



Town of Hilton Head Island  
**TOWN COUNCIL MEETING**  
**Tuesday, May 2, 2023, 3:00 PM**  
**AGENDA**

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The Town Council meeting will be held in-person at Town Hall in the Benjamin M. Racusin Council Chambers. The meeting can be viewed on the [Town's YouTube Channel](#), the [Beaufort County Channel](#), and Spectrum Channel 1304.

- 1. Call to Order**
- 2. FOIA Compliance:** Public notification of this workshop has been published, posted, and distributed in compliance with the South Carolina Freedom of Information Act and the requirements of the Town of Hilton Head Island.
- 3. Roll Call**
- 4. Pledge to the Flag**
- 5. Invocation – Pastor Brett Myers – First Baptist Church Hilton Head Island**
- 6. Civility Pledge**
- 7. Approval of the Minutes**
  - a. Regular Meeting – April 18, 2023
- 8. Report of the Town Manager**
  - a. Items of Interest
- 9. Appearance by Citizens:** Citizens who wish to address Town Council on the matters being discussed during the meeting may do so by contacting the Town Clerk at 843.341.4646 no later than 12:00 p.m. Tuesday, May 2, 2023. Written comments concerning items on the agenda may be submitted at the [Open Town Hall Portal](#).
- 10. Public Hearing**
  - a. First Reading of Proposed Ordinance 2023-10 Adopting the Municipal Budget for the Town of Hilton Head Island for Fiscal Year 2024 Ending June 30, 2024.
- 11. Unfinished Business**
  - a. Second Reading of Proposed Ordinance 2023-09 Amending Title 16 of the Municipal Code of the Town of Hilton Head Island, the Land Management Ordinance, to Remove Divisible Dwelling Units as an Accessory use and to Modify Multifamily and Single-Family Definitions.

## **12. New Business**

- a. Consideration of Resolution Approving the 2023-2024 Hilton Head Island Destination Marketing Organization (DMO) Marketing Plan & Budget.
- b. Consideration of a Resolution Supporting the Proposed Approach to Complete a Strength, Weakness, Opportunities, and Threats (SWOT) Assessment for Solid Waste and Recycling for Hilton Head Island.
- c. First Reading of Proposed Ordinance 2023-11 Amending Section 4-10-100 (Management and Use of Local Accommodation Taxes) of the Town of Hilton Head Island Code of Ordinances Pertaining to the Event Management and Hospitality Training Program Fund.

## **13. Executive Session**

- a. Discussion of Negotiations Incident to Proposed Contractual Arrangements and Discussions for the Proposed Sale or Purchase of Property [pursuant to the South Carolina Freedom of Information Act Section 30-4-70(a)(2)]  
Related to:
  1. Bryant Road Area
  2. Pope Avenue Area
  3. Shelter Cove Area

## **14. Possible Action by Town Council Concerning Matters Discussed in Executive Session**

## **15. Adjournment**





Town of Hilton Head Island  
**TOWN COUNCIL MEETING**  
**Tuesday, April 18, 2023, 3:00 PM**  
**MINUTES**

**Present from Town Council:** Alan Perry, *Mayor*; David Ames, *Mayor Pro-Tempore*; Alex Brown, Patsy Brison, Tamara Becker, Steve Alfred, Glenn Stanford, *Town Council Members*

**Present from Town Staff:** Marc Orlando, *Town Manager*; Josh Gruber, *Deputy Town Manager*, Angie Stone, *Assistant Town Manager*, Shawn Colin, *Assistant Town Manager – Community Development*; Chris Blankenship, *Fire Chief*; Ben Brown, *Sr. Advisor to the Town Manager*; John Troyer, *Finance Director*; Missy Luick, *Assistant Community Development Director*; Aaron Black, *Facilities Manager*; Carolyn Grant, *Communications Director*; Kelly Spinella, *Social Media and Marketing Manager*; Bob Bromage, *Public Safety Director*; Mac Deford, *General Counsel*; Jennifer Ray, *Capital Program Manager*; Erik Ladd, *Project Manager*; Taylor Ladd, *Project Manager*; Krishana Perry, *Principal Planner – Historic Neighborhood Preservation*; Jeff Buckalew, *Town Engineer*; Natalie Harvey, *Director of Cultural Affairs*; Tommy Sunday, *Technology & Innovation Director*; Marcy Benson, *Senior Grants Administrator*; Todd McNeil, *Community Code Enforcement Officer*; Cindaia Ervin, *Interim Town Clerk*

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**1. Call to Order**

**2. FOIA Compliance**

Ms. Ervin affirmed compliance with FOIA.

**3. Roll Call**

Attendance was confirmed by way of roll call.

**4. Invocation – Pastor G. Eddie Patten, Sr. –St. James Baptist Church**

Chaplin Glenn Neff delivered the invocation.

**5. Civility Pledge**

**6. Approval of the Minutes**

- a. Regular Meeting – April 4, 2023
- b. Regular Meeting – April 6, 2023

Mr. Ames moved to approve. Mr. Stanford seconded. Motion carried 7-0.

**7. Report of the Town Manager**

**a. Items of Interest**

Mr. Orlando introduced Senator Davis who provided a legislative update to Town

Council inclusive the status of Senate Bill 0382 and House Bill 4213 which was introduced by Senator Davis and supported by Town Council and would allow for an expanded use of Accommodations and Hospitality Tax Funds for Workforce Housing purposes. Mr. Orlando reported on various items of interest.

**b. Workforce Housing Program Monthly Update – Missy Luick, Assistant Community Development Director**

Missy Luick provided a brief update regarding the program stating they are actively reviewing applications and interviewing candidates for the director's position. She stated the Regional Housing Trust Fund is now renamed to Beaufort-Jasper Housing Trust and adopted by-laws. They have launched a website which defines project requirements with a goal of accepting applications in May and projecting approvals to be completed by June. She also provided an update regarding Northpoint regarding the path forward in selecting the development partner. Miss Luick stated they are continuing to develop the term sheet for Council review and upon approval the Town Manager will award the RFP and begin to negotiate the development agreement for Town Council consideration.

**c. Historic Mitchelville Freedom Park Biannual Update – Ahmad Ward, Executive Director**

Ahmad Ward provided a brief update stating there were 2800 visitors to the park during the Holiday Nights and Lights event, noting it has become a key event for Mitchelville and will be held again in December 2023. He added they were featured in Travel and Leisure Magazine in February that talked about Gullah Culture as a whole and focused on Mitchelville, Braze Magazine, and the New York Times for one of eight places in the United States that illuminate Black History. He reported the receipt of \$50,000 from the Heritage Classic Foundation and the RBC Foundation in support of their youth leadership program. Mr. Ward stated the youth that participate in the program become docents of Mitchelville Park. He announced they were working on reconstructing houses that were on the property with the aid of a grant from the State of South Carolina for infrastructure. He provided a timeline for various projects. He announced that Mitchelville will receive 2.5 million dollars from the Mellon Foundation which will support implementation of components such as the Freedom Plaza, Classroom and Lab Building, and Interpretive Center. He stated he anticipates the projects to begin this year along with the Town CIP project regarding the parking lot and turnaround. Mr. Ahmad answered questions from Council.

**8. Reports from Members of Town Council**

**a. General Reports from Town Council**

Ms. Becker reported on the Sea Turtle Program and guidelines regarding such. Ms. Brison provided an update on Earth Day scheduled for April 22. She also reported on the First Tee Community Awards Banquet. Mayor Perry made remarks regarding the Heritage Tournament and congratulated all who contributed to making it a world class event.

Mayor Perry, along with Alex Brown made comments recognizing Abe Grant's passing noting he was a great individual in our community who led by example and will be greatly missed.

**b. Report of the Lowcountry Area Transportation Study – Glenn Stanford**

Mr. Stanford reported on an upcoming project which includes plans to widen Interstate

95 to be completed by 2032.

- c. Report of the Lowcountry Council of Governments – Tammy Becker

No report.

- d. Report of the Beaufort County Airports Board – David Ames

No report.

- e. Report of the Southern Lowcountry Regional Board – Glenn Stanford

Mr. Stanford reported that at the last meeting there was discussion regarding workforce housing development federal requirements. He stated Jennifer Ray presented an overview of the Capital Improvement Projects for Hilton Head Island.

- f. Report of the Island Recreation Association Board – Alex Brown

No report.

- g. Report of the Community Services and Public Safety Committee – Tammy Becker

Ms. Becker reported the Committee met on April 17 and received an update regarding the parking management program and moved forward a resolution regarding a SWOT assessment regarding solid waste and recycling on Hilton Head Island. She added the Committee met in Executive Session to review and discuss Boards and Commissions applications.

- h. Report of the Public Planning Committee – David Ames

Mr. Ames reported the Committee met on April 10 to review and discuss the growth framework and district planning efforts of staff. He stated the Committee also moved forward a proposed ordinance amending the LMO regarding removal divisible dwelling units as an accessory use and modification of the definition of multi-family and single-family units along with receiving a report from Palmetto Breeze with no action taken.

**9. Report of the Finance and Administrative Committee – Alex Brown**

Mr. Brown reported the Committee met earlier in the day to review the Hilton Head Island Destination Marketing Organization Industry Metrics Report and the DMO Marketing Plan and Budget. He stated the Committee voted to move forward a resolution regarding the Marketing Plan and budget to Town Council for review. Mr. Brown added that the Committee requested a memo from the DMO outlining the increase in the budget and the specifics of such. He added they also forwarded a proposed ordinance amending the process of funding the Event Management and Hospitality Training Program funding from a percentage to a proposed budget submitted annually for consideration.

**10. Appearance by Citizens**

Numerous citizens address Town Council on various subjects. Comments can be accessed through our website listed below.

**11. New Business**

- a. Consideration of a Resolution of the Town of Hilton Head Island Authorizing the Town to Enter into an Intergovernmental Agreement with Beaufort County for the Collection of Library and Transportation Impact Fees

Josh Gruber explained the specifics regarding the resolution and answered questions from Council. After discussion Mr. Ames moved to approve. Mr. Stanford seconded. Motion carried 7-0.

- b. Consideration of a Resolution to Authorize Submittal of the Community Development Block Grant Entitlement Program Annual Action Plan for the Program Year 2023 to the United States Department of Housing and Urban Development**

Marcy Benson conducted a presentation and answered questions from Council. After discussion, Mr. Ames moved to approve. Mr. Alfred seconded. Motion carried 7-0.

- c. Consideration of a Resolution Approving the Islander's Beach Park Master Plan**

Taylor Ladd conducted a detailed presentation and answered questions from Council. The Committee asked questions and provided input regarding: clarification of the style of tabled crosswalk; the removal of on-street parking; the need for three pathways toward the beach at this time for residents safety; discussion regarding golf cart parking; consideration of postponing the two boundary pathways until a study of capacity is completed; discussion regarding having one additional pathway rather than two; concern over the time-share units planned for the area which will increase capacity; discussion regarding safety while traveling through the park; review of the Parks and Recreation Commission's alternative plan; the need to respect the residents use of the park; questions regarding the need for three crossings; the need for additional handicap parking spaces beyond code requirements; and discussion of emergency vehicle access. After lengthy discussion, Mr. Ames moved to approve the Islanders Beach Park Master Plan as published. Mr. Stanford seconded. Mr. Ames moved to amend the motion that Council approve the Alternate Metered Parking Plan, increase the number of handicap parking spaces, and postpone the installation of the two walking paths next to the site boundaries until the performance of the pathway adjacent to the entranceway is evaluated. Mr. Stanford seconded. Public comments were received and can be accessed through the website listed below. Motion carried 6-1 (Brison opposed)

- d. Consideration of a Resolution Approving the Shelter Cove Park Master Plan-Final Phase**

Eric Ladd conducted a presentation regarding the project noting it was presented to Council in February and then to the Parks and Recreation Commission and they voted unanimously to recommend approval. He stated there had been no changes to the plan since last presented to Council and was available to answer any questions. Mr. Ames moved to approve. Mr. Stanford seconded. Mr. Ladd added that bike parking and additional furnishings will be added to the plan. Public comments were received and can be accessed through the website below. Motion carried 7-0.

- e. First Reading of Proposed Ordinance 2023-09 Amending Title 16 of the Municipal Code of the Town of Hilton Head Island, the Land Management Ordinance, to Remove Divisible Dwelling Units as an Accessory use and to Modify Multifamily and Single-Family Definitions**

Missy Luick conducted a detailed presentation. She added that the Public Planning Committee voted to move the proposed ordinance forward as well as the Planning Commission voted unanimously to approve. Mr. Ames moved to approve. Mr. Stanford seconded. Public comments were received and can be accessed through the website listed below. Motion carried 7-0.

## 12. Executive Session

- a. Receipt of Legal Advice from the Town Attorney on Matters Covered Under the Attorney-Client Privilege [pursuant to the South Carolina Freedom of Information Act Section 30-4-70(a)(2)] Related to:
  1. Mount Calvary Missionary Baptist Church of HHI, et al vs Town of HHI, et al
  2. Mitchelville Road Dirt Road Paving
  3. Main Street Right of Way Acquisition
  4. Forest Beach Villas
  5. Public Comment & Rules of Decorum
  6. SWVP, LLC
  7. Town of Hilton Head Island v. Beaufort County (Law Enforcement Fee)
- b. Discussion of Negotiations Incident to Proposed Contractual Arrangements for the Northpoint Public-Private Partnership Workforce Housing Project [pursuant to the South Carolina Freedom of Information Act Section 30-4-70(a)(2)]
- c. Discussion of Personnel Matters [pursuant to the South Carolina Freedom of Information Act Section 30-4-70(a)(1)] Related to:
  1. Town Council Appointments to Town Boards, Commissions, and Committees
    - i. Board of Zoning Appeals
    - ii. Planning Commission
    - iii. Beaufort County Airports Boards
- d. Discussion of Negotiations Incident to Proposed Contractual Arrangements and Discussions for the Proposed Sale or Purchase of Property [pursuant to the South Carolina Freedom of Information Act Section 30-4-70(a)(2)] Related to:
  1. Pope Avenue Area
  2. Matthews Drive Area
  3. Chaplin Area
  4. Bryant Road Area
  5. Baygall Area
  6. SCDOT Toll Plaza Administrative Offices
- e. Discussion of employment, appointment, compensation, promotion, demotion, discipline or release of an employee, or a person regulated by a public body [pursuant to the South Carolina Freedom of Information Act Section 30-4-70(a)(1)] Related to:
  1. Town Attorney Contract

At 5:40 p.m. Mr. Orlando stated the need to enter Executive Session for the reasons listed above. Mr. Ames moved to enter Executive Session for the reasons cited by the Town Manager. Mr. Stanford seconded. Motion carried 7-0.

### **13. Possible Action by Town Council Concerning Matters Discussed in Executive Session**

Upon return to the dais at 7:35 p.m. Mayor Perry asked if there was any action to be taken concerning Executive Session.

Ms. Becker moved to nominate Brian Turrisi as the Hilton Head Island representative on the Beaufort County Airports Board. Mr. Stanford seconded. Motion carried 7-0.

Ms. Becker moved that Council appoint Mr. Steve DeSimone to the Board of Zoning Appeals with a term expiring June 2025. Mr. Ames seconded. Motion carried 7-0.

Mr. Ames moved Town Council exercise the quit claim deed for the toll booth offered from the South Carolina Department of Transportation in the amount of \$5.00 from the General Fund. Mr. Stanford seconded. Motion carried 7-0.

