HILTON HEAD ISLAND – OUR FUTURE

SCENARIO-BASED THINK TANK WORKSHOP

June 23, 2017

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This report summarizes the full day scenario-based Think Tank workshop held in Hilton Head Island, South Carolina on June 23, 2017. Approximately 150 citizens from Hilton Head Island attended the workshop and developed the scenarios presented in this report. This report has been produced as part of the wider **Hilton Head Island – Our Future** visioning project.

PREPARED BY:

future→iQ

WORKSHOP HOSTED BY:

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EXECUTIVE SUMMARY

The Hilton Head Island – Our Future scenario-based Think Tank workshop was conducted on June 23,2017, and was attended by 150 invited community members. The workshop facilitated the understanding of future drivers that may impact Hilton Head Island, looking out as far as 2040, using scenario planning methodology. The participants created four plausible, but very different scenarios for the future of Hilton Head Island in 2040. The next step for the Hilton Head Island – Our Future visioning process will be to take the results of the Think Tank into the wider Hilton Head Island community and further the future orientated discussion within 20-30 engagement sessions. The Think Tank workshop will reconvene in October 2017.

1.0   INTRODUCTION

The scenario-based Think Tank Workshop was conducted as part of the wider **Hilton Head Island – Our Future** visioning project led by the Town of Hilton Head Island, and overseen by the Vision Project Management Team (VPMT).

The **Hilton Head Island – Our Future** visioning process is being undertaken by Future iQ, reflecting the Town's desire to preserve the heritage and character of the island while at the same time progressing with "sensitive redevelopment" that continues to attract and retain young professionals, retirees and tourists alike. Taking this complexity into account, **Hilton Head Island – Our Future** is a unique community visioning process that will provide a guide to future island development and help build a comprehensive quality of place that is key to both visitor experience and the life of residents.

Hilton Head Island – Our Future is bringing the citizens of the island together into a community visioning process, in order to meet the future challenges of the island, looking out as far as 2040. This report will outline the scenario-based planning process represented in the Think Tank, with the results obtained from the process. The Think Tank is only one part of the larger Hilton Head Island - Our Future visioning process.

- **Pre-Think Tank Surveys** – A survey was sent to invited participants of the scenario-planning workshop, and this input, along with assistance from Town of Hilton Head Island staff helped to create the axis of the scenario matrix and guide the workshop discussions.

- **Hilton Head Island – Our Future Think Tank Workshop** – The scenario-based planning workshop held on June 23, 2017, provided an important opportunity to engage the citizens of Hilton Head Island in a critical dialogue about the future of the island.

After the Think Tank workshop the visioning process will move out in the next phase of engagement into the wider Hilton Head Island community. Citizens from across Hilton Head Island will be able to attend and participate in community engagement sessions throughout August, September and October 2017.

The Think Tank workshop group will be invited to reconvene in October 2017 to work further on the visioning process. This will be followed by additional focus group sessions with community members to further validate the engagement process results and reports. Based on the information gathered from the compilation of all reports, engagement results and analyses, Future iQ will work closely with the Hilton Head Island – Our Future Vision Project Management Team to synthesize the information in order to generate an initiative and priority project matrix. These initiatives and priorities will be produced in the form of a prioritization matrix and will provide the basis for the Implementation Action Plan to be presented as part of the final Strategic Roadmap.

2.0 PRE-WORKSHOP SURVEYS

Prior to the Think Tank workshop, surveys were conducted online with the invited workshop participants. There were 78 responses obtained from this survey.

2.1 PROFILE OF PARTICIPANTS

The majority of participants were between 61-70 years of age, however almost 70% of the participants were aged between 51 and over 70 years of age. Only 15% of participants were younger than 40 years of age.

What is your age group?
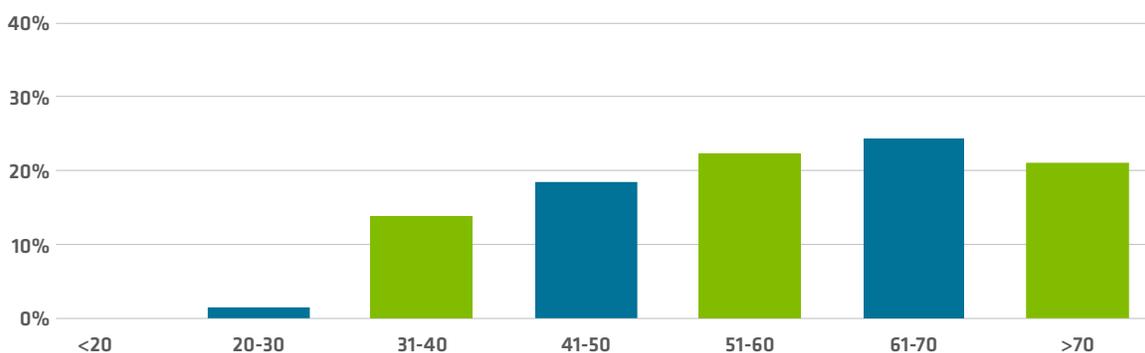
The majority of participants had lived on Hilton Head Island between 10 and 30 years. Interestingly 17% of participants had only moved to the island in the past 5 years.

How long have you lived on Hilton Head Island?
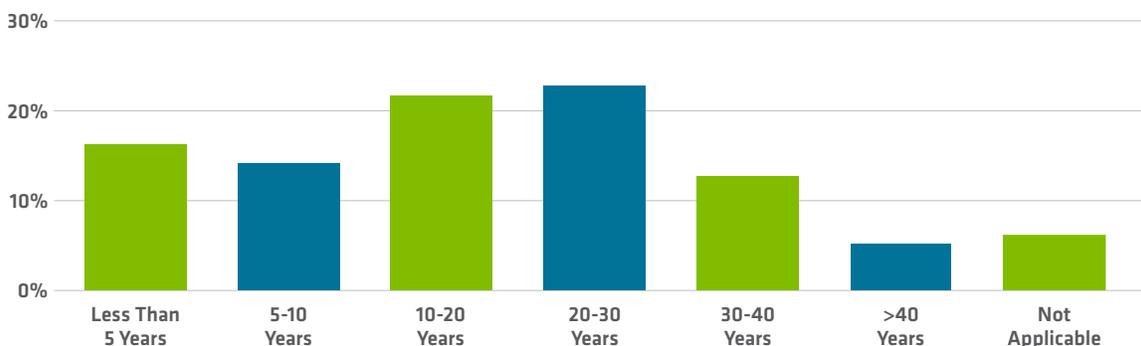
2.2   VIEWS OF THE FUTURE

The participants were asked about their views of the future and the importance of a shared vision.

The following graph shows somewhat of a consensus around the importance placed on having a shared vision for the future of the community of Hilton Head Island, with 55% believing a shared vision was highly important for the community.

How important do you think it is to have a shared vision for the future of the community of Hilton Head Island?
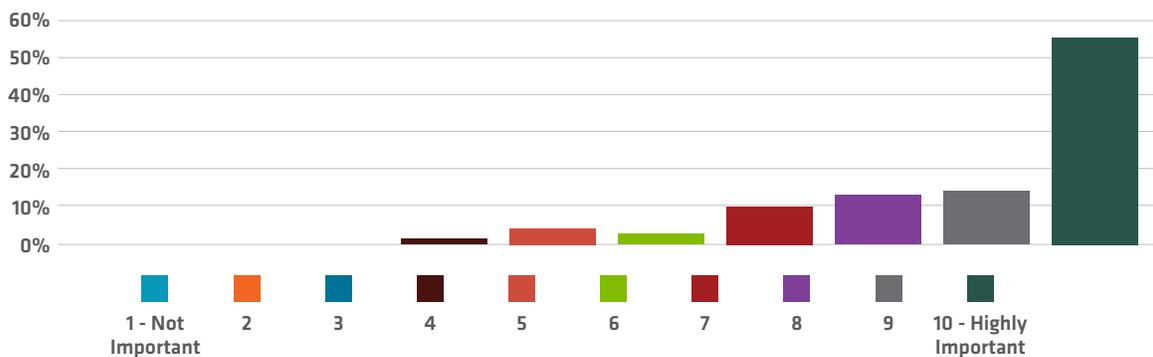
The results were more scattered and widely spread when the participants were asked about the importance of a shared vision for Hilton Head Island with regards to making decisions for their own organizations.

