce Housing Initiative is a comprehensive program designed to address the critical need for affordable housing in the community. The initiative encompasses various strategic components to create a sustainable and inclusive environment for the local workforce.

SUMMARY:

The marketing and communications discussion is aimed at developing a comprehensive communications framework for the workforce housing initiative. The objective is to effectively communicate the Hilton Head Island Workforce Housing Initiative and address the pressing need for affordable housing in our community.

ATTACHMENTS:

No attachments.



TOWN OF HILTON HEAD ISLAND

Housing Action Committee

TO: Housing Action Committee
FROM: Quincy A. White, Chief Housing Officer
VIA: Missy Luick, Director of Planning
VIA: Shawn Colin, Assistant Town Manager- Community Development
DATE: February 15, 2024
SUBJECT: Chief Housing Officer 100 Day Work Plan

BACKGROUND:

The Town Council formed the Housing Action Committee (HAC) as a part of the priorities defined within the 2022 Workforce Housing Framework, Finding Home, adopted by the Town Council in November 2022.

The Hilton Head Island Workforce Housing Initiative is a comprehensive program designed to address the critical need for affordable housing in the community. The initiative encompasses various strategic components to create a sustainable and inclusive environment for the local workforce.

SUMMARY:

The Hilton Head Workforce Housing Initiative, under the guidance of our Chief Housing Officer, will encompass various strategic components to create a sustainable and inclusive environment for the local workforce.

The 100-day work plan will serve as a strategic roadmap, providing guidance and structure to the efforts of the workforce housing program. The plan will outline specific objectives and priorities for the first 100 days, ensuring that the team is aligned on key focus areas.

In summary, the 100-day plan serves as a crucial guide for the new Chief Housing Officer, providing a structured roadmap for orientation, strategic focus, stakeholder engagement, resource management, goal measurement, adaptability, communication, cultural integration, and building credibility within the organization. It sets the foundation for a successful and impactful leadership tenure in addressing the workforce housing challenges. The 100 Day workplan will the following areas of focus:

- Orientation and Stakeholder Meetings
- Housing Impact Analysis and Comprehensive Plan Amendment
- Multi-Year Housing Action Plan Adoption
- Anti-Displacement Policies and Community Engagement
- Public-Private Partnerships
- Northpoint Project
- Small Homes Series Research and Design

ATTACHMENTS:

1. Q White 100 Day Housing Plan

Town of Hilton Head Island's

Chief Housing Officer 100-Day Workplan

Housing Action Committee February 15, 2024



PRESENTATION OVERVIEW

- The Hilton Head Workforce Housing Initiative, under the guidance of our Chief Housing Officer, will encompass various strategic components to create a sustainable and inclusive environment for the local workforce.
- The 100-day work plan will serve as a strategic roadmap, providing guidance and structure to the efforts of the workforce housing program. The plan will outline specific objectives and priorities for the first 100 days, ensuring that the team is aligned on key focus areas.





Orientation and Stakeholder Meetings

- Meet with Key Stakeholders: Engage with community leaders, local government officials, and representatives from non-profit organizations to understand current challenges and opportunities.
- Internal Team Meetings: Hold sessions with the housing team to discuss ongoing projects, policies, and identify immediate priorities.

Housing Impact Analysis and Comprehensive Plan Amendment

- Housing Impact Analysis Framework: Develop a comprehensive Housing Impact Analysis framework to be adopted as an amendment to the Town's comprehensive plan.
- Legal and Regulatory Alignment: Ensure that the Housing Impact Analysis aligns with local regulations and legal requirements.

Multi-Year Housing Action Plan Adoption

- Housing Action Committee adopt the Multi-Year Housing Action Plan to increase the supply of affordable and workforce housing and to preserve the existing supply through a variety of housing planning tools, tactics, and programs so that housing is affordable to current and future workforce and residents of the Town of Hilton Head Island.



Anti-Displacement Policies and Community Engagement

- Anti-Displacement Policy Review: Assess existing anti-displacement policies and identify gaps or areas for improvement.
- Community Listening Sessions: Organize community forums to gather input on housing concerns and aspirations.



Public-Private Partnerships

- Public-Private Partnership Assessment: Evaluate existing partnerships and explore opportunities to enhance collaboration with private entities for sustainable housing solutions.
- Support Coastal Carolina Development Corporation (CCDC) and Habitat for Humanity: Collaborate with CCDC, Habitat for Humanity, and other service organizations to bolster efforts in supplementing affordable housing and workforce housing stock.



Small Homes Series

- Small Homes Series Research: Initiate research on the easibility and benefits of small homes in the community.
- Design Small Homes Series: Collaborate with architects and urban planners to design a series of small homes that align with the Town's housing needs and affordability goals



Northpoint Project

- Northpoint Project Development: Accelerate progress on the Northpoint Project, ensuring alignment with community needs and sustainable development principles.
- Finalize Northpoint Development Agreement: Work closely with stakeholders to finalize the Northpoint development agreement.



On-Going Tasks

- Regular Progress Reports: Provide regular updates to Town Council and community on the progress of each initiative.
- Collaboration and Partnerships: Continue building partnerships with relevant stakeholders to enhance housing initiatives.
- Policy Advocacy: Advocate for supportive policies at the local and regional levels to create an enabling environment for housing development.
- Create a WFH Communications Marketing and Strategy.