### **14. Adjournment**

The meeting was adjourned at 7:37 p.m.

Drafted and Submitted by:  
Vicki L. Pfannenschmidt,  
Temporary Administrative Assistant

### **APPROVED:**

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Alan Perry, Mayor

The recording of this Meeting can be found on the Town's website at [www.hiltonheadislandsc.gov](http://www.hiltonheadislandsc.gov)



# TOWN OF HILTON HEAD ISLAND

## Town Council

**TO:** Town Council  
**FROM:** John M. Troyer, CPA, Director of Finance  
**VIA:** Marc Orlando, ICMA-CM, Town Manager  
**DATE:** May 2, 2023  
**SUBJECT:** First Reading of Proposed Ordinance No. 2023-10

### **RECOMMENDATION:**

Staff recommends Town Council approve and affirm the first reading of Proposed Ordinance No. 2023-10. The ordinance establishes the fiscal year 2024 budgets for the General Fund, Capital Projects Fund, Debt Service Fund, Stormwater Utility Fund, Gullah Geechee Historic Neighborhood Community Development Corporation Fund and the Housing Fund. The ordinance also amends the fiscal year 2023 budget to amend for Land Acquisitions and to close out the fiscal year within budget.

The proposed tax rate at 23.1 is the same as FY 2023 rate of 23.1 mills. (Once the effect of the County's reappraisal process is known, this proposal recommends "rolling back" the millage rate from 23.1 to a lower number to achieve a revenue neutral outcome.)

The proposed FY 2024 total operating budget for the General Fund, Capital Projects Fund, Debt Service Fund, and Stormwater Fund at \$129,950,293 is compared to last year's \$119,501,114.

	2023 Adopted Budget	2024 Proposed Budget
General Fund	\$ 48,621,804	\$ 57,980,977
Debt Service Fund	19,374,081	17,397,233
CIP	45,671,933	39,993,081
Stormwater Fund	5,833,296	5,885,817
<b>Subtotal</b>	<b>\$119,501,114</b>	<b>\$ 121,257,108</b>
GGHNCD Fund	--	5,343,185
Housing Fund	--	3,350,000
<b>Total</b>	<b>\$119,501,114</b>	<b>\$ 129,950,293</b>

**SUMMARY:**

According to Town Code, the Town Manager will present a budget for review by Town Council by the beginning of May. The Town Manager has met with all Town Council members as the budget was being crafted in order to have their input and guidance in the budget development process. The Town Manager provides this budget to fulfill his obligation under Town Code and he recommends this budget to Town Council for adoption for the Fiscal Year ending June 30, 2024.

**ATTACHMENTS:**

1. Proposed Ordinance 2023-10



ORDINANCE NO. \_\_\_\_\_

PROPOSED ORDINANCE NO. 2023-10

**AN ORDINANCE TO RAISE REVENUE AND ADOPT A BUDGET FOR THE TOWN OF HILTON HEAD ISLAND, SOUTH CAROLINA, FOR THE FISCAL YEAR ENDING JUNE 30, 2024; TO ESTABLISH A PROPERTY TAX LEVY; TO ESTABLISH FUNDS; TO ESTABLISH A POLICY FOR ACQUISITION OF RIGHTS OF WAY AND EASEMENTS; AND PROVIDING FOR SEVERABILITY AND AN EFFECTIVE DATE, AND TO AMEND ORDINANCE 2023-02**

**WHEREAS**, Section 5-7-260(3) of the Code of Laws for South Carolina 1976, as amended, and Section 2-7-20 of the Municipal Code of the Town of Hilton Head Island, South Carolina, require that the Town Council act by ordinance to adopt a budget and levy taxes, pursuant to public notice; and

**WHEREAS**, Town Council also desires to set aside funds to increase the Operating Reserve to provide for emergency-related expenditures, and to offset any fiscal year tax revenue income stream deficiency; and

**WHEREAS**, Town Council also desires to give the Town Manager authority to adjust revenue estimates as necessary to account for the economic impact of the COVID-19 Pandemic, without changing the total adopted budget. Any changes made under this section will be reported to Town Council on a quarterly basis; and

**WHEREAS**, Town Council finds that it would be more economical and efficient to authorize the Town Manager to move forward with construction contract modifications, change orders, contract price adjustments, and execution of contracts for supplies, services, and construction where the contract amount involved does not exceed the budget line item or project budget as approved by Town Council in the Consolidated Municipal Budget.

**NOW, THEREFORE, BE IT ORDERED AND ORDAINED BY THE COUNCIL OF THE TOWN OF HILTON HEAD ISLAND, SOUTH CAROLINA; AND IT IS HEREBY ORDAINED BY THE AUTHORITY OF THE SAID COUNCIL:**

**NOTE:** Underlined and bold-face typed portions indicate additions to the Ordinance. ~~Stricken~~ Portions indicate deletions to the Ordinance.

**Section 1. Adoption of the Budget.** The prepared budget of estimated revenues and expenses, a copy of which is attached hereto and incorporated herein, \$129,950,293 is hereby adopted as the budget for the Town of Hilton Head Island for the fiscal year ending June 30, 2024.

The General Fund budgetary authority is adopted at the Departmental level as follows:

<b>General Fund</b>	<b>2023 Budget</b>	<b>2024 Budget</b>
Town Council	548,112	450,842
Town Manager	1,524,062	1,698,127
Finance	2,199,100	2,667,700
Human Resources	587,750	691,111
Administrative Services	1,101,078	672,288
Office of Cultural Affairs	300,095	313,313
Information Technology	3,487,242	4,232,573
Communications	348,115	446,715
Administrative Support	222,122	-
Engineering	699,660	513,437
Facilities Management	5,925,951	7,434,416
Capital Projects	595,467	822,625
Community Development Administration	679,106	1,278,795
Building Services	1,176,712	1,360,933
Development Review and Zoning	713,162	780,487
Community Development Services	635,775	529,604
Comprehensive Planning	1,081,703	936,193
Fire Rescue -- Operations	13,558,528	15,443,206
Fire Rescue -- Administration	4,821,718	5,703,784
Public Safety	2,674,762	1,490,215
Townwide	3,449,994	5,150,619
Community Grants	2,291,590	2,363,994
Transfer to Housing Fund	-	2,000,000
Transfer to Land Acquisition Fund	-	1,000,000
<b>Total General Fund</b>	<b>48,621,804</b>	<b>57,980,977</b>

The Debt Service Fund is budget is adopted at the Fund level.

The Stormwater Fund is adopted at the following levels:

Personnel and Benefits	755,239
Debt Service	164,882
Operations	1,390,696
Maintenance and Modeling	2,590,000
Transfer to General Fund	125,000
Transfer to Capital Improvements Fund	<u>860,000</u>
<b>Total Stormwater Fund</b>	<b>5,885,817</b>

Capital Improvement Projects are adopted at the Project level. The Town Manager is authorized to transfer amounts up to \$100,000; larger transfers require Town Council approval.

**Section 2. Establishment of Property Tax Levy.** A tax to cover the period from July 1, 2023 through June 30, 2024, inclusive, for the sums and in the manner hereinafter mentioned, is and shall be, levied, collected and paid into the treasury of the Town of Hilton Head Island for its uses at a rate of mills on assessed value of real estate and personal property of every description owned in the Town of Hilton Head Island, except such property as is exempt from taxation under the Constitution and laws of the State of South Carolina. Said tax levy shall be paid into the Town Treasury for the credit of the Town of Hilton Head Island for its corporate purposes, for the purpose of paying current operational expenses of the said municipality 17.2 mills and Debt Service 5.9 mills making the total levy of 23.1 mills. *{Note: There is NO Disaster Millage override anymore as the 5 mills for 5 years has expired.}* The millage rate will be reduced to offset the effects of implementation of new property values from the County's reappraisal process.

**Section 3. Establishment of Budgeted Funds.** To facilitate operations, there shall be established and maintained a General Fund, a Capital Projects Fund, a Debt Service Fund, a Stormwater Fund, a Gullah Geechee Historic Neighborhood Community Development Corporation Fund, a Housing Fund and other appropriate funds in such amounts as are provided for in the aforesaid Budget, as hereby adopted or as hereafter modified pursuant to law.

**Section 4. Other Funds.**  
The Natural Disaster fund is limited to activity related to an officially declared emergency. This fund captures the financial activities from declared disasters, reimbursements from state and federal agencies and houses funds set aside for future emergencies. The federal stimulus funds approved in previous action by Town Council are authorized for receipt and expenditure in the Grants fund. This accounting treatment is for the most direct presentation and documentation to help facilitate the additional audit procedures required with receipt of these funds.

**Section 5. Acquisition of Rights of Way and Easements.** The Town Manager is charged with the duty of executing all necessary documents to obtain rights of way, easements, and other property interests necessary to complete duly authorized Capital Improvement Projects.

Capital Improvement Projects based on the ownership and life expectancy of the assets or improvements or based on the funding source authorized may be budgeted in the General, Capital Projects or Stormwater Funds. If expenditures are expressly authorized for an approved Capital Improvement Project in any of the budgeted funds, then the Town Manager is hereby authorized to execute all necessary documents and to expend such funds as are approved pursuant to the Capital Improvement budgets. Provided, however, in the event that the costs of an acquisition of such real property interests materially exceeds the amount budgeted in the approved Capital Improvement Project and the Town Manager is unable to shift additional funds from other authorized sources, the Town Manager shall be required to obtain the approval of Town Council for such additional expenditures. Nothing herein shall obviate the requirement that no condemnations shall be commenced without the appropriate approval of the Town Council for the Town of Hilton Head Island.

**Section 6. General Fund Operating Reserve Policy Updated.** Town Council reaffirms its General Fund Operating Reserve policy to be a lower limit of 40% of the next year’s budget and an upper limit of 55% of next year’s budget. This action recognizes Town Council’s commitment to prudent operations, strong reserves, strong bond ratings and strong emergency preparedness. The Town is within these ranges today. This is another example of Town Council’s prudence – that whatever the economic conditions may be, Town Council is preparing for future storms or economic uncertainty.

**Section 7. Revised Holiday Schedule.** As part of the adoption of the Budget, Town Council approves a Holiday Schedule for 2024 in accordance with the attached schedules.

**Section 8. Approval of State ATAX.** The Town Budget is relying on State ATAX revenues for the operation of the Town in accordance with TERC guidelines in the amount of \$3,515,021. This amount is in addition to the amounts as provided by State Law formulas (\$25,000 and 5% of State ATAX collections) and is hereby approved with this budget. Town Council also authorizes Tourist related capital projects from State ATAX in accordance with the TERC guidelines for pathways in the amount of \$3,000,000 in the Town’s CIP for 2023-2024 plus any carryforward of capital projects from the 2022-2023 CIP budget.

**Section 9. Amendment of the Fiscal 2022-2023 budget for land acquisitions**

	2023 Budget	2023 Amended Budget	2023 Proposed Budget as Amended	
General Fund	\$ 48,621,804	\$ 49,861,416	\$ 49,861,416	
Debt Service Fund	19,374,081	19,374,081	19,374,081	
CIP	45,671,933	45,671,933	53,288,633	\$7,616,700 Jonesville Road Purchase
Stormwater Fund	5,833,296	6,917,114	6,917,114	
<b>Subtotal</b>	<b>\$ 119,501,114</b>	<b>\$ 121,824,544</b>	<b>\$ 129,441,244</b>	
GGHNCDC Fund	0	5,500,000	5,500,000	Gullah Geechee Community Development
<b>Total</b>	<b>119,501,114</b>	<b>127,324,544</b>	<b>134,941,244</b>	

Town Council had authorized the land purchase at Jonesville Road. The source of budget funds would be the Real Estate Transfer Fee. This action amends the budget to correspond with the earlier Town Council action.

**Section 10. Amendment of the current Fiscal 2022-2023 budget within the same totals.**

The Town underwent certain organizational changes from the initial budget within the current fiscal year which require slight adjustments to the categories of the budget but staying within the total budget already approved. These changes provide for reclassification of the current personnel budget while maintaining the same total for Fiscal Year 2022-2023. The changes are as follows:

	Original	Amended as of April 2023	Amended Final					
	2023 Budget	2023 Budget	2023 Budget					
Town Council	548,112	548,112	559,112	Reallocate existing personnel dollars				
Town Manager	1,524,062	1,434,030	1,483,030	Reallocate existing personnel dollars				
Human Resources	587,750	665,941	734,941	Reallocate existing personnel dollars				
Administrative Services	5,458,652	4,811,039	4,923,039	Reallocate existing personnel dollars				
Finance	2,199,100	2,289,132	2,339,132	Reallocate existing personnel dollars				
Community Development	4,286,458	4,435,784	4,017,784	Reallocate existing personnel dollars				
Public Projects and Facilities	7,221,078	7,999,772	8,184,772	Reallocate existing personnel dollars				
Fire Rescue	18,380,246	18,426,538	19,481,538	Reallocate existing personnel dollars				
Sheriff/Other Public Safety	2,674,762	3,343,480	3,042,480	Reallocate existing personnel dollars				
Townwide	3,449,994	3,615,998	2,803,998	Reallocate existing personnel dollars				
Community Grants	2,291,590	2,291,590	2,291,590					
Transfer to CIP	-	-	-					
Transfers to Fund Balance	-	-	-					
<b>Total</b>	<b>48,621,804</b>	<b>49,861,416</b>	<b>49,861,416</b>	No Change in total General Fund				

**Section 11. Transfer of funds to the Capital Improvements Fund (CIP).** Town Council has established a new Housing Fund. The Fiscal 2023 CIP budget has a housing component. At year end June 30, 2023, the Finance Department is directed to transfer those remaining funds from the CIP fund to the Housing Fund so that those funds are available for use in the new fiscal year under the same description as before.

**Section 12. Financial Policies GFOA updates.** The Government Finance Officers Association publishes best practices financial policies. The Town reviews the applicability of those policies and incorporates many of those into the Town’s policies. These are published annually in the budget document. Subjects addressed are:

1. Measurement Focus and Basis of Accounting
2. Fund Balance and Reserves
3. Grants
4. Debt Management
5. Investment
6. Accounting and Financial Reporting
7. Risk Management and Internal Controls
8. Procurement
9. Long-Term financial planning

- 10. Structurally balanced budget
- 11. Capital Assets
- 12. Capital Improvement Plan
- 13. Revenues
- 14. Expenditures
- 15. Operating Budget
- 16. Municipal Check Signing

It is our intent the substance of the policies will be included in the annual budget document and the annual comprehensive financial report and available for public inspection.

**Section 13. Fees.** To be competitive, the Town fee schedule is updated as part of Exhibit A to include Stormwater inspection fees and Community Development residential review fees.

**Section 14. Severability.** If any section, phrase, sentence, or portion of this Ordinance is for any reason held invalid or unconstitutional by any court of competent jurisdiction, such portion shall be deemed a separate, distinct, and independent provision, and such holding shall not affect the validity of the remaining portions thereof.

**Section 15. Effective Date.** This Ordinance shall be effective upon its enactment by the Town Council for the Town of Hilton Head Island.