How important will a shared vision for Hilton Head Island be in making decisions for your organization?
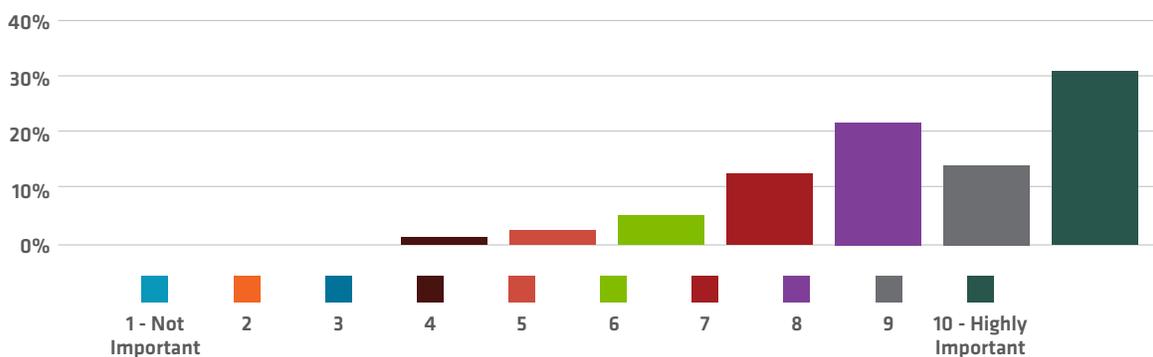
There was more consensus when the participants were asked how important a shared vision for Hilton Head Island would be regarding making decisions for their own lives. This could have been because it felt more natural for the individual to think about the effect of a shared vision personally, rather than at the organizational level.

How important will a shared vision for Hilton Head Island be in making decisions for your life and plans?
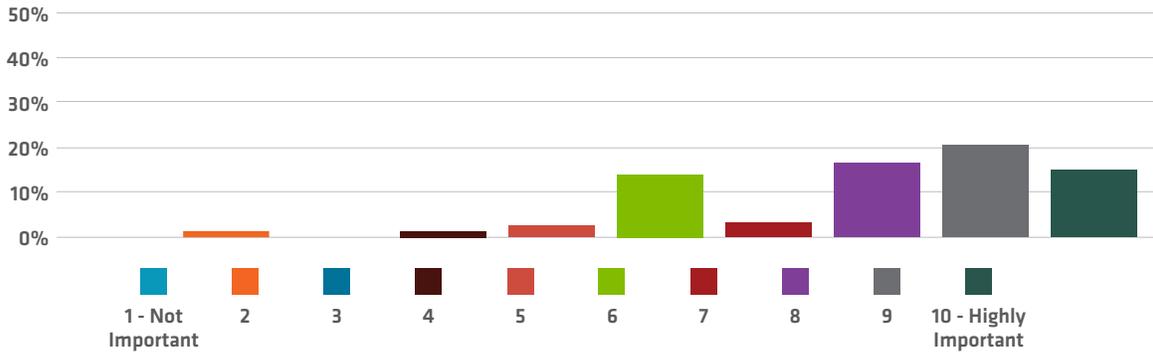
When asked for their views on the future of Hilton Head Island over the next 1-2 years, the results were largely optimistic to very optimistic.

How do you feel about the future prospects for Hilton Head Island in the next 1 to 2 years?
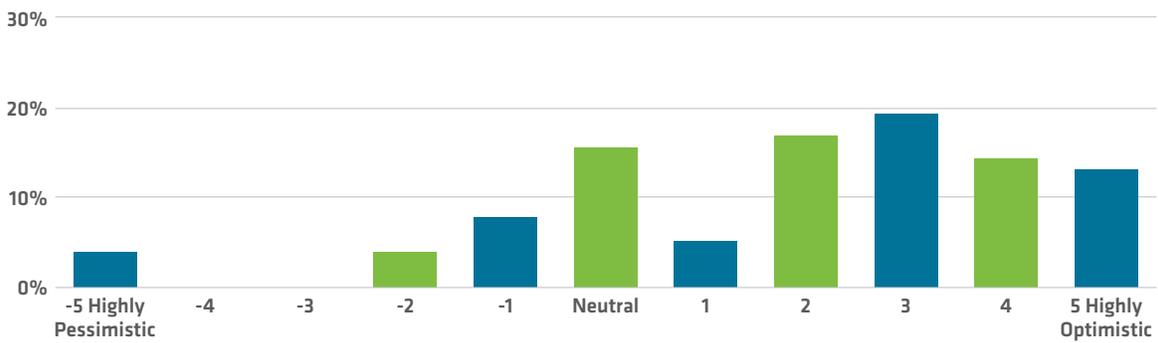
However, when asked about their views on the future prospects for Hilton Head Island in the next 5 years, the range tended to be between less than optimistic and optimistic. There was a drop in participants who were highly optimistic about the future prospects in the next 5 years in comparison to the previous question that asked the respondent about the next 1-2 years.

How do you feel about the future prospects for Hilton Head Island in the next 5 years?
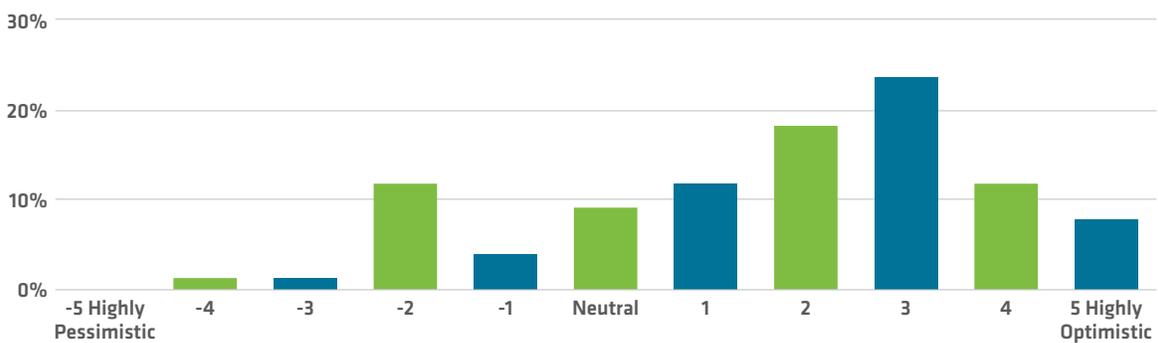
Finally when asked the same question but pushing the time frame out to the next 10-20 years there was an overall spread from very pessimistic through to highly optimistic. There was more leaning towards pessimism in this time frame.

How do you feel about the future prospects for Hilton Head Island in the next 10 to 20 years?
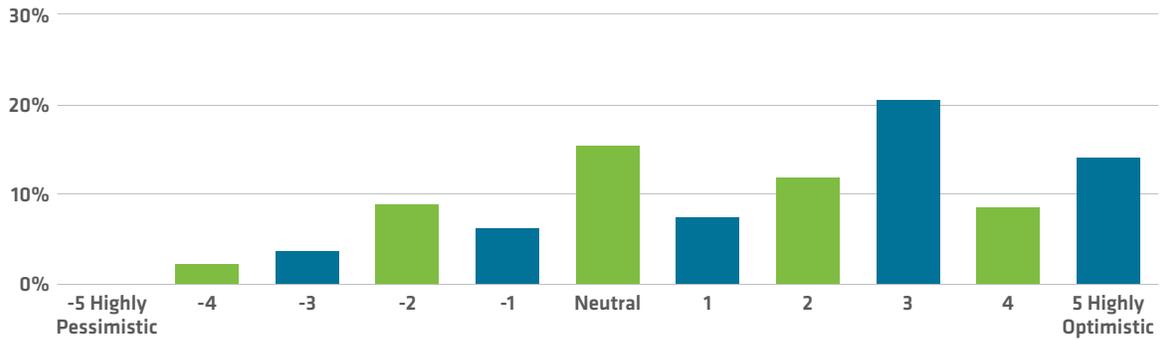
2.3   KEY FORCES SHAPING THE FUTURE

A number of aspects were highlighted as being key forces shaping the future of Hilton Head Island.

Tourism is very important to Hilton Head Island. When asked about the optimal level of visitation by 2040 (currently it is 2,600,000 annually) 37% of participants felt that 3,000,000 would be the optimal level. 19% of participants felt that 2,500,000 would be the optimal level. This indicates some degree of consensus with regard to maintaining the same level of tourism in 2040, rather than increasing the numbers of tourists dramatically.