**PASSED, APPROVED, AND ADOPTED BY THE COUNCIL FOR THE TOWN OF HILTON HEAD ISLAND ON THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 2023.**

\_\_\_\_\_  
Alan Perry, Mayor

ATTEST:

\_\_\_\_\_  
Kimberly Gammon, Town Clerk  
Proposed Ordinance No. 2023-10

First Reading: \_\_\_\_\_  
Public Hearing: \_\_\_\_\_  
Revised First Reading: \_\_\_\_\_  
Second Reading: \_\_\_\_\_

APPROVED AS TO FORM:

\_\_\_\_\_, Town Attorney

Introduced by Council Member:

## **TOWN OF HILTON HEAD ISLAND ADMINISTRATIVE STAFF 2024 HOLIDAY SCHEDULE**

<b>New Year's Day 2024 (observed)</b>	<b>January 1, 2024 (Monday)</b>
<b>Martin Luther King, Jr. Day</b>	<b>January 15, 2024 (Monday)</b>
<b>Presidents Day</b>	<b>February 19, 2024 (Monday)</b>
<b>Memorial Day</b>	<b>May 27, 2024 (Monday)</b>
<b>Juneteenth</b>	<b>June 19, 2024 (Wednesday)</b>
<b>Independence Day</b>	<b>July 4, 2024 (Thursday)</b>
<b>Labor Day</b>	<b>September 2, 2024 (Monday)</b>
<b>Veterans' Day (observed)</b>	<b>November 11, 2024 (Monday)</b>
<b>Thanksgiving Day</b>	<b>November 28, 2024 (Thursday)</b>
<b>Day after Thanksgiving</b>	<b>November 29, 2024 (Friday)</b>
<b>Christmas Eve (observed)</b>	<b>December 24, 2024 (Tuesday)</b>
<b>Christmas Day</b>	<b>December 25, 2024 (Wednesday)</b>
<b>New Year's Day 2024</b>	<b>January 1, 2025 (Wednesday)</b>

### **Floating Holidays:**

**Employees hired during the first half of the calendar year will be granted the full annual allocation of floating holidays to be taken by the end of the calendar year. Employees hired during the second half of the calendar year will be granted one half of the annual allocation to be taken by the end of the**

**calendar year. See Section 5.02 of the Policy Manual for additional details regarding floating holidays.**

Proposed Ordinance No. 2023-10  
Exhibit A

Community Development Residential Plan Review Fee:

Attachment A					
Proposed Permit Fee					
Plan Type	HHI Existing Fees	Proposed Fee	Permits	Total Permit Fees 2022	Total Revenue
Residential Plan Review	\$0	50% of the permit fee	668	\$774,473.00	\$387,236.00
Commercial Plan Review	75% of permit fee	No Change			
Permit Fee Study					
Plan Type	Beaufort County	Bluffton	City of Beaufort	Town of Port Royal	Hardeeville
Residential Plan Review	\$0, but \$30 fee if the application is withdrawn	Plan review fee: 50% of permit value.	Plan review fee: 50% of permit value.	Plan review fee: 10% of the permit fee	50% of the permit fee
Commercial Plan Review	Plan review fee: 50% of permit value.	Plan review fee: 75% of permit value.	Plan review fee: 50% of permit value.	Plan review fee: 50% of permit value.	Plan review fee: 50% of permit value.

Stormwater NPDES Plan Review & Inspection Fee:

Permit Type	Initial Plan Review	Re-submittal Review	Routine Inspection	Notice of Violation Reinspection	Stop Work Order Reinspection
Single-family Residential (lots <1 acre)	\$100	\$75	\$90/month	\$140/inspection	\$190/inspection
Pool or Spa (residential)	\$100	\$75	\$90/month	\$140/inspection	\$190/inspection
Demolition (residential, < 1 acre)	\$100	\$75	\$90/month	\$140/inspection	\$190/inspection
Residential (lots ≥ than 1 acre), Residential Subdivision, Multifamily, and Non-residential**	\$250/acre* (\$5000 max)	\$150/acre* (\$2500 max)	\$50+\$50/acre* /month (\$500 max)	\$100+\$50/acre* /inspection (\$550 max)	\$150+\$50/acre* /inspection (\$600 max)

\* Per disturbed acre, rounded up to the nearest whole acre

\*\*Including Land Disturbance Permits and Commercial Demolitions





# TOWN OF HILTON HEAD ISLAND

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## *Town Council*

**TO:** Town Council  
**FROM:** Ashley Goodrich, Principal Planner  
**VIA:** Shawn Colin, Assistant Town Manager- Community Development  
**VIA:** Missy Luick, Assistant Community Development Director  
**CC:** Marc Orlando, Town Manager  
**DATE:** May 2, 2023  
**SUBJECT:** Second Reading of Proposed Ordinance 2023-09 Amending Title 16 of the Municipal Code of the Town of Hilton Head Island, the Land Management Ordinance (LMO), to Remove Divisible Dwelling Units as an Accessory use and to Modify Multifamily and Single-Family Definitions

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### **RECOMMENDATION:**

That the Town Council adopt a proposed Ordinance amending Title 16 of the Municipal Code of the Town of Hilton Head Island, the Land Management Ordinance (LMO), to Remove Divisible Dwelling Units as an Accessory use and to Modify Multifamily and Single-Family Definitions.

### **BACKGROUND:**

This Ordinance (Attachment 1) includes the amendment set for Phase 3 of the five phase LMO Amendment Plan, Attachment 2. The content presented in this phase correlates directly with input received from the Island community and neighborhoods. In this phased approach to adapting the LMO to address present-day concerns and challenges, these amendments will create efficiencies and deliver practical expectations for staff and applicants.

On April 10, 2023, the Public Planning Committee held a public meeting to review the proposed amendments and voted unanimously to forward to Town Council for adoption.

On March 29, 2023, the Planning Commission held a special meeting to review the proposed amendments with staff's research and voted unanimously to recommend that Town Council approve the proposed amendments. Attachments 3, 4 and 5 summarize research conducted by staff for the Planning Commission.

On April 18, 2023, Town Council reviewed the proposed Ordinance and LMO Amendments as first reading and voted unanimously to approve the proposed amendments. There have been no changes since the first reading of the proposed Ordinance.

## **SUMMARY:**

The definitions for multifamily and single-family are outdated and modifications are proposed to align the definitions with community expectations. The current definitions have been in place since 2014 and are as follows:

*Multifamily- A building, parcel, or development containing three or more dwelling units. This use includes townhouse developments, if all units are on one lot, and manufactured housing parks.*

*Single-Family- A freestanding structure containing not more than two single-family dwelling units. Two single-family homes may be located on the same lot if the applicable density standard is met. More than two single-family dwellings on a single lot constitute a multifamily dwelling.*

Prior to the 2014 LMO rewrite, the definitions were:

*Multifamily Residence: A building or parcel containing three or more dwelling units.*

*Single Family Attached Residence: A structure containing more than one single family dwelling unit in which the units are physically attached, and each has its own separate exterior entrance way and a separately owned lot.*

*Single Family Detached Residence: A structure containing one dwelling unit that is free standing.*

In 1998, the definition for multifamily was:

*Multifamily residence- A building containing three or more dwelling units.*

The proposed amendment language is:

*Multifamily- A building, parcel, or development containing two or more dwelling units. This use includes townhouse developments, if all units are on one lot, and manufactured housing parks.*

*Single-Family- A freestanding structure containing one single-family dwelling unit. More than one single-family dwelling on a single lot constitutes a multifamily dwelling.*

## **CONSIDERATIONS:**

The proposed change does not prohibit more than one single-family home on a lot if the density allows it, but the multifamily development design standards will be considered when a second home is added.

It is estimated that there are approximately 146 properties that this change could impact. Approximately 95 of these properties have density to develop 3 or more dwelling units and would have had to meet the current multifamily setbacks and buffers. Approximately 50

have density for 2 dwelling units and would be impacted by this change. A majority of these properties are in a Historic Neighborhood.

Attachment 3 provides a summary of the impacts on setbacks and buffers. The majority of changes result in more flexibility for most sites; approximately 10 properties could have impacts to how wetland buffers are now applied. Due to the resulting buffer differences, this change will result in legal nonconformities.

Residential Single-Family-3 (RSF-3), Residential Single-Family-5 (RSF-5), Residential Single-Family-6 (RSF-6) are zoned for single-family; but not multifamily. There are no structures in these districts that will become nonconforming. Family Compounds & Subdivisions are not affected by the proposed change, LMO Section 16-2-103.X.IV considers Family Compounds to be a single-family use.

Divisible dwelling units (or commonly referred to as lock-out rooms) are an accessory use that is permitted with conditions in the Coligny Resort (CR) and Resort Development (RD) Districts. They are only allowed in multifamily or interval occupancy developments. This accessory use is no longer desirable and is recommended to be struck from the LMO. All existing divisible dwelling units would become legal nonconformities per LMO Chapter 16-7, Nonconformities, Attachment 4.

Based on the Town's data limitations, the number of existing divisible dwellings units could not be determined. There are approximately 3,000 timeshares. Staff research showed that some approved lockout developments have been converted back to whole dwelling units.

While the Town recognizes the continued existence of nonconformities is generally inconsistent with the purpose and intent of the LMO, it also recognizes the need to provide flexibility to encourage redevelopment of nonconforming sites, which lessen the degree of the nonconformity and is consistent with the goals of the comprehensive plan "Our Plan".

A presentation will be provided at the Town Council first reading.

**ATTACHMENTS:**

1. Proposed Ordinance 2023-09
2. LMO Amendment Plan Details by Phase and Critical Path
3. Existing Setback to Buffer Summary
4. LMO Chapter 16-7, Nonconformities
5. LMO Phase 3 Presentation

**AN ORDINANCE OF THE TOWN OF HILTON HEAD ISLAND**

**ORDINANCE NO.**

**PROPOSED ORDINANCE NO.2023-09**

**AN ORDINANCE OF THE TOWN OF HILTON HEAD ISLAND TO AMEND TITLE 16 OF THE MUNICIPAL CODE OF THE TOWN OF HILTON HEAD ISLAND, SOUTH CAROLINA, THE LAND MANAGEMENT ORDINANCE (LMO), SECTIONS 16-4-103.D.2, 16-4-103.E.2, 16-10-103.A.2, AND 16-10-105; AND PROVIDING FOR SEVERABILITY AND AN EFFECTIVE DATE.**

**WHEREAS**, on October 7, 2014, the Town Council did adopt a new Land Management Ordinance (LMO); and

**WHEREAS**, from time to time it is necessary to amend the LMO; and

**WHEREAS**, the Planning Commission held a public hearing on March 15, 2023 at which time a presentation was made by Staff and an opportunity was given for the public to comment on the proposed LMO Amendments; and

**WHEREAS**, after consideration of the Staff presentation and public comments the Planning Commission voted 6-0 to remand the proposed LMO amendments back to staff; and

**WHEREAS**, the Planning Commission held a special public meeting on March 29, 2023 at which time a presentation was made by Staff and an opportunity was given for the public to comment on the proposed LMO amendments; and

**WHEREAS**, after consideration of the Staff presentation and public comments the Planning Commission voted 7-0 to forward the proposed LMO amendments to the Public Planning Committee with a recommendation of approval; and

**WHEREAS**, the Public Planning Committee held a public meeting on April 10, 2023 at which time a presentation was made by Staff and an opportunity was given for the public to comment on the proposed LMO amendments; and

**WHEREAS**, after consideration of the Staff presentation and public comments, the Public Planning Committee voted 4-0 to recommend approval of the proposed LMO amendments; and

**WHEREAS**, on April 18, 2023, Town Council voted 7-0 on first reading a proposed Ordinance outlining LMO amendments; and

WHEREAS, after due consideration of said LMO amendment, the Town Council, upon further review, finds it is in the public interest to approve the proposed LMO Amendments.

NOW, THEREFORE, BE IT ORDERED AND ORDAINED BY THE TOWN COUNCIL FOR THE TOWN OF HILTON HEAD ISLAND, SOUTH CAROLINA, AND IT IS HEREBY ORDERED AND ORDAINED BY AND UNDER AUTHORITY OF SAID TOWN COUNCIL, AS FOLLOWS:

**Section 1. Amendment.** That the LMO Amendment is adopted and the Land Management Ordinance is amended as shown on Exhibit “A” to this Ordinance. Newly added language is illustrated with double underline and deleted language is illustrated with ~~strikethrough~~.

**Section 2. Severability.** If any section, phrase, sentence or portion of this Ordinance is for any reason held invalid or unconstitutional by any court of competent jurisdiction, such portion shall be deemed a separate, distinct and independent provision, and such holding shall not affect the validity of the remaining portions thereof.

**Section 3. Effective Date.** This Ordinance shall be effective upon its adoption by the Town Council of the Town of Hilton Head Island, South Carolina.

PASSED, APPROVED, AND ADOPTED BY THE COUNCIL FOR THE TOWN OF HILTON HEAD ISLAND ON THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 2023.

THE TOWN OF HILTON HEAD  
ISLAND, SOUTH CAROLINA

\_\_\_\_\_  
Alan R. Perry, Mayor

ATTEST:

\_\_\_\_\_  
Cindaia L. Ervin, Assistant, Town Clerk

Public Hearing: March 15, 2023

First Reading: April 18, 2023

Second Reading:

APPROVED AS TO FORM:

\_\_\_\_\_  
Curtis L. Coltrane, Town Attorney

**EXHIBIT “A”**

**Sec.16-4-103.D.2. Accessory Use/Structure Table**

<b>TABLE 16-4-103.D.2: ACCESSORY USE/STRUCTURE TABLE</b>																								
<b>P = Permitted by Right</b>										<b>PC = Permitted Subject to Use-Specific Conditions</b>														
<b>Blank Cell = Prohibited</b>																								
<b>ACCESSORY USE/ STRUCTURE</b>	<b>SPE CIA L DIST RICT S</b>	<b>RESIDENTIAL DISTRICTS</b>							<b>MIXED-USE AND BUSINESS DISTRICTS</b>												<b>USE- SPECIFIC CONDITIONS</b>			
		<b>CON</b>	<b>PR</b>	<b>RSF-3</b>	<b>RSF-5</b>	<b>RSF-6</b>	<b>RM-4</b>	<b>RM-8</b>	<b>RM-12</b>	<b>CR</b>	<b>SPC</b>	<b>CC</b>	<b>MS</b>	<b>WMU</b>	<b>S</b>	<b>MF</b>	<b>MV</b>	<b>NC</b>	<b>LC</b>	<b>RD</b>		<b>MED</b>	<b>IL</b>	
Amateur radio antenna			P C	P C	P C	P C	P C	P C						P C	P C		P C	P C						Sec. 16-4-103.E.1
Automatic teller machine (ATM)									P	P	P	P	P	P	P				P	P	P			
Crematory (as accessory to funeral homes)											P											P		
Divisible Dwelling-Unit									P C										P C					Sec. 16-4-103.E.2
Home Occupation			P C	P C	P C	P C	P C	P C	P C	P C		P C	P C	P C	P C	P C	P C	P C	P C	P C				Sec. 16-4-103.E.3
Outdoor display and sale of merchandise									P C	P C	P C	P C	P C	P C			P C	P C						Sec. 16-4-103.E.4
Outdoor storage (as an accessory use)									P C	P C	P C			P C				P C			P C	P C		Sec. 16-4-103.E.5
Satellite dish	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	Sec. 16-4-103.E.6
Small wind energy conversion system (WEC)	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	Sec. 16-4-103.E.7
Solar collection device			P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	Sec. 16-4-103.E.8
Telecommunications Facility, Collocated	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	P C	Sec. 16-4-103.E.9

**Sec 16-4-103.E. Use-Specific Conditions for Accessory Uses and Structures**

**2. Divisible Dwelling Unit**

A *divisible dwelling unit* incorporating *lock-out rooms* is allowed as an *accessory use* to a *multifamily dwelling* or *interval occupancy unit* if it complies with the following conditions:

- a. The unit shall have a separate outside entrance serving the *lock-out rooms*.
- b. The *lock-out rooms* may not exceed 75 percent of the *gross floor area* of the entire *dwelling*.
- c. Each *lock-out room* in a *divisible dwelling unit* shall count as ½ *dwelling unit* in addition to the one *dwelling unit* counted for the entire *divisible dwelling*.

**Sec.16-10-103.A.2. Use Types and Definitions**

Multifamily

A **building, parcel, or development** containing ~~three~~ two or more **dwelling units**. This use includes townhouse developments, if all units are on one **lot**, and manufactured housing parks.

**Single-Family**

A freestanding **structure** containing one ~~not more than two~~ **single-family dwelling units**. ~~Two single-family~~ homes may be located on the same **lot** if the applicable **density** standard is met. More than one ~~two~~ **single-family dwellings** on a single **lot** constitutes a **multifamily dwelling**.

**Sec.16-10-105. General Definitions-**

**Divisible Dwelling Unit**

~~A **dwelling unit** in a **multifamily** residential or **interval occupancy development** that includes one or more lock-out bedrooms that can be physically closed or locked off from the remainder of the **dwelling**. Such units must have a bathroom. Size is limited to 75 percent of the **gross floor area** of the entire **dwelling**.~~

# LMO Amendment Plan: Details by Phase

Phase	Details
1	<p>PHASE 1</p> <ul style="list-style-type: none"> <li>• Remove staff granted waivers and amend some standards.</li> <li>• Allow variances from all sections of the LMO other than use, density or height.</li> <li>• Allow outdoor screened bike storage in the Light Commercial and Community Commercial zoning districts and provide more specificity related to screening.</li> <li>• Provide clarification in the Manufacturing use classification as it relates to the size of a brewery.</li> <li>• Replace using June traffic counts with July traffic counts for Traffic Impact Analysis Plan Standards.</li> <li>• Change when/how plantings are required on single family lots in buffers as part of a subdivision Certificate of Compliance.</li> <li>• Amend the definition of changeable copy to allow signs to be changed electronically with limitations on frequency and timing.</li> <li>• Amend the measurement for height calculation.</li> <li>• Add that owners' consent is required for minor subdivisions as it is currently listed as being exempt.</li> <li>• Require a public hearing for subdivision amendments.</li> </ul>
2	<p>PHASE 2</p> <ul style="list-style-type: none"> <li>• Section 16-2-103.F: Provide standards for deviations from previously platted subdivisions.</li> </ul>
3	<p>PHASE 3</p> <ul style="list-style-type: none"> <li>• Definition for single-family.</li> <li>• Definition for multifamily.</li> <li>• Eliminate divisible dwelling units.</li> </ul>
4	<p>PHASE 4</p> <ul style="list-style-type: none"> <li>• Administrative application and procedural changes.</li> <li>• Updated residential site design standards including:             <ul style="list-style-type: none"> <li>◦ Pedestrian connectivity.</li> <li>◦ Floor area ratio.</li> <li>◦ Parking.</li> <li>◦ Open Space.</li> <li>◦ Setback angles.</li> </ul> </li> <li>• Modified traffic impact analysis methodology.</li> <li>• Signage standard updates.</li> <li>• Best-in-class stormwater requirements.</li> <li>• Construction management plan requirements.</li> <li>• Strengthening of Tree Regulation, Tree Preservation, and Tree Mitigation lists.</li> </ul>
5	<p>PHASE 5</p> <ul style="list-style-type: none"> <li>• Comprehensive review of all LMO chapters.</li> <li>• Review of overall organization.</li> <li>• Review of user-friendliness of the code.</li> <li>• Application Process evaluation and Applications Manual.</li> <li>• Sustainable Development incentives.</li> <li>• Addition of design guidance graphics.</li> <li>• Alignment with Our Plan.</li> <li>• Integration of outcomes from Growth Framework and District Plan initiative.</li> </ul>



# LMO Amendment Plan: Critical Path

04/20/2023

Phase	2022			2023												2024						
	Q4			Q1			Q2			Q3			Q4			Q1			Q2			
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	
1		11/1: LMO of PC	12/21: PC-PH	01/26: PPC	02/14: TC WKSP 02/21: TC1	03/07: TC2																
2		11/1: LMO of PC	12/21: PC-PH	01/26: PPC	02/14: TC WKSP	03/07: TC1 03/08: PC 03/21: TC2																
3						03/15: PC 03/29: PC	04/10: PPC 04/18: TC1	05/02: TC2														
4								PC	PPC	TC1	TC2											
5										GROWTH FRAMEWORK AND DISTRICT PLAN INITIATIVE					TCW					PC-PH	PPC	TC1 TC2

Dates for future meetings are subject to change.

**Summary of Setbacks and Buffers – Change in Single Family & Multifamily Definition:**

**LMO 16-5-102.C, 16-5-102.D, 16-5-103.D, 16-6-102.D.2**

**Adjacent Street Setback (Structure) – Based on the type of street, not use.**

- Major Arterial – No Change
- Minor Arterial- No Change
- Other- No Change

**Adjacent Use Setback – Based on the use of developed property and zoning of undeveloped property.**

- Developed – In all cases, same or reduced
- Undeveloped - In all cases, same or reduced

**Adjacent Street Buffer– Based on the type of street, not use.**

- Major Arterial – No Change
- Minor Arterial- No Change
- Other- No Change

**Adjacent Use Buffer - Based on the use of developed property and zoning of undeveloped property.**

- Developed – No change
- Undeveloped – No change

**Wetland Buffers – Based on freshwater and tidal wetlands.**

- Tidal – Introduces an average buffer for pervious surfaces, structures and impervious surfaces.
  - Pervious – Existing 20' Minimum
    - Increased buffer to meet both average 35' and 15' minimum
  - Structures – Existing 20' Minimum
    - Increased buffer to meet both average 40' and 20' minimum
  - Impervious – Existing 20; Minimum
    - Increased buffer to meet both average 50' and 25' minimum
- Freshwater – Introduces new buffer.
  - Pervious – Existing n/a
    - Increased buffer to meet both average 35' and 10' minimum
  - Structures – Existing n/a
    - Increased buffer to meet both average 35' and 10' minimum
  - Impervious – Existing n/a
    - Increased buffer to meet both average 40' and 20' minimum

## Attachment 4

### Chapter 16-7: Nonconformities

#### Sec.16-7-101. General Provisions

##### A. Purpose

The zoning regulations and **development** standards established by this **Ordinance** are designed to guide the future **development** and redevelopment of **land** within the **Town** by encouraging and regulating **site development** and appropriate groupings of compatible and related **uses** that promote and protect the public health, safety, and general welfare. While the **Town** recognizes the continued existence of nonconformities is generally inconsistent with the purpose and intent of this **Ordinance**, it also recognizes this **Ordinance** needs to provide flexibility to encourage redevelopment of nonconforming **development** if it lessens the degree of the nonconformity and if redevelopment is consistent with the goals of the **Comprehensive Plan** and the district in which the **development** is located. This Chapter provides for the regulation of **nonconforming uses, structures, signs, and site** features, and specifies those circumstances and conditions under which such nonconformities are allowed to continue and redevelop.

##### B. Applicability

This Chapter applies to **uses, structures, signs, and site** features that were made nonconforming by initial adoption of this **Ordinance** or a subsequent amendment to this **Ordinance**. It also applies to **uses, structures, signs, and site** features that were a lawful nonconformity under a provision of a previously applicable **ordinance** of the **Town** and that remain nonconforming with one or more provisions of this **Ordinance**, even if the type or extent of nonconformity is different.

##### C. Authority to Continue

Legal nonconformities are allowed to continue in accordance with the regulations of this Chapter.

##### D. Burden of Proof

The burden of establishing that any nonconformity is a legal nonconformity as defined by this Title shall, in all cases, be upon the owner of such nonconformity and not upon the Town or any other person.

##### E. Repairs and Maintenance

1. **Repairs** and normal **maintenance** required to keep legal **nonconforming uses, structures, or site** features in a safe condition are permitted, provided that no alterations may be made except those allowed by this Chapter, or as may be required by other law or **ordinance**.
2. This Chapter shall not be construed to prevent strengthening or **repair** of a **structure** in compliance with the order of a public official whose duties include protecting the public safety.

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## **F. Substitution of Nonconformities for Redevelopment**

To provide flexibility and encourage redevelopment of **sites** with nonconforming features or **structures**, the **Official** is authorized to approve a Development Plan for such **sites** if the proposed **development**:

1. Will not include any new **development** that increases the amount of encroachment into any required buffer or setback;
2. Will not increase the **impervious cover** on the **site** over the maximum allowed for the district or the existing **impervious cover**, whichever is greater;
3. Will not result in a **density** in excess of what is allowed under this **Ordinance**, or the existing **density**, whichever is greater;
4. Will lessen the extent of existing **nonconforming site features** to the greatest extent possible;
5. Will not have an adverse impact on the public health, safety or welfare; and
6. Will lessen the extent of nonconformities related to any existing **nonconforming structure** on the **site** to the greatest extent possible.

## **G. Discontinuance or Abandonment**

1. A legal **nonconforming use** which has been discontinued for a period of 18 consecutive months shall not be re-established. Any **structure** or **land**, or **structure** and **land** in combination which was formerly devoted to a legal **nonconforming use** which has been discontinued for a period of 18 consecutive months, shall not again be devoted to any **use** other than a **use** that is allowed in the zoning district in which the **land** is located. A conforming **use** shall not be permitted to revert back to a **nonconforming use**.
2. A legal **nonconforming use** shall be considered discontinued immediately if it is replaced by a conforming **use** on the **land** and thereafter the **nonconforming use** shall not be re-established.
3. A legal **nonconforming structure** shall be considered abandoned immediately if it is replaced by a conforming **structure**. Thereafter the **nonconforming structure** shall not be re-established.
4. Discontinuance of a legal **nonconforming use** or abandonment of a legal **nonconforming structure** shall be deemed to exist upon the occurrence of any one or more of the following, for a period of 18 consecutive months:
  - a. Failure to obtain permits or take all other necessary steps to resume a legal **nonconforming use**;  
or
  - b. Utility services, such as water and electricity, to the property are disconnected; or
  - c. Removal of equipment or fixtures which are necessary for the operation of a legal **nonconforming use**; or
  - d. **Structures** that have fallen into disrepair as defined by Section 9-8-10 of the **Municipal Code**; or
  - e. Signs advertising a legal **nonconforming use** are removed.

## **H. Expansion, Enlargement, or Extension**

For purposes of this Chapter only, the terms "expansion", "enlargement" or "extension" refer to any increase in the size of a legal **nonconforming structure**, or **site** feature. The footprint of any existing **nonconforming site feature** or **structure** may be maintained or expanded as long as the **applicant** receives an approval as provided in Sec. 16-7-101.F, Substitution of Nonconformities for Redevelopment, unless one of the following is involved:

- 
1. **Expansion**, enlargement, or extension associated with a **nonconforming use**; and
  2. Replacement of a nonconforming **site** feature with a **nonconforming structure**; and
  3. The demolition or modification of an existing **nonconforming structure** with the intent to rebuild or remodel the **structure** in accordance with an approved Zoning Map Amendment for the Redevelopment Overlay (R-O) District (see Sec. 16-3-106.K); and
  4. **Nonconforming signs**.

## **Sec.16-7-102. Nonconforming Uses**

### **A. Expansion**

A legal **nonconforming use** shall not be enlarged, expanded, or extended to occupy a greater area of **land** or **gross floor area** than was occupied on the date it became a legal **nonconforming use**. No new **accessory use** or **structure** shall be established on the **site** of a **nonconforming use**.

### **B. Relocation**

A legal **nonconforming use** may not be moved, in whole or in part, to any other portion of the **parcel** of **land** on which it is located, or to another **parcel** of **land**, unless the **use** will be in conformance with the **use** regulations of the district into which it is moved.

### **C. Change in Use**

A **nonconforming use**, if changed to a conforming **use**, may not thereafter be changed back to any **nonconforming use**.

### **D. Accessory Use**

A **use** that is accessory to a legal **nonconforming use** shall not continue after the legal **nonconforming use** has ceased or been abandoned or discontinued, unless it conforms to all provisions of this **Ordinance**.

## **Sec.16-7-103. Nonconforming Structures**

The following provisions apply to all **nonconforming structures** unless approved in accordance with Sec. 16-7-101.F, Substitution of Nonconformities for Redevelopment.

### **A. Expansion, Relocation or Redevelopment**

A legal **nonconforming structure** shall not be expanded, enlarged, relocated, or redeveloped, in whole or in part, unless the **structure** is made conforming in accordance with the provisions of this **Ordinance** or is otherwise allowed by the provisions in this Chapter or Chapter 16-9: Disaster Recovery.

### **B. Damage or Destruction of Nonconforming Structure**

A legal **nonconforming structure** that is damaged or destroyed by means not covered by Chapter 16-9: Disaster Recovery (including intentional human destruction), may be repaired, reconstructed, or rebuilt only in accordance with the following requirements.

---

## **1. Single-Family Exception**

- a. A **single-family dwelling unit** existing within the **Town** that is damaged or destroyed, and is either permitted in the district in which it is located, or is a **legally established nonconforming use** in that district, may be rebuilt, restored or repaired consistent with the requirements of Title 15 of the **Municipal Code**.
- b. If any such **dwelling unit** is a **legally established nonconforming structure** as to a **development** standard under this **Ordinance**, then the rebuilding, restoration or **repair** shall comply with the **development** standards of this **Ordinance** to the extent deemed reasonably practical by the **Official**. In such circumstances, the **applicant** shall make every effort to eliminate the nonconformities and lessen the extent of the nonconformity.

## **2. Structure Less Than 50 Percent Destroyed**

- a. A **building** permit may be issued to rebuild, restore, or **repair** a legal **nonconforming structure** within 18 months of damage or destruction of not more than 50 percent of its appraised fair market value immediately prior to the damage.
- b. Such appraisal, undertaken and submitted to the **Town** at the owner's expense, may be challenged by the **Town** on the basis of its own appraisal. The **Town** shall notify the **applicant** within 15 days of its intent to obtain another appraisal. The **Board of Zoning Appeals** shall have final determination authority in the case of any dispute.
- c. If the reconstruction is delayed through litigation or other cause beyond the control of the owner, the time of such delay shall not be considered when computing the 18-month period.

## **3. Structure More Than 50 Percent Destroyed**

- a. A legal **nonconforming structure** damaged or destroyed to the extent of 50 percent or more of its appraised fair market value immediately prior to the damage shall not be repaired or replaced except in accordance with the requirements of this **Ordinance**.
- b. Such appraisal, undertaken and submitted to the **Town** at the owner's expense, may be challenged by the **Town** on the basis of its own appraisal. The **Town** shall notify the **applicant** within 15 days of its intent to obtain another appraisal. The **Board of Zoning Appeals** shall have final determination authority in the case of any dispute.
- c. This provision shall not be construed or enforced to deprive a unit owner in a horizontal property regime from rebuilding in the event the members of the regime vote for and fully fund, through insurance or otherwise, the total restoration of the project. The **Town** shall require a surety to insure full performance of the restoration project when regime insurance is not sufficient to fully cover the costs of reconstruction.