Currently approximately 2,600,000 people visit Hilton Head Island annually (including holiday rentals, second homeowners, hotel guests, day trippers, etc). What level of visitation do you think would be optimal in 2040?
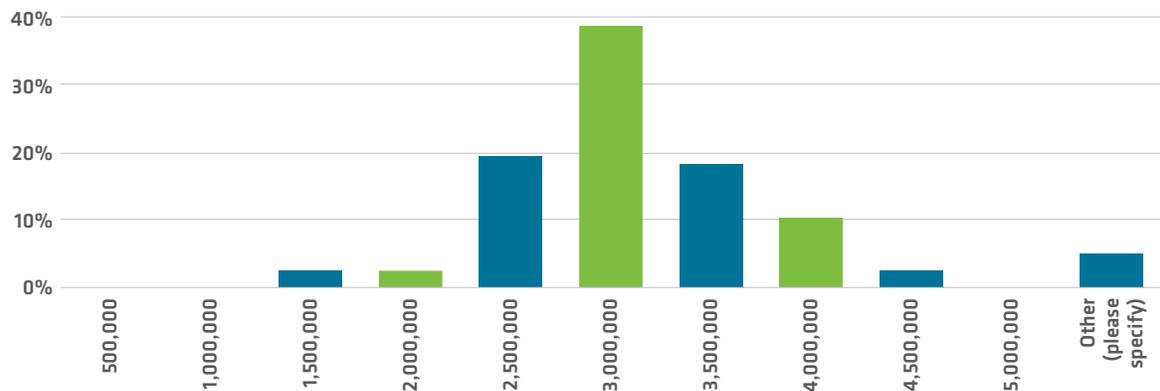
Currently approximately 39,000 people live on Hilton Head Island. In 2000 it was 34,000, and in 1990 it was 24,000. The participants were asked their opinion on the level of permanent population that would be optimal in 2040. 26% believed that the optimal level of permanent population should be 45,000 in 2040. 22% believe that this figure should be 40,000. Therefore, there was no aspiration generally for a notable increase in population by 2040.

Currently approximately 39,000 people live on Hilton Head Island. In 2000 it was 34,000, and in 1990 it was 24,000. What level of permanent population do you think would be optimal in 2040?
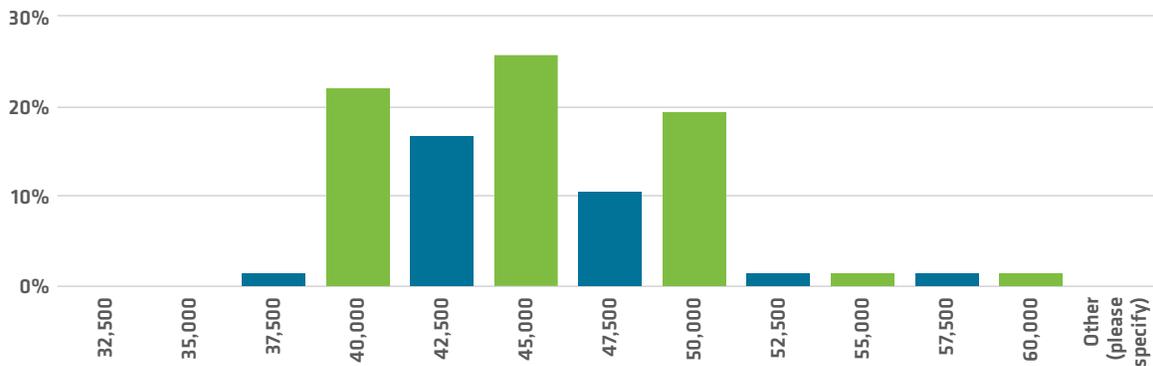
In the 2014 Hilton Head Island Strategic Plan, a number of major themes were identified which defined the 2030 vision. The participants were asked whether these themes were more or less important now than they were in 2014. The Preservation and Enhancement of the Natural Environment, a Quality Infrastructure Town wide and a Community for all Generations particularly were seen as much more important now than in 2014.

In the 2014 Hilton Head Island Strategic Plan, the following major themes were identified, which defined the 2030 Vision. Do you think these issues are now more or less important than they were in 2014?
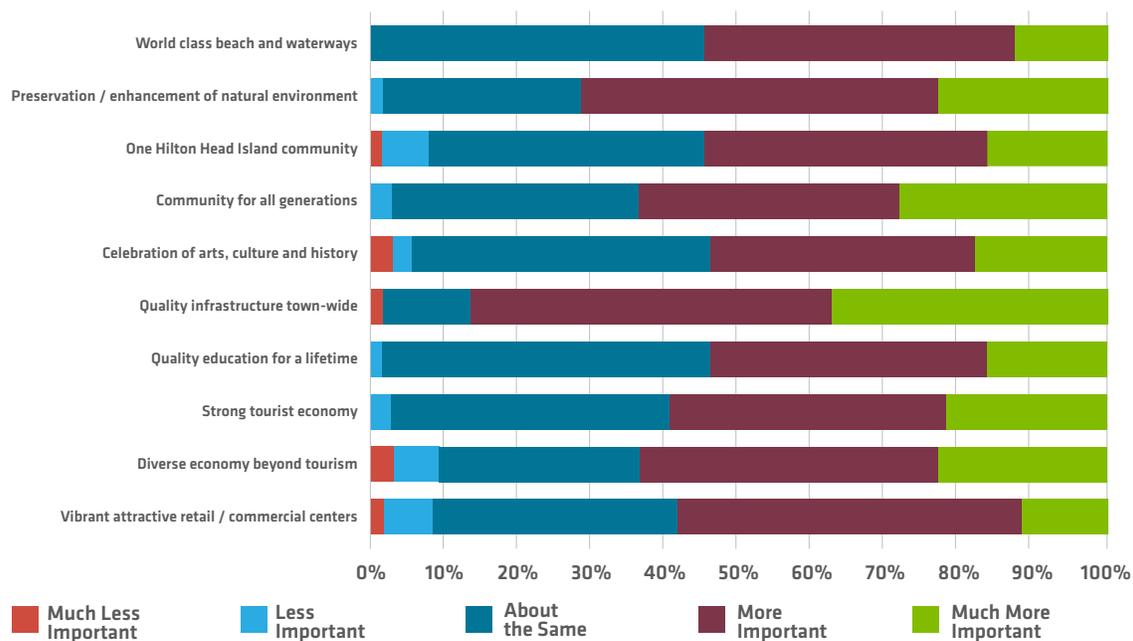
In the 2014 Hilton Head Island Strategic Plan, the following Guiding Principles were defined for the 2030 Vision. The participants were asked how satisfied they were with the progress that had been made on each of these key areas. It was felt that there was poor progress made regarding the area of 'Sustaining community prosperity through a diversified strong local economy based upon resort, retirement and non-hospitality businesses'. There was not enough progress made with regards to 'Striving for excellence in everything we plan, build, do and maintain' or 'Providing meaningful experiences that cherish our history, the arts, cultural diversity and enrich the lives of our residents and guests'. However it was felt generally that the community was on track regarding 'Living in harmony with nature and protecting the natural beauty, and creating a unique sense of place' and 'Providing serene, safe and healthy living environment for residents and guests'.

In the 2014 Hilton Head Island Strategic Plan, the following Guiding Principles were defined for the 2030 Vision. How satisfied are you with the progress that has been made on each of these key areas?
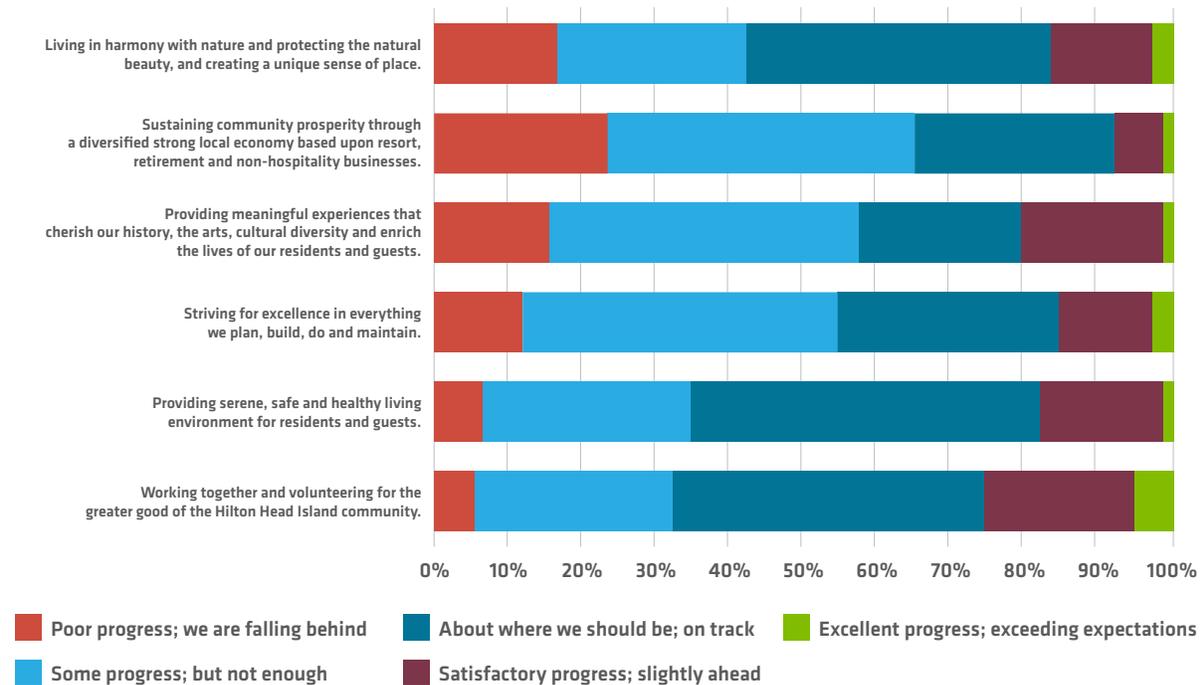
3.0   SCENARIO PLANNING

3.1   SCENARIO-BASED THINK TANK WORKSHOP

The **Hilton Head Island – Our Future** scenario-based Think Tank workshop was conducted on June 23, 2017, and involved invited community members. This one-day workshop was attended by approximately 150 participants. The workshop was intended to assist in the understanding of future drivers that will affect Hilton Head Island and to build cohesion around a unified vision for the community.

The Town of Hilton Head Island contracted Future iQ to design and deliver the **Hilton Head Island – Our Future** visioning process, which would include the future orientated Think Tank workshop. This workshop would facilitate the understanding of the future drivers that impact the Hilton Head Island community. The Think Tank began with an in-depth presentation on future trends and global conditions, before moving on to conduct scenario planning for Hilton Head Island. Future iQ's scenario planning process provides a methodology from which to explore plausible futures and considers the implications of various future scenarios. The process aimed to:

- Deepen the understanding and examination of how external events and local conditions could shape decision-making.

- Identify and understand the key influences, trends, and dynamics that will shape Hilton Head Island over the next 10 to 20 years, looking out as far as 2040.

- Create and describe four plausible long-term scenarios for the Hilton Head Island community.

- Begin exploring alignment around a shared future vision.

- Examine the strengths and weaknesses of the community as perceived by the citizens.

The scenarios developed during this scenario planning process and outlined in this report are important in order to provide a framework to discuss future possible outcomes and implications. Workshop deliberations can assist in identifying key actions for Hilton Head Island and in identifying how various groups might effectively contribute to future developments. Participants were guided through the scenario planning process in order to develop four plausible scenarios for the future of Hilton Head Island. The process

involved an exploration and discussion of global, regional, and local trends and forces of change; development of a scenario matrix defining four plausible scenarios spaces for the future; and, the development of descriptive narratives of each scenario. The event concluded with discussion of the scenarios, selection of a preferred scenario and plausibility mapping, and an exploration into the strengths and weaknesses of the community via the Attributes of Successful Communities exercise.

3.2   DEVELOPING FOUR PLAUSIBLE SCENARIOS FOR THE FUTURE

Workshop participants were presented with a scenario matrix, defined by two major axis entitled 'Cultural Character and Social Fabric' and 'Development Trajectory'. Brief descriptions were also attached to the end points of each axis. While these end points do not necessarily represent two extremes on a linear continuum, they are distinct enough to suggest some degree of separation and a plausible range of outcomes between them. The four quadrants (scenario spaces) based on different combinations of the two cluster themes, were reviewed and discussed with the workshop participants. This discussion explored the description of the end points included in each scenario space, the possible interaction between these drivers, and how they formed the axis that defined the four scenario spaces.
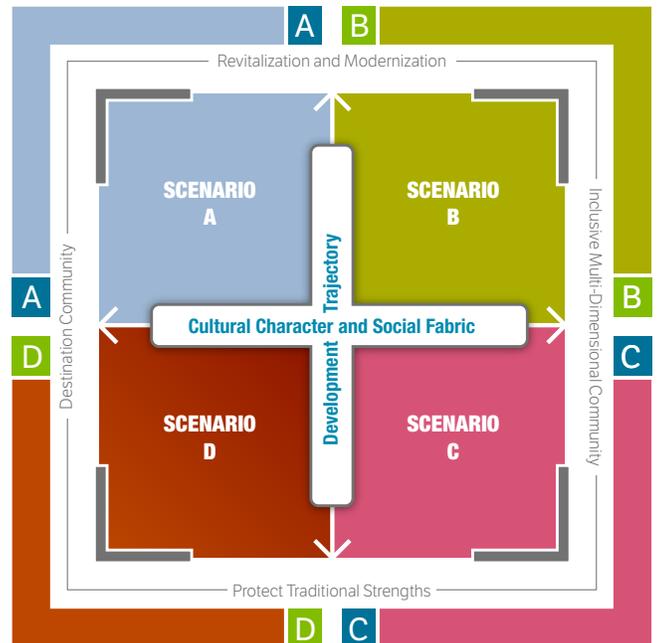
3.3   SCENARIO MATRIX – VIEWS OF THE FUTURE

Event participants were randomly allocated to one of four groups and asked to formulate a scenario for their respective quadrant. Each group was asked to describe characteristics of the following dimensions of Hilton Head Island in 2040 under the conditions of the scenario quadrant that they had been given in terms of the triple-bottom line of social, economic and environmental characteristics.

Additionally, they were asked to devise major events or headlines of how the scenario occurred using the years 2020, 2030, and 2040 and to give their scenario a descriptive name. Once the scenarios had been developed, each group reported back, describing their scenario to the other workshop participants. Each group's notes for their scenario and the description were used to produce the detailed narrative for each scenario.

A **B**

Hilton Head Island has embraced the 'restoration economy' and is made up of leading edge environmentally-friendly buildings and residential styles. With a diverse economy, the Island has attracted young professionals and 'start up' companies who work from home. Technological advancement has been embraced which has driven changes to the Island lifestyle, service delivery sectors and transportation systems.

Revitalization and Modernization

The large majority of the population live in gated communities. The population tends to be more inward looking and socially conservative. Hilton Head Island provides an excellent quality of life and an active retirement lifestyle to most of it's citizens, and relies on a significant commuter workforce. Tourism is encouraged and supported, but the 'quality of tourist' is a key factor to the residents on Hilton Head Island. The Island interest and investment is primarily driven and focused within resorts and community areas.

Hilton Head Island is an outward looking and socially progressive community with a mixed and diverse demographic. Younger families have been attracted to Hilton Head Island helping create a multi generational society. There is an investment in public amenities that enhances the quality of life and create strong educational facilities and career opportunities. The community is highly engaged with regards to the future of the region, and collaborates with surrounding communities.

Destination Community

Inclusive Multi-Dimensional Community

ADAPTIVE ECO-VITALIZATION

REINVENTING SUSTAINABILITY ...AGAIN!

Trajectory

Cultural Character and Social Fabric

Development

SAFE HARBOR

DIFFERENT VIBES ONE ISLAND

A **B** **D** **C**

Protect Traditional Strengths

Hilton Head Island is proud to retain its position and reputation as a world class quality resort destination. There has been little to no additional development or expansion on Hilton Head Island, rather the community has focused on improvement to the existing buildings and maintaining the traditional charm of Hilton Head Island with minimal re-development. The economy is largely driven by support of the retirement community, and provision of wellness and lifestyle services.

D **C**

These four scenarios paint very different plausible futures for Hilton Head Island. The workshop participants considered them all as largely plausible futures, as in, they could actually happen. Narratives and descriptions of each scenario, as developed by the workshop participants, are included in the following section. Each scenario has its subsequent consequences and impacts on Hilton Head Island – impacting the community, services, and organizational fabric in different ways. No one future is the 'perfect' future, as each comes with its attendant challenges and implications. The process, however, does provide a way to tease out the future scenarios and examine them from a speculative standpoint. They represent different possibilities for the future, and are not predictions.