## **Sec.16-7-104. Nonconforming Signs**

### **A. Enlargement or Expansion**

A legal **nonconforming sign** shall not be enlarged or structurally altered in any way that increases the extent of the nonconformity.

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## **B. Maintained in Good Condition**

A legal **nonconforming sign** shall be maintained in good and working condition in accordance with Sec. 16-5-114.C.2.f. Painting, **repair**, and refinishing of the **sign face** or **sign structure** is permitted, as long as the appearance of the sign complies with Sec. 16-5-114, Sign Standards.

*(Revised 1-7-2020 - Ordinance2020-02)*

## **C. Change to Nonconforming Sign Shall Comply with this Ordinance**

If a legal **nonconforming sign** is changed in any way (its dimensional standards, message, or any other element) because of a change in **use**, change in business name, or for any other reason, the sign shall comply with Sec. 16-5-114, Sign Standards with the exception of location. An **off-premises sign** may remain **off-premises** as long as it remains in the same location. Any modification that fails to comply with Sec. 16-5-114 shall render the prior Sign Permit void and shall result in the sign being in violation of this **Ordinance**.

*(Revised 1-7-2020 - Ordinance2020-02)*

## **D. Repair, Reconstruction, or Replacement After Damage or Destruction**

**Repair**, reconstruction, or replacement of a damaged or destroyed legal **nonconforming sign** shall be subject to the same provisions applicable to the **repair**, reconstruction, or replacement of a damaged or destroyed legal **nonconforming structure** in Sec. 16-7-103.B, Damage or Destruction of Nonconforming Structure.

## **Sec.16-7-105. Nonconforming Site Features**

### **A. Purpose**

The purpose of this section is to cause certain legal **nonconforming site features** to be brought into compliance with the standards of this **Ordinance** as part of remodeling or **expansion** of an existing **development**.

### **B. Applicability**

#### **1. Examples of Nonconforming Site Features**

For the purposes of this Chapter and section, the term "**nonconforming site features**" includes **site features** to the extent they fail to comply with the standards in the referenced sections.

**Nonconforming site features** include, but are not limited to, the following:

- a. Lack of or inadequate adjacent street or use buffer width or screening (Sec. 16-5-103);
- b. Lack of or inadequate number or dimensions of parking spaces (Sec. 16-5-107.D-E);
- c. Lack of or inadequate parking lot landscaping (Sec. 16-5-107.G);
- d. Fence or wall **height** (Sec. 16-5-113.C);
- e. Lack of or inadequate screening for particular **uses**;
- f. Use-Specific Conditions for Principal Uses; Sec. 16-4-103.E, Use-Specific Conditions for Accessory Uses and Structures; and Sec. 16-4-104.D, Use-Specific Conditions for Temporary Uses and Structures.

---

## **2. Applicability**

If an ***application*** is filed for a ***development*** approval or permit that proposes or would result in alteration of a ***nonconforming site feature*** on the ***development site***, such ***nonconforming site feature(s)*** shall be brought into conformance with the standards of this ***Ordinance*** to the ***maximum extent practicable***, except for disaster recovery situations covered by the provisions in Chapter 16-9: Disaster Recovery.



# Land Management Ordinance (LMO) Amendments Plan Phase 3

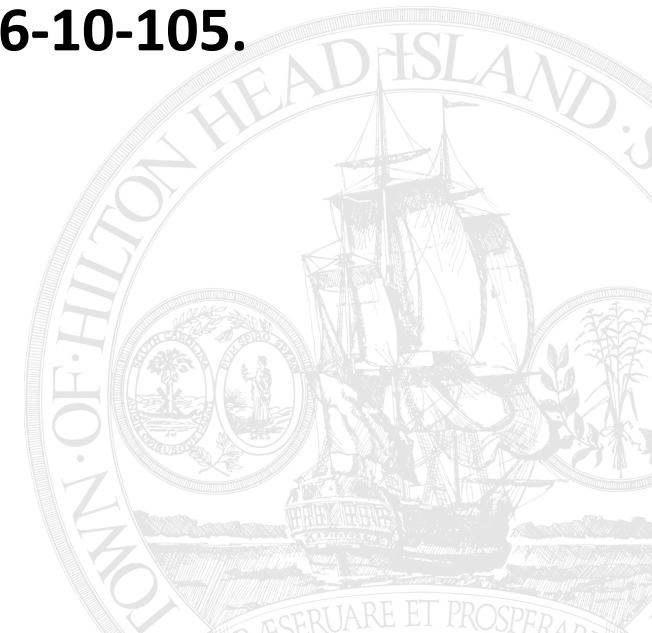
Town of Hilton Head Island, SC

Town Council | Second Reading 05-02-2023



# Phase 3 - Recommendation:

**That the Town Council adopt a proposed ordinance amending Title 16 of the Municipal Code of the Town of Hilton Head Island, the Land Management Ordinance (LMO), to remove Divisible Dwelling Units as an accessory use and to modify Multifamily and Single-Family definitions, revising the language of LMO SECTIONS 16-4-103.D.2, 16-4-103.E.2, 16-10-103.A.2, AND 16-10-105.**



# Background: LMO Critical Path

## LMO Amendment Plan: Critical Path

04/06/2023

Phase	2022			2023												2024					
	Q4			Q1			Q2			Q3			Q4			Q1			Q2		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
1		11/1: LMO of PC	12/21: PC-PH	01/26: PPC	02/14: TC WKSP 02/21: TC1	03/07: TC2															
2		11/1: LMO of PC	12/21: PC-PH	01/26: PPC	02/14: TC WKSP	03/07: TC1 03/08: PC 03/21: TC2															
3						03/15: PC 03/29: PC	04/10: PPC 04/18: TC1	05/02: TC2													
4								PC	PPC	TC1	TC2										
5										GROWTH FRAMEWORK AND DISTRICT PLAN INITIATIVE				TCW					PC-PH	PPC	TC1 TC2

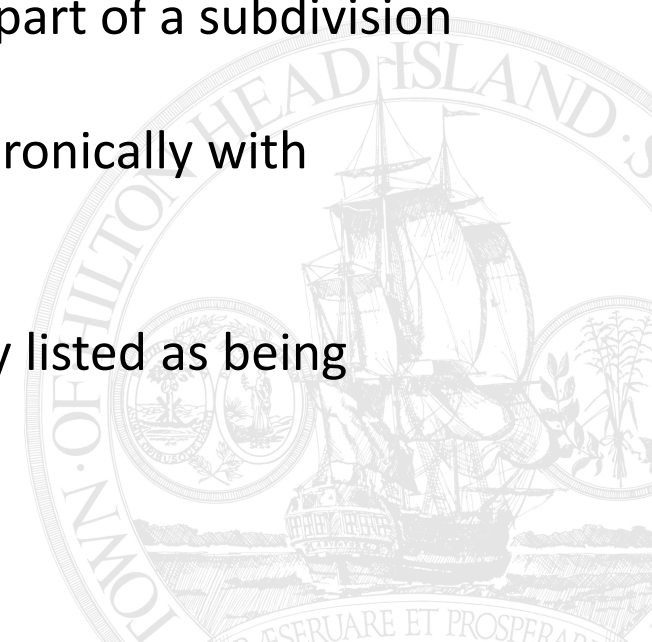
Dates for future meetings are subject to change.



# Background - LMO Amendments Plan

## LMO Amendments Phase 1: (Adopted by Town Council)

- Remove staff granted waivers and amend some standards.
- Allow variances from all sections of the LMO other than use, density or height.
- Allow outdoor screened bike storage in the Light Commercial and Community Commercial zoning districts and provide more specificity related to screening.
- Provide clarification in the Manufacturing use classification as it relates to the size of a brewery.
- Replace using June traffic counts with July traffic counts for Traffic Impact Analysis Plan Standards.
- Change when/how plantings are required on single family lots in buffers as part of a subdivision Certificate of Compliance.
- Amend the definition of changeable copy to allow signs to be changed electronically with limitations on frequency and timing.
- Amend the measurement for height calculation.
- Add that owners' consent is required for minor subdivisions as it is currently listed as being exempt.
- Require a public hearing for subdivision amendments.



# Background - LMO Amendments Plan

## LMO Amendments Phase 2: (Adopted by Town Council)

- Section 16-2-103.F: Provide standards for deviations from previously platted subdivisions.



# Background - LMO Amendments Plan

## LMO Amendments Phase 3 :

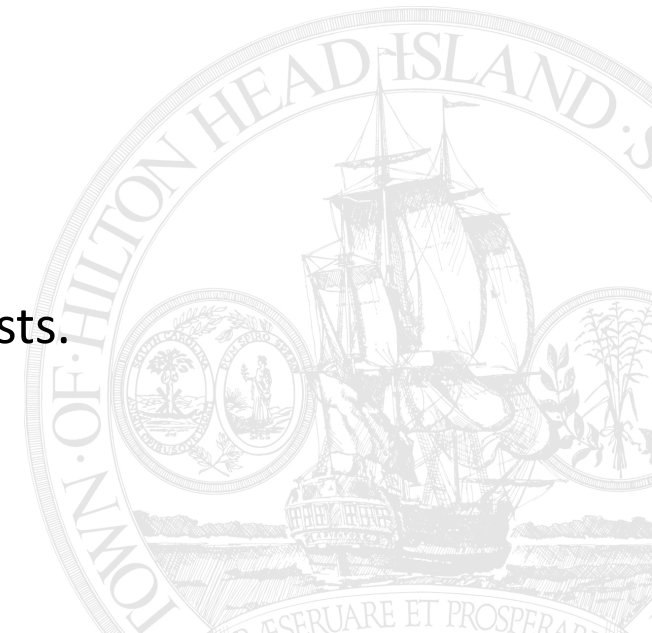
- Definition for single-family.
- Definition for multifamily.
- Eliminate divisible dwelling units.



# Background - LMO Amendments Plan

## LMO Amendments Phase 4:

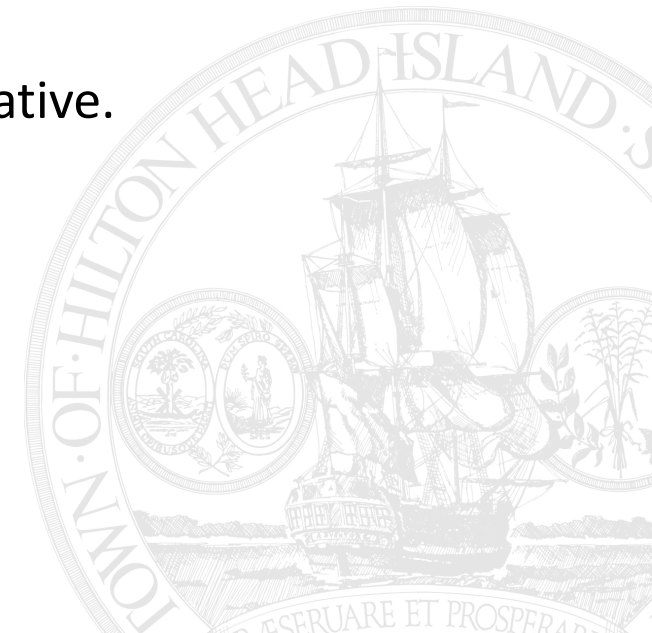
- Administrative application and procedural changes.
- Updated residential site design standards including:
  - Pedestrian connectivity.
  - Floor area ratio.
  - Parking.
  - Open Space.
  - Setback angles.
- Modified traffic impact analysis methodology.
- Signage standard updates.
- Best-in-class stormwater requirements.
- Construction management plan requirements.
- Strengthening of Tree Regulation, Tree Preservation, and Tree Mitigation lists.



# Background - LMO Amendments Plan

## LMO Amendments Phase 5:

- Comprehensive review of all LMO chapters.
- Review of overall organization.
- Review of user-friendliness of the code.
- Application Process evaluation and Applications Manual.
- Sustainable Development incentives.
- Addition of design guidance graphics.
- Alignment with Our Plan.
- Integration of outcomes from Growth Framework and District Plan initiative.

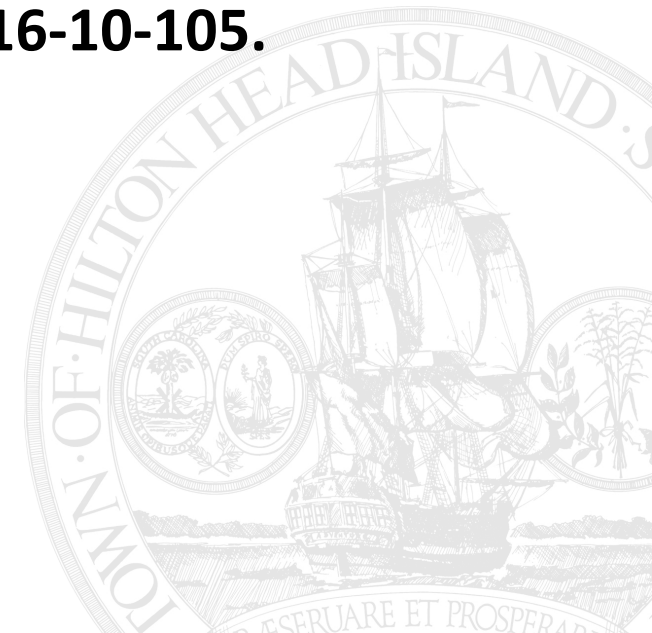




# Phase 3 - Recommendation:

## LMO Amendments Phase 3:

**That the Town Council adopt a proposed ordinance amending Title 16 of the Municipal Code of the Town of Hilton Head Island, the Land Management Ordinance (LMO), to remove Divisible Dwelling Units as an accessory use and to modify Multifamily and Single-Family definitions, revising the language of LMO SECTIONS 16-4-103.D.2, 16-4-103.E.2, 16-10-103.A.2, AND 16-10-105.**



## Phase 3 - Purpose:

- **Modify the definitions for multifamily, single-family to be more like commonly used land management definitions.**
- **Eliminate divisible dwelling units to calibrate applicable density such there are no partial dwelling units.**



# Phase 3 - Proposed Changes:

1. Change Definitions for Single-Family and Multifamily.
2. Remove Divisible Dwelling Unit from permitted uses.

## Sec.16-10-103.A.2. Use Types and Definitions

### Multifamily

A **building, parcel, or development** containing ~~three~~ two or more **dwelling units**. This use includes townhouse developments, if all units are on one **lot**, and manufactured housing parks.

### Single-Family

A freestanding **structure** containing ~~one not more than two~~ one **single-family dwelling units**. ~~Two single-family homes may be located on the same lot if the applicable density standard is met.~~ Two single-family dwellings on a single lot constitutes a multifamily dwelling. More than ~~one~~ two **single-family dwellings** on a single **lot** constitutes a multifamily dwelling.