4.0   DETAILED DESCRIPTIONS OF THE SCENARIOS

4.1   SCENARIO A – ADAPTIVE ECO-VITALIZATION - 2040

Hilton Head Island has become a community which is focused on diversity and environmentally sustainable tourism. It enjoys a wide ethnic mix of citizens and as a result of an emphasis on revitalization there are new pockets of communities emerging. There is also an increased diversity of tourists visiting the island. To meet the needs of this diverse range of tourists, the island offers a wide range of upgraded tourism product taking advantage of the ecological reputation of the area. Bicycles have become a popular mode of transport, replacing cars as the priority method of transportation. Infrastructural changes have taken place to match this focus.

As an aging population had been seen to be a challenge previously, there are now more young families moving to and living in the area and this has led to an increased energy in the community. A proliferation of highly educated younger professionals working from home has resulted. Smaller mixed-use units have developed to support new businesses.

Hilton Head Island focuses on ecological sustainability in the form of clean air, enhanced recycling and composting and neighborhood farm plots. The whole of the island is now on one sewer service. The notion and ethos of the Cradle to Cradle idea has been embraced while maintaining the island as a world class destination for tourists as well as citizens.
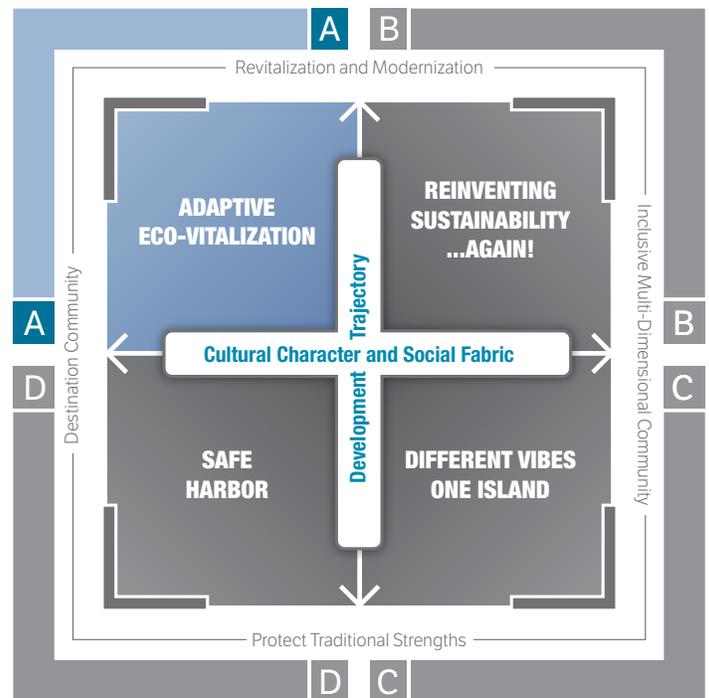
4.1.1 SCENARIO CHARACTERISTICS – ADAPTIVE ECO-VITALIZATION - 2040

COMMUNITY AND SOCIETAL

Demographics and ethnic mix

- Increased diversity of tourist visiting Hilton Head Island
- Hilton Head Island citizen's average age is younger than in 2017
- Wider ethnic mix, which includes maintaining the Gullah presence
- Pockets of new communities emerging

Workforce and residential profiles

- Increase in the hospitality workforce
- Increase in educated professionals
- Home based IT work and entrepreneurial flavour becomes more common
- An effort is being made in the community to attract young families

Community 'vibe' and reputation

- Increased energy in the community
- Increased attraction of young families to the island
- Revitalisation of current commercial properties to include smaller, mixed-use units

ENVIRONMENTAL AND LANDSCAPE

Community physical infrastructure

- Bikes, pedestrians and then cars are the order of priority
- Natural and environmentally-friendly infrastructure – pervious trails and parking lots
- Accommodation of environmentally-friendly transportation

Landscape and neighborhood impacts

- Leading sustainability trends
- Repurpose golf courses in environmentally-friendly manner
- Maintain separation of neighborhoods
- Enhanced recycling and composting
- Acceptance of autonomous transportation
- Saline pools (with no chlorine)
- Cradle to Cradle landscaping services
- Neighborhood farm plots
- Encouragement of edible and sustainable landscaping

Environmental quality and health

- Clean air
- All waste is handled on the island
- Water reclamation
- All of island on sewer service
- Access to outdoor environments and preservation of environment key to community
- Pristine and highly regulated waterways

ECONOMIC AND BUSINESS

Economic and business profiles

- Age specific businesses which serve various age groups' needs.
- Remote workforce

Tourism traffic and products

- Revitalized and upgraded tourism product
- Airport development – runway and air service
- Enhanced Gullah cultural district

Development activities

- Higher density hubs with mixed-use
- Enhanced Transportation
- Sustainability in terms of storm water, solar and hydroelectric

| ADAPTIVE ECO-VITALIZATION - HEADLINE NEWS			
	2020	**2030**	**2030**
Economic and Business	*Hilton Head Island completely connected – sewer, water, transportation, technology and infrastructure*	*Hilton Head Island – Downtown, Midtown, Uptown connected!*	*Hilton Head Island – Progress in Paradise*
Community and Societal	*Community announces a Master Plan to unite our island*	*Hilton Head Island announces success of planned community*	*Increase in young families attracted to Hilton Head Island by top quality and available education*
Environment and Landscape	*Celebration of island – wide sewer project completion*	*First golf course converted to community farm and park*	*Zero waste landfill a success!*

4.2 SCENARIO B – REINVENTING SUSTAINABILITY.. AGAIN!

Hilton Head Island attempts to focus on revitalization, and building an inclusive and diverse community. As a result, the island is now populated with younger and ethnically diverse citizens. Communities have become more accessible and less separated, and mixed-use properties with shared living has become increasingly popular with the younger population. A deliberate attempt has been made to source an international population, which has led to a multi-lingual community. The increase in mixed-use offerings has enabled a broader range of incomes, and a lower median income making the island more accessible.
An increase in employment has resulted from technology companies relocating the area. With a family-friendly environment, there are now more teaching opportunities and schools.

Due to Hilton Head Island's international and award-winning reputation, the island is enjoying year-round tourism which embraces both cultural and eco-tourism. The focus on the island's culture has led to a historical district being set up within the island, which has encouraged a 'downtown/town center' environment and, thus, enhanced walkability. There has been a shift from using cars as the predominant mode of transport to green 'mass transit' and environmentally-friendly modes of transport, such as water taxis.

With a shift in focus to the environment, the island experiences an enhanced environmental quality. There is one main sewer system on island, a renewable energy infrastructure and more green space. Ecologically-friendly businesses have been attracted to set up or relocate to the island. The new town center has become the economic hub of the island.
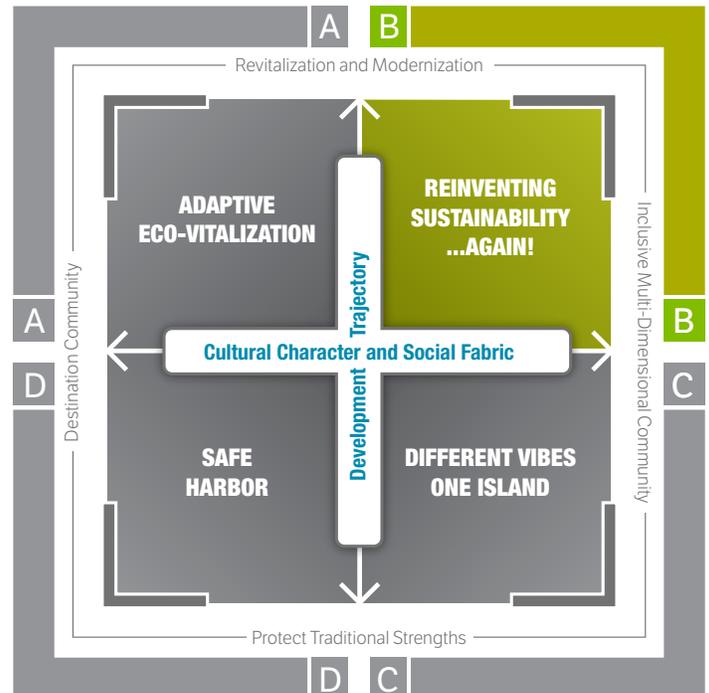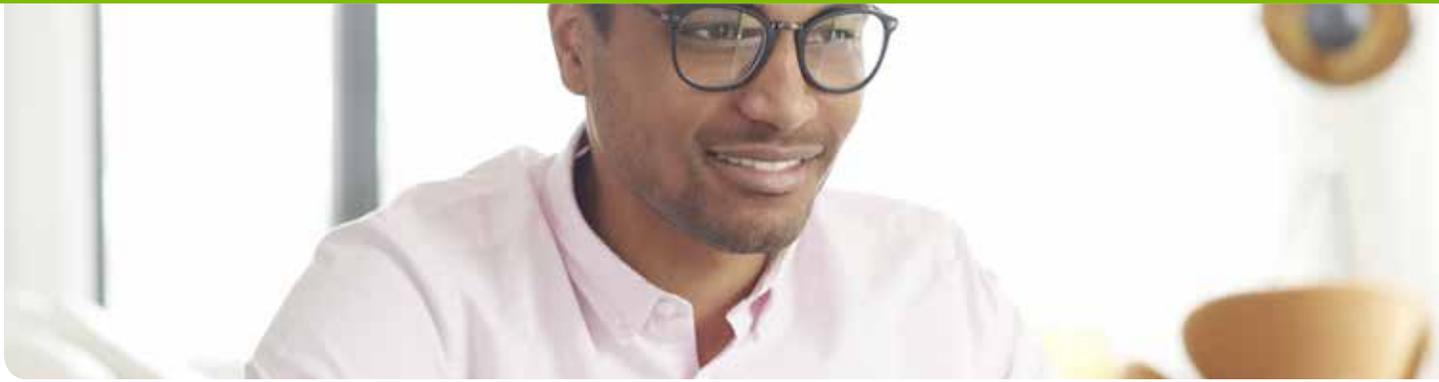
4.2.1 SCENARIO CHARACTERISTICS - REINVENTING SUSTAINABILITY.. AGAIN! - 2040

COMMUNITY AND SOCIETAL

Demographics and ethnic mix

- Ethnically diverse 18 – 26 year old population
- Multi-Lingual community
- Culturally Interactive
- Internationally sourced population
- Economic Diversity
- Lower Median Income

Workforce and residential profiles

- Home working by professionals
- Increase in teaching, hospitality, construction, medical, technological, security and environmental workforce
- Mixed-use properties with shared living
- Lower cost multi-family housing
- More Accessible communities

Community 'vibe' and reputation

- Year-round rather than seasonal tourism
- One Island One Community mentality
- Diverse cultural programming
- Family-friendly with modern progressive feel while keeping safe sanctuary atmosphere
- International and award-winning reputation
- Eco and Cultural Tourism

ENVIRONMENTAL AND LANDSCAPE

Community physical infrastructure

- One main sewer across island
- Increased indigenous plantings
- Better water usage
- More green space
- Nodes of community – blend of residential and business with walking destinations
- 'Green' mass transit

Landscape and neighborhood impacts

- Smaller communities of mixed-use
- Renewable energy infrastructure
- Community-based cistern
- One less golf course in each gated community – transformed to green space and community gardens

Environmental quality and health

- Toxic-free environmental landscaping
- Maximized access to water-based activities

ECONOMIC AND BUSINESS

Economic and business profiles

- Technological industry recruited to Hilton Head Island and Low Country
- Agriculture and Food connected.
- Large land tracts such as golf courses and town land used to create self sustaining environment
- More eco-friendly current businesses
- Solar panels
- Year-round education and recreation
- Increase in residents on the island
- Town Center the economic social hub

Tourism traffic and products

- Retirees and increased residents lead to innovative healthcare options
- Increase in outdoor activities
- Focus on combined/multi-use properties
- Pedestrian-friendly traffic system
- Water Taxis and development of North End of island leads to increased tourism
- Higher quality 'tourist' attracted by island culture and historical/eco offerings
- Mass transit – multi-use for tourists and residents

Development activities

- Cultural Enhancements
- Multi- dimensional experiences
- Tourists step into the culture
- Historical district
- Focus on transportation system for all – intermodal across the island

| REINVENTING SUSTAINABILITY.. AGAIN! - HEADLINE NEWS			
	2020	**2030**	**2040**
Economy and Business	*Town Council approves first solar field on town-owned property*	*Town tech business incubator on town-owned land reaches full capacity*	*Census: Hilton Head Island average age below forty*
Community and Societal	*Community unites around commitment and plan for progressive change*	*Major demographic shift drives median age to under fifty on Hilton Head Island*	*Hilton Head Island wins award for best place to live, visit and work!*
Environmental and Landscape	*In response to market forces, town-owned golf course is converted to passive park*	*Town completes phase three of community transportation and environmental sustainability project*	*Wall Street Journal announces Hilton Head Island winning award for environmentally conscious community redevelopment*

4.3 SCENARIO C – DIFFERENT VIBES ONE ISLAND

While Hilton Head Island is seen as a forward-thinking community with a traditional atmosphere, it is a community made up of two distinct groups – families and retirees. Therefore, there are a lack of 35-50 year olds within the community. Gated communities are prevalent but are matched by mixed-use residential communities. However, the two groups live easily with one another. Tourism is important to the island, and as the island embraces a more environmentally-friendly attitude, there is an increase in eco-tourism.

With another bridge opening, this has lessened the congestion problem for the island and there is an emphasis on zero waste, an increase in agriculture and under-utilized spaces being opened up to the population. Families enjoy facilities for recreation and the island offers more affordable housing and higher density living. However, the island is still largely marked by separation between families and retirees.
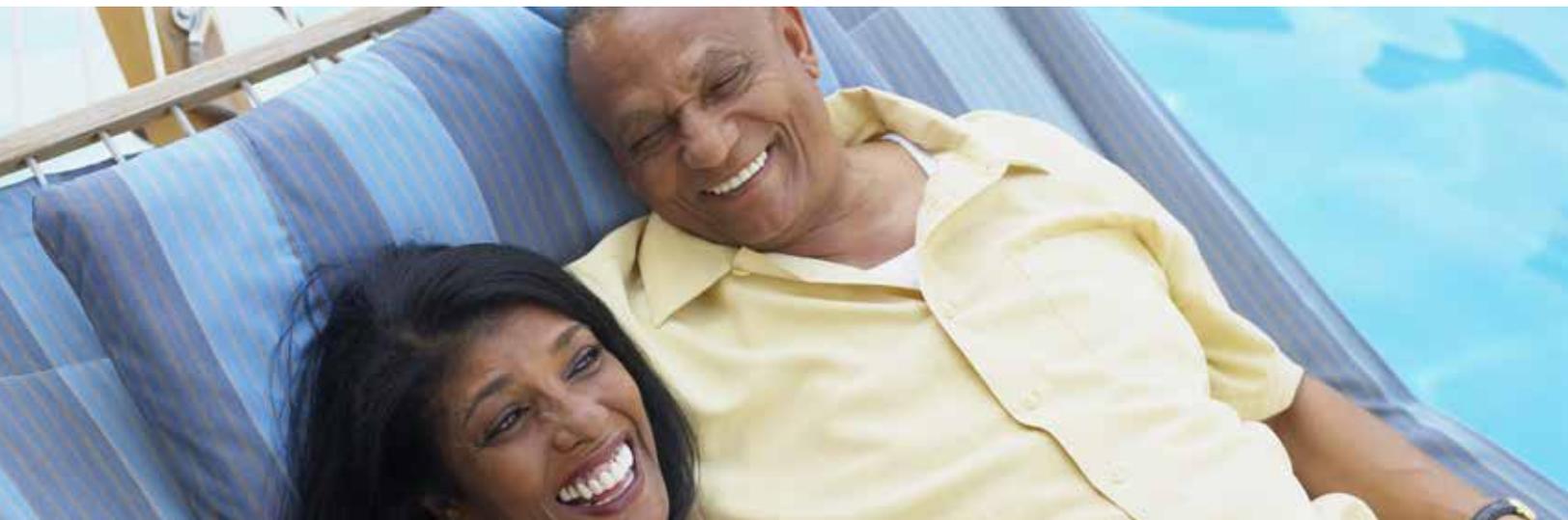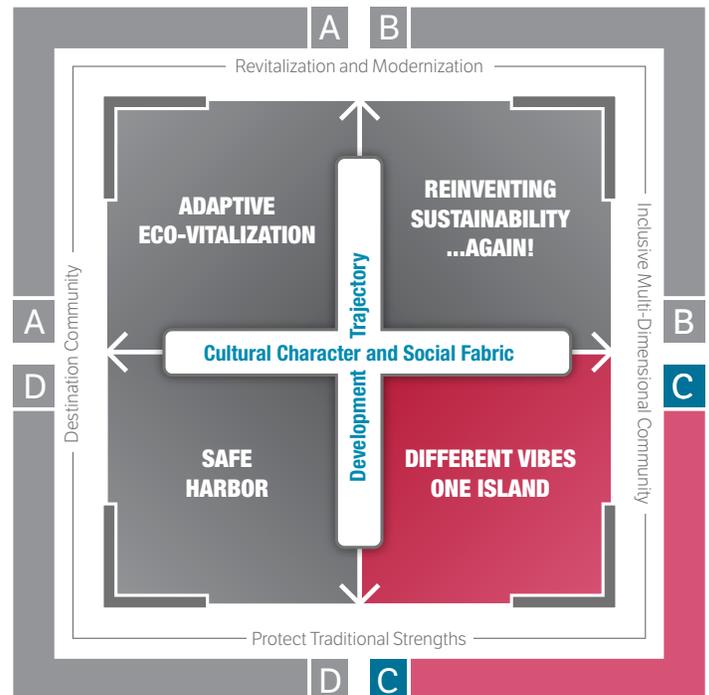
4.3.1   SCENARIO CHARACTERISTICS – DIFFERENT VIBES ONE ISLAND - 2040