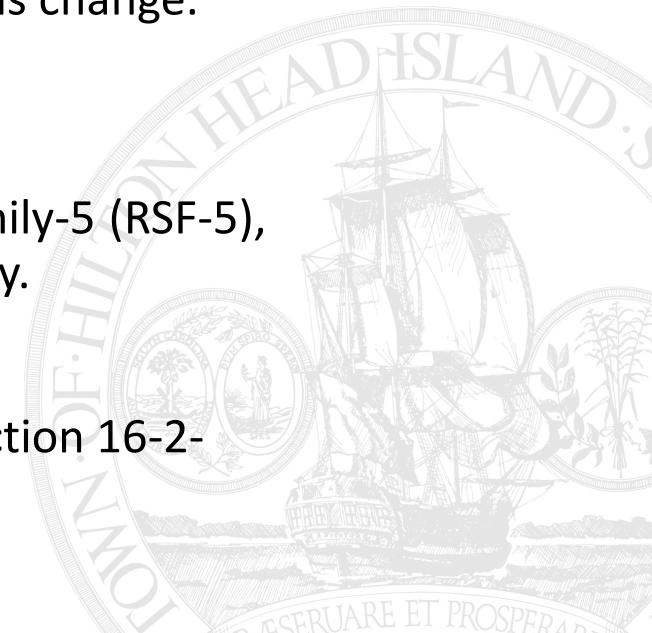
## Sec.16-10-105. General Definitions-

### ~~Divisible Dwelling Unit~~

~~A **dwelling unit** in a **multifamily** residential or **interval occupancy development** that includes one or more lock-out bedrooms that can be physically closed or locked off from the remainder of the **dwelling**. Such units must have a bathroom. Size is limited to 75 percent of the **gross floor area** of the entire **dwelling**.~~

# Phase 3 - Considerations:

- The proposed change does not prohibit more than one single-family home on a lot if the density allows it, but the multifamily development design standards will be considered when a second home is added.
- It is estimated that there are **approximately 146 properties** that this change could impact. There will be changes to the setbacks and buffers. The majority of changes result in more flexibility for sites; however, there will be impacts to properties on tidal/freshwater wetlands related to wetland buffer requirements.
  - Approximately 95 of these properties have density to develop 3 or more dwelling units and would have had to meet the current multifamily setbacks and buffers.
  - Approximately 50 have density for 2 dwelling units and would be impacted by this change.
  - Approximately 10 affected properties are on tidal/freshwater wetlands.
  - A majority of these properties are in a Historic Neighborhood.
- There are 3 zoning districts Residential Single-Family-3 (RSF-3), Residential Single-Family-5 (RSF-5), Residential Single-Family-6 (RSF-6) that allow for single-family use; but not multifamily.
  - There are no structures in these districts that will become nonconforming.
- Family Compounds & Subdivisions are not affected by the proposed change, LMO Section 16-2-103.X.IV considers Family Compounds to be a single-family use.







# Phase 3 - Setbacks and Buffers Impacts:

## **Adjacent Street Setback (Structure) – Based on the type of street, not use.**

- Major Arterial – No Change
- Minor Arterial- No Change
- Other- No Change

## **• Adjacent Use Setback – Based on the use of developed property and zoning of undeveloped property.**

- Developed – In all cases, same or reduced
- Undeveloped - In all cases, same or reduced

## **• Adjacent Street Buffer– Based on the type of street, not use.**

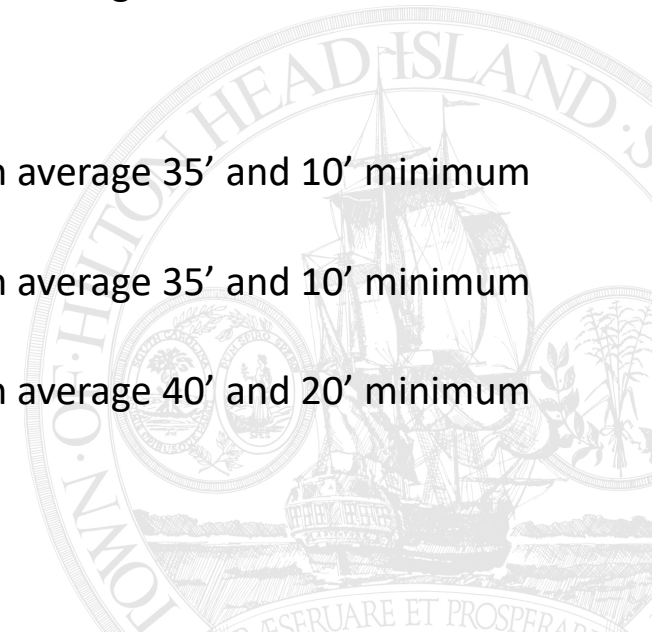
- Major Arterial – No Change
- Minor Arterial- No Change
- Other- No Change

## **• Adjacent Use Buffer - Based on the use of developed property and zoning of undeveloped property.**

- Developed – No change
- Undeveloped – No change

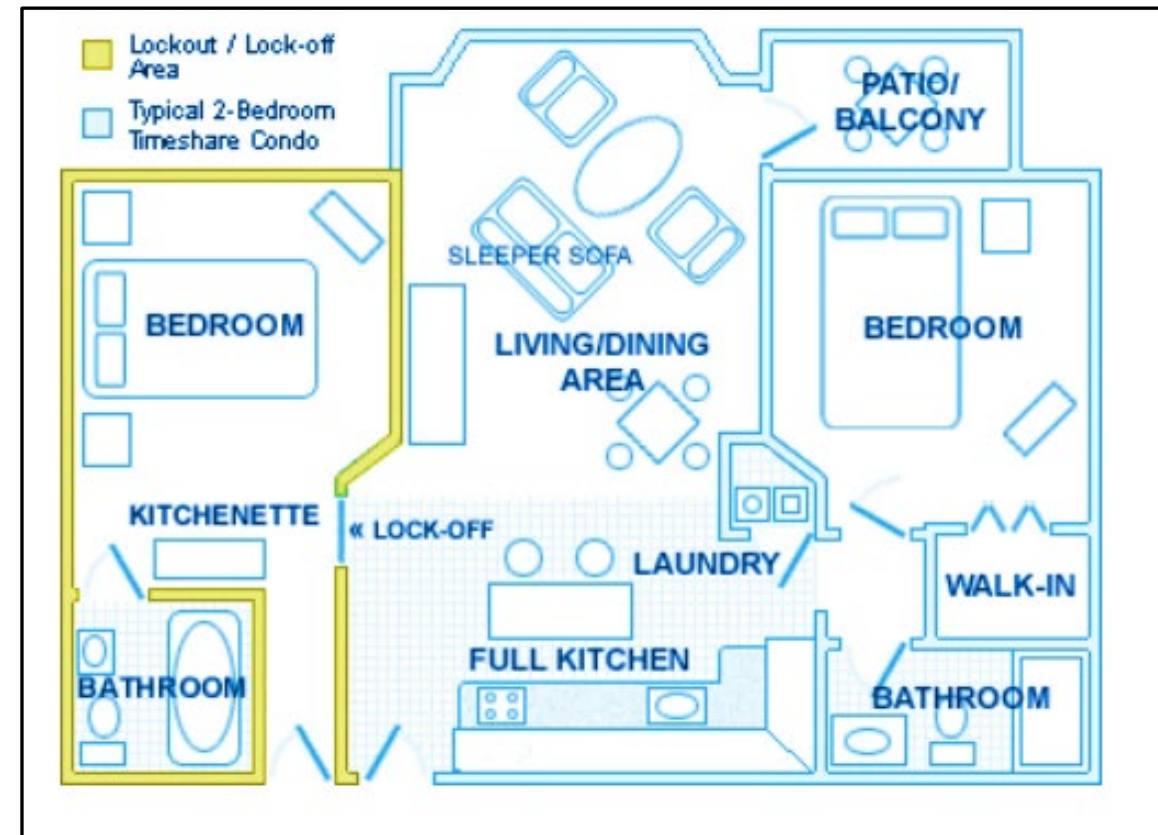
## **Wetland Buffers – Based on freshwater and tidal wetlands.**

- Tidal – Introduces an average buffer for pervious surfaces, structures and impervious surfaces.
  - Pervious – Existing 20' Minimum
    - Increased buffer to meet both average 35' and 15' minimum
  - Structures – Existing 20' Minimum
    - Increased buffer to meet both average 40' and 20' minimum
  - Impervious – Existing 20; Minimum
    - Increased buffer to meet both average 50' and 25' minimum
- Freshwater – Introduces new buffer.
  - Pervious – Existing n/a
    - Increased buffer to meet both average 35' and 10' minimum
  - Structures – Existing n/a
    - Increased buffer to meet both average 35' and 10' minimum
  - Impervious – Existing n/a
    - Increased buffer to meet both average 40' and 20' minimum



# Phase 3 - Removal of Divisible Dwelling Unit:

- All existing Divisible Dwelling Units would become legal nonconformities.
- Divisible Dwelling Units are currently allowed as an accessory use permitted with conditions in the Coligny Resort (CR) and Resort Development (RD) districts. They are only allowed in multifamily or interval occupancy developments.
- The existing number of Divisible Dwelling Units could not be estimated based on Town's existing data.
  - There are approximately 3000 timeshares.
  - Small portion (a few hundred at most) include Divisible Dwelling Units.
  - Research showed that some approved lockout developments have been converted back to whole dwelling units.





# LMO Chapter 16-7 Nonconformities:

## Change from single-family to multifamily:

- Some properties will contain **Legal Nonconforming Structures**

## Removal of Divisible Dwelling Unit:

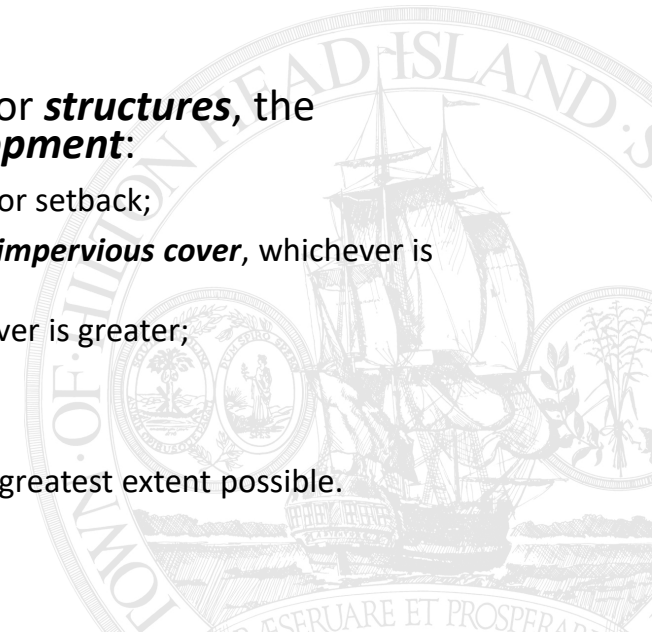
- All divisible dwelling units will become **Legal Nonconforming Uses**

## LMO Chapter 16-7 addresses Nonconformities:

A legal **nonconforming use** which has been discontinued for a period of 18 consecutive months shall not be re-established. Any **structure** or **land**, or **structure** and **land** in combination which was formerly devoted to a legal **nonconforming use** which has been discontinued for a period of 18 consecutive months, shall not again be devoted to any **use** other than a **use** that is allowed in the zoning district in which the **land** is located. A conforming **use** shall not be permitted to revert back to a **nonconforming use**.

## Substitution of Nonconformities for Redevelopment

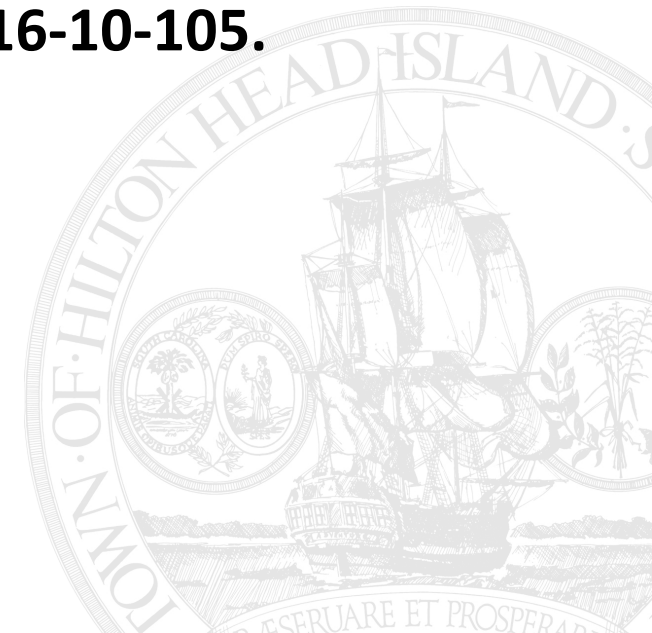
- To provide flexibility and encourage redevelopment of **sites** with nonconforming features or **structures**, the **Official** is authorized to approve a Development Plan for such **sites** if the proposed **development**:
  1. Will not include any new **development** that increases the amount of encroachment into any required buffer or setback;
  2. Will not increase the **impervious cover** on the **site** over the maximum allowed for the district or the existing **impervious cover**, whichever is greater;
  3. Will not result in a **density** in excess of what is allowed under this **Ordinance**, or the existing **density**, whichever is greater;
  4. Will lessen the extent of existing **nonconforming site features** to the greatest extent possible;
  5. Will not have an adverse impact on the public health, safety or welfare; and
  6. Will lessen the extent of nonconformities related to any existing **nonconforming structure** on the **site** to the greatest extent possible.