COMMUNITY AND SOCIETAL

Demographics and ethnic mix

- Two distinct groups on Hilton Head Island – families and retirees
- Lack of 35-50 year olds on island

Workforce and residential profiles

- Diversity in blue and white-collar jobs
- Enhanced training due to necessity for the workplace
- Diversified profiles – diverse real estate product in gated communities and prevalent mixed-use elsewhere

Community 'vibe' and reputation

- Communities living easily with each other (beach, resort, native and gated communities)
- Forward-thinking community with a traditional feel

ENVIRONMENTAL AND LANDSCAPE

Community physical infrastructure

- Facilities for families and recreation
- Under-used space made available for neighborhoods and mixed-use
- Interpretative and historic areas developed

Landscape and neighborhood impacts

- World class access to water with trend to use less irrigation
- Sustainable redevelopment of existing infrastructure

Environmental quality and health

- Zero Waste
- Off the grid
- Increase in Agriculture
- Decline in need for gasoline
- Sustainable hospital and facilities

ECONOMIC AND BUSINESS

Economic and business profiles

- Smaller companies
- 'Computer Commuter' working population
- Higher wages with less personnel
- Hilton Head Island is an exclusive destination
- New marketing emphasis for the island
- More educators and health professionals

Tourism traffic and products

- Tourism, followed by real estate and retirement still main factors for visitation to Hilton Head Island
- Eco-tourism jobs open up
- New bridge enables mass transit options

Development activities

- Affordable housing
- Higher density living and business space (including community workspaces)

| DIFFERENT VIBES ONE ISLAND - HEADLINE NEWS			
	2020	**2030**	**2040**
Economy and Business	*Gridlock – Is Mass Transit Coming?*	*Integrated Transit System Underway!*	*Hilton Head Island Wins Eco-friendly Community Award*
Community and Societal	*Northridge Plaza residential sells out!*	*USC/TCL partners with local businesses for pathway to employment*	*Hilton Head Island voted 'Most liveable tourist destination in American'*
Environmental and Landscape	*Hilton Head looks to the past to prepare for the future: A return to fishing and farming*	*Town Council approves wind farm on inter coastal waterway (with new technology that protects birds!)*	*Hilton Head Island first to go off the grid*

4.4   SCENARIO D – SAFE HARBOR

Hilton Head Island is largely populated by an aging population, and predominantly gated communities. This has led to an increased medical workforce, and healthcare and wellness facilities being set up in abandoned buildings. There is a continued provision of an 'Active Lifestyle'. Older citizens are more mobile due to an increase in autonomous vehicles. Much has been developed to address the needs of an aging population.

Tourism is still important to Hilton Head Island, and there is a continued large seasonal service industry workforce recruited from overseas. To meet the needs of tourism, enhancements have been made with regards to the bridge, airport and an improvement in public transportation.

Environmental standards have been set and existing buildings are upgraded with environmental sustainable methods. In order to meet international trends and standards regarding the environment, cycling and walking lanes have been increased in order to promote a healthy lifestyle. However, this is predominantly to meet the needs of an aging population.
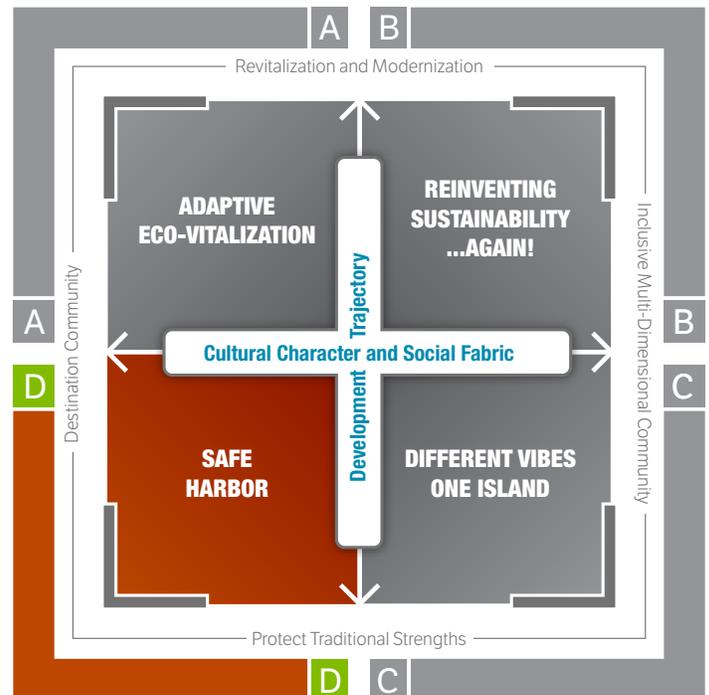
4.4.1   SCENARIO CHARACTERISTICS – SAFE HARBOR - 2040

COMMUNITY AND SOCIETAL

Demographics and ethnic mix

- Aging Population
- Diverse community

Workforce and residential profiles

- Increasing fitness and medical workforce
- Continued service industry workforce
- Gated Communities
- Recognition and support for residential communities (I.e. Gullah/South Forest Beach/ Walkable areas)
- Flood plain elevation affecting residential renovations

Community 'vibe' and reputation

- Continued provision of 'Active Lifestyle' (i.e. Biking, tennis, golf and beach)
- Mobile older citizens via autonomous vehicles
- Renovation Projects encouraged

ENVIRONMENTAL AND LANDSCAPE

Community physical infrastructure

- Healthcare and wellness facilities in abandoned buildings
- Strong retail industry due to tourism
- Activity hubs within gated communities
- Centers of Life for residents
- Bike and Leisure paths match roadways in both length and location

Landscape and neighborhood impacts

- Low height level development
- History and Recreation filled landscape
- High Architectural standards

Environmental quality and health

- A set standard for environmentalism
- Existing buildings updated with sustainable methods

ECONOMIC AND BUSINESS

Economic and business profiles

- Seasonal employees from abroad

Tourism traffic and products

- Bridge is expanded to three lanes in both directions
- Public transportation enhanced both on island and to/from island
- Airport Service is expanded

Development activities

- Focus on medical help
- More technological and medical educational opportunities on island
- Affordable housing created
- Rezoned areas for higher density

SAFE HARBOR - HEADLINE NEWS			
	2020	**2030**	**2040**
Economy and Business	*Funding secured to expand the bridge to Hilton Head Island!*	*New lanes open on bridge to Hilton Head Island*	*They wanted the status quo – but a group came together 20 years ago to define the future so our Safe Harbor continues*
Community and Societal	*Workforce diminishes – new bridge proposed*	*Continued economic decline forces coalition of island communities to build a stronger future*	*Hilton Head Island internationally recognized as a top wellness community*
Environmental and Landscape	*Sewer lines complete! Every islander now has access!*	*Hilton Head Island – the new fountain of youth*	*Environmental sustainability always in style on Hilton Head Island!*

5.0   ATTRIBUTES OF SUCCESSFUL COMMUNITIES EXERCISE

Having produced four plausible scenarios of the future, the participants engaged in the Attributes of Successful Communities exercise. Participants individually evaluated the current status of the Hilton Head Island community based on the Ten Attributes of Successful Communities. This exercise was adapted from 'The Heartland Centre for Leadership Development'; '20 Clues to Rural Survival' and informed by The Arkleton Centre for Rural Research – through the Dynamics of Rural Areas (DORA).

Attributes for Successful Communities – Hilton Head Island – June 2017
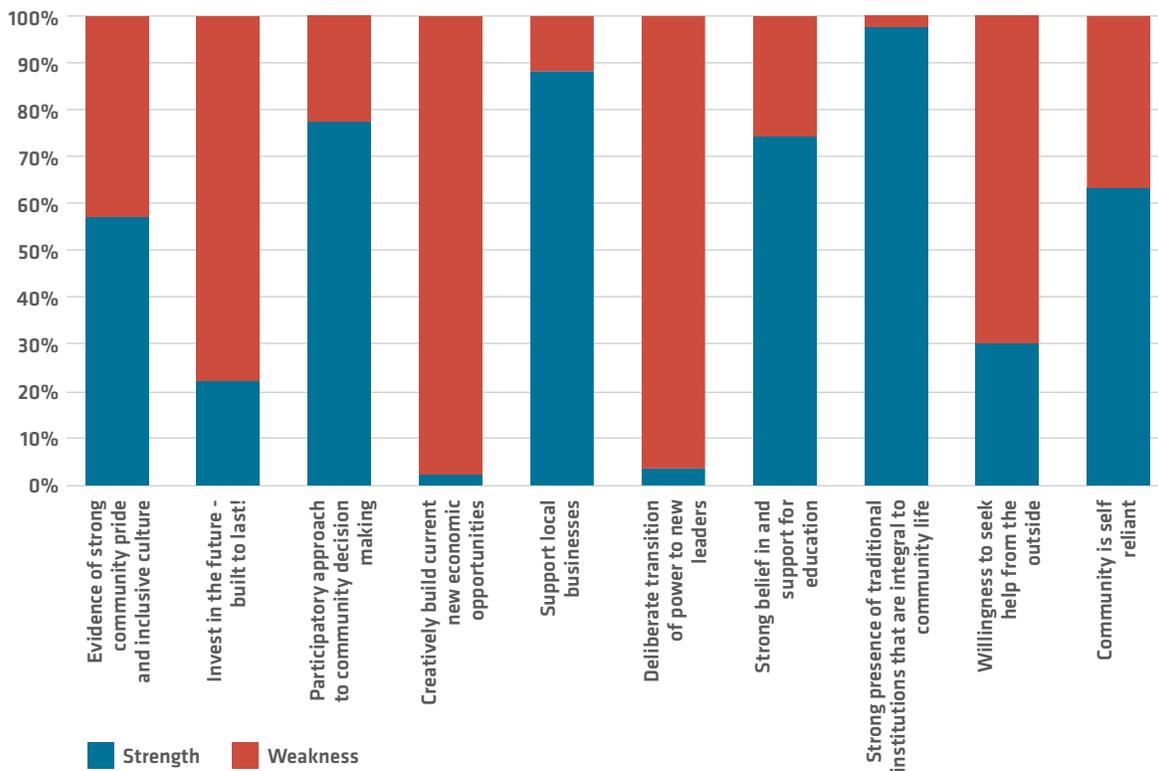
The community of Hilton Head Island was seen by the participants as strong in the following areas:

• Evidence of a strong community pride and inclusive culture

• Participatory approach to community decision-making

• Support for local businesses

• Strong belief in and support for education

• Strong presence of traditional institutions that are integral to community life

• Community is self-reliant

However, the community of Hilton Head Island was seen as weak in the following areas:

• Investment in the future

• Creatively build current new economic opportunities

• Deliberate transition of power to new leaders

• Willingness to seek help from the outside

6.0 NEXT STEPS

From the microcosm of the Think Tank environment, the visioning process will move out in the next phase of engagement into the wider Hilton Head Island community. For the overall **Hilton Head Island – Our Future** visioning process to be successful, it is essential that there is broad engagement across Hilton Head Island. Citizens from across Hilton Head Island will be able to attend and participate in community engagement sessions throughout August, September and October 2017.

The Think Tank workshop group will be invited to reconvene in October 2017 to work further on the visioning process. This will be followed by additional focus group sessions with community members to further validate the engagement process results and reports.

Hilton Head Island – Our Future Vision Development

| Examine issues shaping the future of HHI - community survey	Develop scenarios for the future of HHI within Think Tank Workshop	Community engagement exploring preferred and expected futures	Reconvene Think Tank to identify the areas of shared vision for HHI	Define action steps for the future of HHI
MAY - AUG	**JUN / JUL**	**AUG / SEPT / OCT**	**OCT**	**NOV / DEC**

Based on the information gathered from the compilation of all reports, engagement results and analyses, Future iQ will work closely with the **Hilton Head Island – Our Future** Vision Project Management Team to synthesize the information in order to generate an initiative and priority project matrix. These initiatives and priorities will be produced in the form of a prioritization matrix and will provide the basis for the Implementation Action Plan to be presented as part of the final Strategic Roadmap.

The Implementation Plan will recommend an immediate course of action to implement the Community Vision. The Implementation Plan will provide 3 and 5-year goals including achievable milestones to facilitate program creation.

There will be a drawing together of the implementation action plan with all reports and results of research, engagement, and analysis into an initial draft of the 3 and 5-year Strategic Roadmap. The Roadmap will identify:

- Community Vision

- Goals & Objectives

- Strategies & Tactics

- Responsible Partners and their Roles

- Implementation Measures

- Anticipated Outcomes

Future iQ Team

Strategic Partners
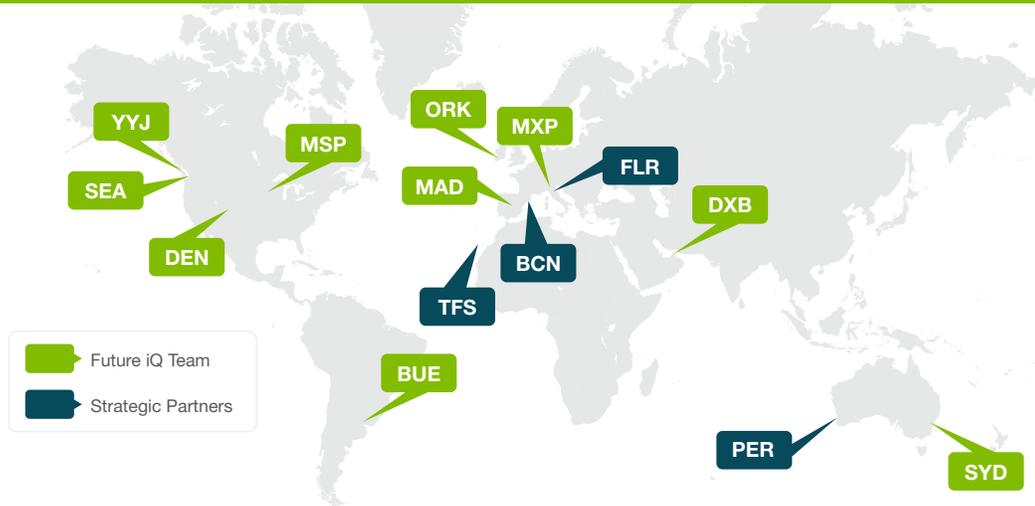
7.0 ABOUT FUTURE IQ

Future iQ is a market leader in the development and application of scenario planning; network analysis, industry and regional analysis, and community engagement and capacity building. The company specializes in applying innovative tools and approaches to assist organizations, regions and industries shape their economic and community futures. With over a decade of business experience, the company has grown to have a global clientele spanning three continents.

To learn more about Future iQ, and our recent projects visit **www.future-iq.com** or by email at **info@future-iq.com**

Report and scenario planning workshop prepared by:

DAVID BEURLE, CEO, FUTURE IQ

As CEO of Future iQ, David specializes in creating future planning approaches for the use in regional, community and organizational settings. David has worked in the field of organizational and regional economic and community planning for over 20 years. His work in community and economic development has earned his work international, national and state awards.

CELINE BEURLE, COO, FUTURE IQ

With an academic background in Sociology and Philosophy, Celine is passionate about understanding society and this has led to her ongoing interest in pursuing societal change. She has drawn upon her research background, to write policy and scientific papers. Drawing upon her life long passion to instigate change, Celine has led many major projects and initiatives within her career, and is passionate about helping to create powerful and effective future strategies for communities and organisations.

8.0   FOR MORE INFORMATION

For more information on Hilton Head Island – Our Future, please contact:

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9.0   ACKNOWLEDGMENTS

Future iQ would like to thank **Hilton Head Island – Our Future**'s Project Lead Emily Sparks, Jennifer Ray from the Town of Hilton Head Island staff and the Vision Project Management Team (VPMT) for the significant time and effort put into the planning and execution of this planning workshop. The Vision Project Management Team consists of Sandy West, (Chair), Denise Spencer(Vice-Chair), David Ames, Alex Brown, Morris Campbell, John Lundin and Mark O'Neil. We sincerely appreciate your contributions.