# Phase 3 - Recommendation:

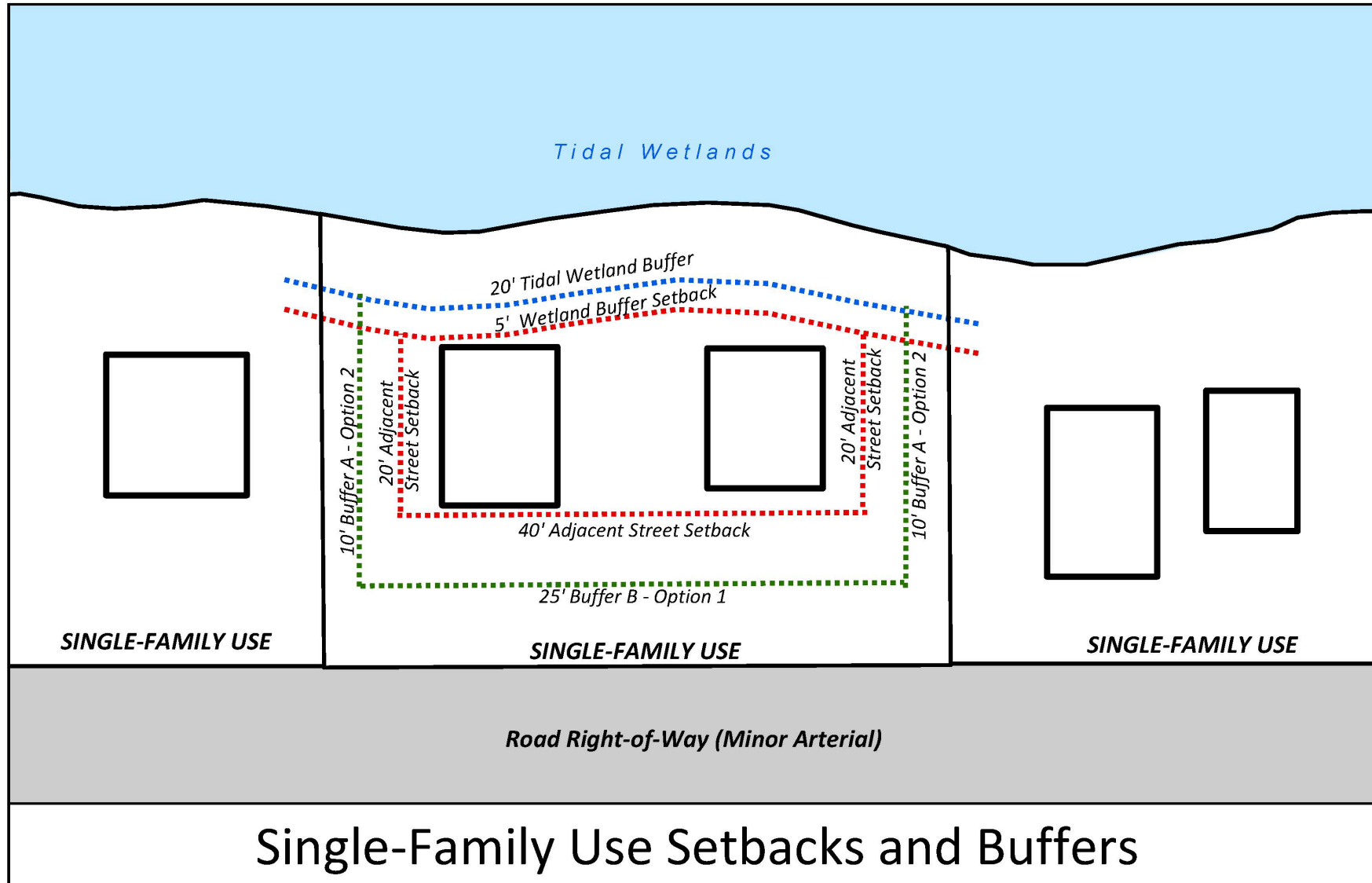
**That the Town Council adopt a proposed ordinance amending Title 16 of the Municipal Code of the Town of Hilton Head Island, the Land Management Ordinance (LMO), to remove Divisible Dwelling Units as an accessory use and to modify Multifamily and Single-Family definitions, revising the language of LMO SECTIONS 16-4-103.D.2, 16-4-103.E.2, 16-10-103.A.2, AND 16-10-105.**



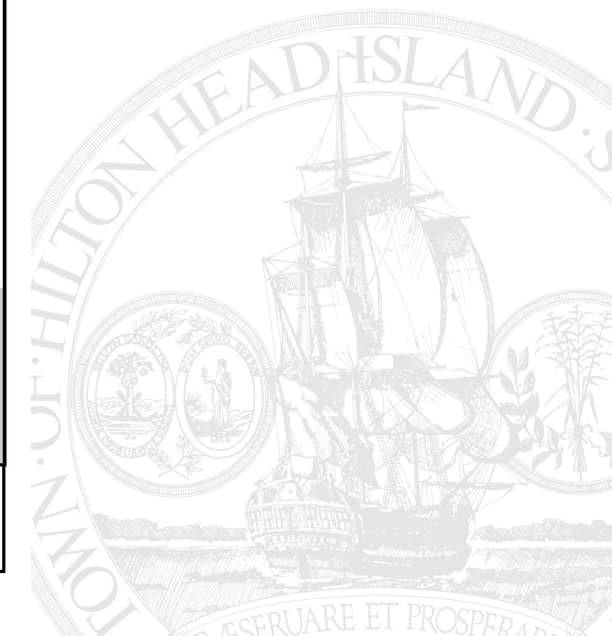
# Questions?



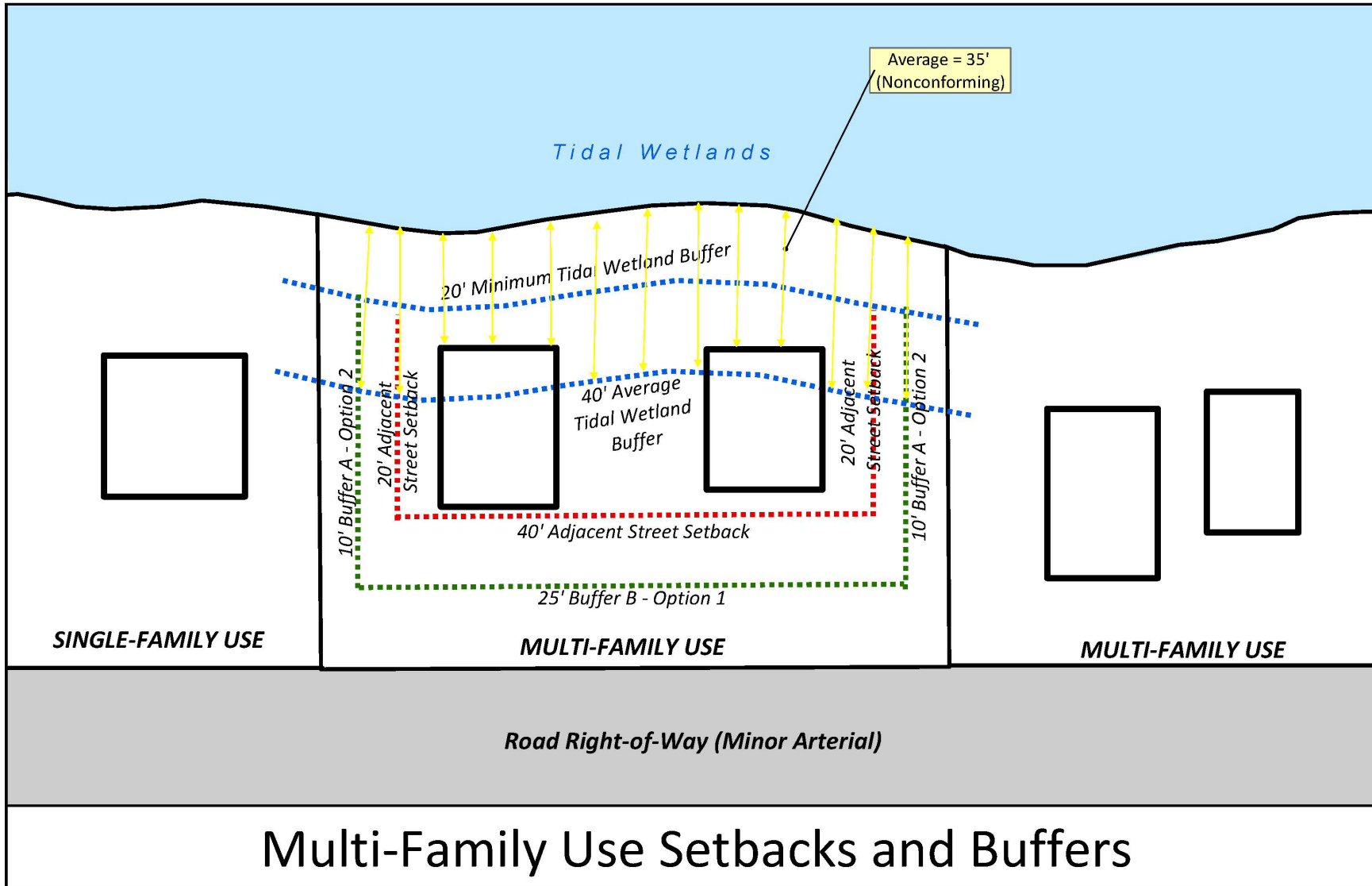
# Phase 3 Existing Concept:



Single-Family Use Setbacks and Buffers



# Phase 3 Proposed Concept:





# TOWN OF HILTON HEAD ISLAND

## Town Council

**TO:** Town Council  
**FROM:** John M. Troyer, *Director of Finance*  
**VIA:** Marc Orlando, *ICMA-CM, Town Manager*  
**CC:** Josh Gruber, *Deputy Town Manager*  
**DATE:** April 25, 2023  
**SUBJECT:** Consideration of Resolution Recommending the 2023-2024  
Destination Marketing Organization (DMO) Marketing Plan & Budget.

---

### **RECOMMENDATION:**

Staff recommends the Town Council discuss the Resolution approving the 2023-2024 Destination Marketing Organization (DMO) Marketing Plan & Budget.

On April 18, 2023, the Finance & Administrative Committee received a presentation from the Hilton Head Island-Bluffton Chamber of Commerce of the 2023-2024 Destination Marketing Organization (DMO) Marketing Plan & Budget and voted unanimously to recommend its approval to Town Council. The Committee expressed a desire to receive additional information regarding questions that had been discussed concerning the proposed budget. They requested that the DMO provide the Town Council with additional information in greater detail to resolve these questions when this matter comes before Town Council. This requested information will be forthcoming.

### **BACKGROUND:**

According to State law, 30% of the two percent bed tax funds collected by the State of South Carolina is allocated to the contracted Destination Marketing Organization (DMO). Currently, the Town contracts with the Hilton Head Island-Bluffton chamber of commerce/Visitor and Convention Bureau (VCB) for its DMO services. On or by April 1 of each year, Town Code requires the VCB's proposed budget and marketing plan be submitted to the Accommodations Tax Advisory Committee (ATAC) to review and make a recommendation to Town Council for final approval. The ATAC has recommended the current proposed budget to Town Council for consideration.

### **SUMMARY:**

The purpose of this discussion is to provide an opportunity for Town Council through its Finance & Administrative Committee to discuss The DMO Marketing Plan and Budget from the VCB for Fiscal 2023-2024. The Finance and Administrative Committee is requested to make a recommendation to the full Town Council on a resolution to recommend the Marketing Plan & Budget.

**ATTACHMENTS:**

1. FY 2023-2024 Destination Marketing Organization (DMO) Marketing Plan & Budget-DRAFT
2. Resolution recommending the DMO Marketing Plan & Budget



A scenic sunset over the ocean with tall grasses in the foreground. The sun is low on the horizon, casting a warm glow over the water and the sky. The grasses are silhouetted against the bright light of the setting sun.

FISCAL YEAR 2023-2024

# HILTON HEAD ISLAND DESTINATION MARKETING PLAN

**HILTON HEAD ISLAND**  
SOUTH CAROLINA







WE PROMISE A REFINED ISLAND  
ESCAPE TO WHICH YOU'LL RETURN.





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## Letter from Our President & CEO,

If there was a single word to describe our philosophy on tourism in our community, it would be balance.

It's a delicate balance to enhance the quality of life for those who call our island home with travelers who choose to visit America's Favorite Island®. Striking that balance is a responsibility we take very seriously.

It's not about the quantity of visitors who choose our destination, it's about continuing to attract those visitors who respect our values and our environmental sensitivity. Using this approach ensures the success of our economy with the environmental stewardship we're known for worldwide.

This community first approach is something you'll see in the pages of our marketing plan developed in concert with our community and industry professionals. We're listening to our residents with our annual resident sentiment survey and community outreach efforts. Our marketing plan is focused on responsible tourism in concert with building awareness among travelers.

Competition for share-of-voice among travelers is more competitive, more now than ever post pandemic. Great brands don't take their foot off the gas pedal of marketing. It's critical that we remain top-of-mind with upscale travelers since the world has reopened for tourism.

The plan is also about discovery, helping visitors discover those aspects of the island that go beyond our beautiful beaches. We're passionate about the island's history and culture and the authentic stories that resonate with today's visitors who want to immerse themselves in the culture and local flavor of where they travel.

There's a reason we're chosen again and again by the readers of *Condé Nast Traveler* and others as America's #1 Island. Thank you to our residents, Board of Directors, Marketing Council and community leaders for their commitment to Hilton Head Island. It's this partnership that shapes our future.

Sincerely,

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

William G Miles, IOM, CCE  
President & CEO  
Hilton Head Island-Bluffton Chamber of Commerce

# 2023 BOARD OF DIRECTORS

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### CHAIR

**Susana Cook**  
Hilton Garden Inn

### IMMEDIATE PAST CHAIR

**Chris McCorkendale**  
Operation Patriots Forward  
Operating Base

### VICE CHAIR, BLUFFTON REGIONAL BUSINESS COUNCIL

**Mary Lee Carns**  
Technical College of the  
Lowcountry

### VICE CHAIR, FINANCE

**Ray Warco**  
Center for Strategic Planning -  
USCB

### VICE CHAIR, PUBLIC POLICY

**Ahmad Ward**  
Historic Mitchelville Freedom Park

### VICE CHAIR, MEMBERSHIP

**Andrew Carmines**  
Hudson's Seafood House  
on the Docks

### VICE CHAIR, SMALL BUSINESS

**Andrea Bragg**  
Forsythe Jewelers

### VICE CHAIR, VISITOR & CONVENTION BUREAU

**Caleb Graham**  
Ocean Oak Resort by  
Hilton Grand Vacations

### VICE CHAIR, WORKFORCE & EDUCATION

**Jay Wiendl**  
The Beach House Resort,  
Hilton Head

### PRESIDENT & CEO

**William G. Miles, IOM, CCE**  
Hilton Head Island-Bluffton  
Chamber of Commerce

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Cooperative

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International Airport

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Westin Hilton Head Island  
Resort & Spa

**Steve Wilmot**  
Heritage Classic Foundation

**Alan Wolf**  
SERG Restaurant Group

# FY 2023-2024 MARKETING COUNCIL MEMBERS

The Hilton Head Island Marketing Council serves as an advisory and advocacy committee to the Hilton Head Island Visitor & Convention Bureau. The Council represents cross sections of the island's diverse travel and tourism industry and guides the planning and execution of the annual Destination Marketing Plan. The Council also includes representatives from the Town of Hilton Head Island Town Council and Staff. The committee monitors the plan's effectiveness and results making recommendations for improvements and enhancements when needed.

## **Vice Chairman, Visitor & Convention Bureau**

**Caleb Graham**  
General Manager,  
Ocean Oak Resort by  
Hilton Grand Vacations

## **Arts Seat**

**Natalie Harvey**  
Director of Cultural Affairs  
Town of Hilton Head Island

## **Attractions Seat**

**Rex Garniewicz, Ph.D.**  
President & CEO  
Coastal Discovery Museum

## **Convention Property Seat**

**Teresa Manzolillo**  
Director of Sales and Marketing  
Marriott Hilton Head Resort & Spa

## **Convention Property Seat**

**John Munro**  
Vice President of Hospitality  
The Sea Pines Resort, Resort  
Sales & Marketing

## **Cultural/ Historical Seat**

**Courtney Young**  
President/CEO  
ForeSight Communications, LLC

## **Ecotourism Seat**

**Mike Overton**  
Founder & CEO  
Outside Brands

## **Entertainment Seat**

**Ryan Larson**  
Director of Marketing  
SERG Group

## **Festival & Event Seat**

**Lindsey Harrell**  
President  
Hilton Head Island Concours  
d'Elegance & Motoring Festival

## **Golf Seat**

**Brad Marra**  
Chief Operating Officer  
Palmetto Dunes Oceanfront Resort

## **Home & Villa Seat**

**Dru Brown**  
Managing Partner  
Island Time Hilton Head

## **Outdoor Recreation/ Sports**

**Julie Jilly**  
Vice President  
Professional Tennis Registry

## **Restaurant Seat**

**Catherine Reilley**  
Director of Marketing  
and Operations  
Coastal Restaurants & Bars (CRAB)

## **Retail Seat**

**Beth Patton**  
Marketing Manager  
Forsythe Jewelers

## **Transportation & Tours Seat**

**Lori Lynah**  
Director of Marketing and  
Air Service Development  
Savannah/Hilton Head International  
Airport

## **Transportation & Tours Seat**

**Jon Rembold**  
Airports Director  
Hilton Head Island Airport/Beaufort  
Executive Airport

## **Town Council**

**Councilman David Ames**  
Ward 3

## **Town Representatives**

**Josh Gruber, JD, MPA**  
Deputy Town Manager  
Town of Hilton Head Island

## **Angie Stone**

Assistant Town Manager  
Town of Hilton Head Island

## **Kelly Spinella**

Marketing & Social Media Manager  
Town of Hilton Head Island



# EXECUTIVE SUMMARY

DRAFT



## **A LOOK BACK**

In FY 2022-2023, we immersed ourselves in the fabric of our community, built strong relationships with residents, local business, and continued our educational outreach efforts among guests and potential guests about supporting our delicate ecosystem.

We also focused on disbursement of visitor across the island, using our marketing efforts, strategies and tactics, and earned channels to draw awareness to experiences beyond our pristine beaches and most well-known sites.

## **A LOOK AHEAD**

In FY 2023-2024, all marketing efforts are designed to drive awareness and qualified visitation to the destination in a way that supports and nurtures residents' quality of life and supports our destination's strategies.

## **DESTINATION STRATEGIES**

- 1** **IMPLEMENT THE COMMUNITY CORNERSTONE PLAN.**

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- 2** **CONNECT THE MARKETING PROMISE WITH THE ON-ISLAND EXPERIENCE.**

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- 3** **CREATE AN UNDERSTANDING OF, AND RESPECT FOR OUR DELICATE ECOSYSTEM (RESIDENTS AND VISITOR).**

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- 4** **DRIVE DEEPER DISCOVERY AND EXPLORATION OF OUR DESTINATION.**

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- 5** **BUILD BRAND AWARENESS.**

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- 6** **ENHANCE LEISURE & GROUP BUSINESS THROUGH QUALIFIED VISITATION.**

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## ENSURING OUR #1 ECONOMY

Our marketing efforts share a common objective of supporting the growth and sustainability of our tourism industry. Tourism is the number one economic driver for the region and has a direct impact on the quality of life for our community. The success of our tourism industry directly correlates to the growth and enhancement to our infrastructure, our employment rates, and the success of local businesses throughout the island.







# IT STARTS WITH A VISIT

As a community built upon tourism it is imperative to ensure the destination for the next generation of residents, business owners, and visitors.

As the Destination Marketing Organization (DMO) we are experts in this space, constantly working to ensure the community's priorities and stewardship of the brand that ultimately ensures the quality of life for all.

The FY 2023-2024 Destination Marketing Plan ladders into our organization's three-year Strategic Plan and ultimately into our community-centric 10-year Destination Management Plan. Our approach to long-term tourism success sits alongside the Hilton Head Island community's 20-year comprehensive plan. Our efforts complement and support a vibrant and collaborative partnership with the Town of Hilton Head Island to ensure the future of the destination for residents and tourists.

## DESTINATION MANAGEMENT PLAN

This 10-year plan, aligned with the Town's 20-year comprehensive plan, helps ensure the continued growth of our tourism industry while safeguarding the idyllic way of life for those that live and work here.

The plan provides a platform for community engagement. It includes input from residents, business and government leaders, and stakeholders on the strategies needed to ensure the long-term success of our destination. The Destination Management Plan enables a shared vision for our community, and creates strategies to address such areas as sustainable growth, product development, consumer expectations, and other socio-economic factors.

## STRATEGIC PLAN

The goal of the three-year Strategic Plan is to ensure alignment with our Board of Directors and collaborative efforts with our partners and community. The plan is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment.

In February 2021, our Board of Directors approved and adopted the 2021-2023 Strategic Plan. The plan is organized around these five strategic goals:

1. Improve Alignment & Community Engagement
2. Grow Local Business
3. Expand Meetings & Groups
4. Energize Destination Development & Management
5. Sustain and Innovate as an Organization

We are in the process of updating this plan which will align with our new fiscal year efforts and be in place for FY 2024-2026.

## MARKETING PLAN

The Destination Marketing Plan is an operational one-year document that outlines our overarching goal, strategies, and tactics for the coming fiscal year that our organization will implement to generate brand awareness and demand regarding tourism. It is built on strategies and tactics to achieve our yearly goal and ultimately aligns with the Strategic Plan and Destination Management Plan initiatives.

**VISION**

A welcoming, world-class community embracing nature, culture and economic vibrancy for residents and visitors.

**MISSION**

Stimulate the regional economy while enhancing the quality of life for all.

If you build a place where people want to visit, you'll build a place where people want to live.

If you build a place where people want to live, you'll build a place where people want to work.

**THE  
DESTINATION  
MANAGEMENT  
CYCLE**

If you build a place where business needs to be, you'll build a place where people have to visit.

If you build a place where people want to work, you'll build a place where business needs to be.

# DEFINING OUR COMMUNITY CORNERSTONE

Our community is the heart of who we are and how we present ourselves to the world. Tourism is a competitive landscape. Every destination must compete with every other tourism destination for its share of the world's attention, visitation, and investment. A destination needs to integrate the community into marketing efforts to create the desire amongst travelers to want to experience the destination and meet its people and experience its authentic offering.

For any destination to ensure its competitive advantage and increase visitor revenue, there must be a clear strategic framework for developing, articulating, and promoting the destination brand. That is why destination marketing and management organizations exist. They have the unique mandate to steward the community's identity and reputation in the global visitor marketplace on a daily basis.

A destination brand is rooted in the community's priorities. It is a common good and a shared value. Promoting the destination is for the benefit and well-being of everyone in the community. Therefore, the stewardship of the brand is an essential investment for enhancing the quality of life and increasing opportunities for all residents.

The Chamber warrants and represents that the marketing plan shall include a "Community Cornerstone Plan" which engages the community with public relations, education, and social media strategies.

## DESTINATION VALUES



**ARTS**



**CULTURE**



**ENVIRONMENT**



**HISTORY**



**RECREATION**



**WELLNESS**

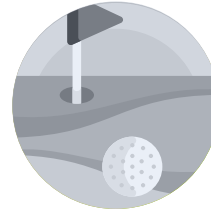
## DESTINATION ATTRIBUTES



**BIKING**



**CULINARY**



**GOLF**



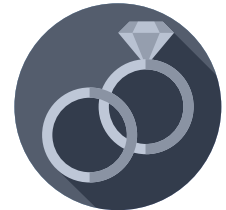
**MEETINGS  
& GROUPS**



**RETAIL**



**TENNIS/  
PICKLEBALL**



**WEDDINGS**

# DESTINATION STRATEGIES

## A PLAN OF ACTION. A VISION FOR THE COMMUNITY.

Through digital, social, media, and print channels, we will compel our potential visitors to explore the Lowcountry's natural beauty, culture, heritage, arts, culinary, and outdoor experiences. Woven into everything we do, is the fabric of our community and a commitment to empowering them to tell the Hilton Head Island story and to helping to be good stewards for the island.

### OVERARCHING GOAL

Maintain Hilton Head Island quality of life through driving qualified visitation to the destination

- 1 IMPLEMENT THE COMMUNITY CORNERSTONE PLAN.**
- 2 CONNECT THE MARKETING PROMISE WITH THE ON-ISLAND EXPERIENCE.**
- 3 CREATE AN UNDERSTANDING OF, AND RESPECT FOR OUR DELICATE ECOSYSTEM (RESIDENTS AND VISITOR).**
- 4 DRIVE DEEPER DISCOVERY AND EXPLORATION OF OUR DESTINATION.**
- 5 BUILD BRAND AWARENESS.**
- 6 ENHANCE LEISURE & GROUP BUSINESS THROUGH QUALIFIED VISITATION.**









# STRATEGY 1

## COMMUNITY CORNERSTONE PLAN

2024-2026

### FOSTER EFFECTIVE AND INCLUSIVE COMMUNITY COLLABORATION

Aligning the priorities of residents, industry stakeholders, small business, community groups and government organizations that balance and enhance resident quality of life and overall destination performance.

INITIATIVES	TACTICS
<p>Develop social, cultural and environmental sustainability initiatives to engage locals and visitors.</p>	<p>Continue to build out and promote The Promise campaign, a VCB initiative that promotes the importance of our environment and efforts to protect and preserve our delicate ecosystem.</p> <p>Bring awareness to environmental programs; e.g. Loggerhead Sea Turtles, Dolphins, Piping Plovers through The Promise campaign, through touchpoints such as a Sustainability Tool Kit and e-Commerce platform.</p> <p>Partner with Coastal Discovery Museum, Outside Foundation, Sea Turtle Patrol, &amp; Office of Cultural Affairs creating in-depth programming to further emphasize the importance of our environment.</p>
<p>Continue ongoing resident sentiment survey program that measures and tracks support for the local visitor economy. Publish the results on a regular basis for ongoing conversation.</p>	<p>Implement annual resident sentiment survey.</p> <p>Present findings to key stakeholders; Town, residents, businesses partners, etc.</p> <p>Benchmark and update resident sentiment results annually.</p>
<p>Conduct live and virtual community speaking engagements, community updates regarding tourism and surveys on a regular basis to gain resident feedback on quality of life.</p>	<p>Host bi-annual community engagement events.</p> <p>Regular cadence of Chamber driven communications to local businesses, e.g. Monthly Power Hour, Monday Briefing, Chamber social, Chamber website, email campaign, regional and local media outlets.</p> <p>Designated resident &amp; community communications, outreach and informational meetings.</p> <p>Deployment of annual resident sentiment surveys.</p>
<p>Develop community-wide programs to increase awareness and support of tourism &amp; hospitality as a key economic driver providing growth opportunities for all.</p>	<p>Connect with USCB and develop a Brand Boot Camp program. These could be extensions of the existing Island Ambassador Program or a hybrid program.</p> <p>In partnership with USCB, create a Brand Tool Kit to complement the program. Once a business engages with the program, the BrandTool Kit would be a leave behind local businesses could use to showcase through their channels.</p> <p>Tourism economy health check -town integration/ cadence 1x per year.</p>
<p>Further invest in data management platforms and community crowdsourcing tools to ensure intelligent, data-driven decision making, and resident priorities across all levels of the public and private sector.</p>	<p>Data management platform examples: Zartico, Simpleview, Keydata.</p> <p>Hiring dedicated headcount to support these new platforms and analytics.</p> <p>Liaise with community counterparts to share insights and promote a data-driven ecosystem for the destination.</p>



## TIMING

LEAD	FY 2024	FY 2025	FY 2026	KEY PERFORMANCE INDICATORS (KPIs)
Chamber		•		15% of local businesses featuring promise seals (all businesses).
Town/Chamber/ Businesses		•		Number of Sustainable Toolkit downloads/engagements.
Chamber/Town		•		Create programs with partners with budget to support.

LEAD	FY 2024	FY 2025	FY 2026	KEY PERFORMANCE INDICATORS (KPIs)
Chamber	•	•	•	Growth in number of surveys completed YoY.
Chamber	•	•	•	Completion of presentations to stakeholders annually.
Chamber	•	•	•	Monitor YoY increase/ decrease in sentiment and address accordingly.

Chamber	•			Event participant numbers.
Chamber	•			Impressions & engagement, and open rate.
Chamber	•			Number of meetings held. Number of attendees, reach and open rate.
Chamber	•			Number of surveys sent. Number of surveys completed.

LEAD	FY 2024	FY 2025	FY 2026	KEY PERFORMANCE INDICATORS (KPIs)
Chamber		•		Development of Brand Boot Camp Program in partnership with USCB.
Chamber			•	10% of island businesses have engaged with the Brand Boot Camp program and are using the Brand Tool Kit.
Chamber/Town	•			Contract deliverable, 1x per year.

LEAD	FY 2024	FY 2025	FY 2026	KEY PERFORMANCE INDICATORS (KPIs)
Chamber	•			Establish platforms and set up reporting efforts (internal to Chamber).
Chamber		•		Hiring completed.
Chamber		•		Create comprehensive reports and discuss and establish cadence for reporting out and sharing insights.

# STRATEGY 1

## COMMUNITY CORNERSTONE PLAN (CONTINUED)

2024-2026

### ATTRACT EXTRAORDINARY TALENT

Resident quality of life and a positive visitor economy and brand are directly proportional to the quality of the local workforce. This must be prioritized more than ever before to ensure quality of life for residents and a positive visitor experience.

INITIATIVES	TACTICS
<p>Assist in the awareness of career opportunities and recruitment of talent for all residents and throughout the region.</p>	<p>Start a local job sourcing platform pulling in local career opportunities.</p> <p>Simultaneously position the Lowcountry lifestyle and real estate opportunities within this framework. e.g. aggregate all real estate listings, pull in VCB channels to showcase lifestyle.</p> <p>Showcase the diversity of career opportunities that exist throughout the destination.</p>
<p>Assess availability of existing structures and government-owned land to potentially develop workforce housing on/off island.</p>	<p>Chamber to establish a working relationship with the Affordable Housing Committee to understand current efforts in place, plan for future efforts, and overall need that Hilton Head Island can support.</p> <p>Town and Chamber representatives work closely to understand the private initiatives on island that are, or have implemented, workforce housing for their employees. exp: The Sea Pines Resort</p> <p>Town works to identify grants and other funding opportunities to support affordable workforce housing efforts on island.</p>
<p>Work in partnership and enhance industry workforce development initiatives with the public sector, area schools, and industry partners.</p>	<p>Introduce new, formalized internship programs within the Lowcountry that include diverse offerings and hiring opportunities postintern ship.</p> <p>Work to enhance presence with TCL/ Culinary Institute/ USCB/ high school guidance counselors/ career fairs in an effort to build support for tourism and hospitality as a long-term viable career.</p> <p>Chamber's continued support of SC Apprentice Program, Chamber Junior and Senior Leadership programs that support the retention efforts regarding workforce and the tourism industry for this region.</p>
<p>Develop strategic understanding of requirements for hiring senior and strategic talent to support local businesses in their talent search.</p>	<p>Survey large, local hospitality businesses (The Sea Pines Resort etc.) and compile resourcing roadmap for required senior-level and strategic talent.</p> <p>Conduct salary analysis and competitive hiring practices in comparable communities.</p> <p>Understand and support collaborative efforts to ensure a competitive landscape on salaries, benefits and lifestyle opportunities.</p>
<p>Enhance and promote awareness of hospitality and cultural training programs in collaboration with local educational institutions and industry partners.</p>	<p>Establish a joint social media campaign between the Town and Chamber that speaks to the Live, Work, Play opportunities on Hilton Head Island.</p> <p>Create and promote a tourism &amp; hospitality industry recruitment video.</p>

## TIMING

LEAD	FY 2024	FY 2025	FY 2026	KEY PERFORMANCE INDICATORS (KPIs)
Chamber/Town		•		Successful launch of job portal.
Chamber		•		Establish relationships with local realtors / communities and work to pull in their listings and community detail to the site.
Town		•		The platform shows many different types of job options with a filter feature.

LEAD	FY 2024	FY 2025	FY 2026	KEY PERFORMANCE INDICATORS (KPIs)
Town/ Chamber		•		Relationship established between the Town, the Chamber, and the Committee.
Town/Private Partner/ Chamber		•		Town and Chamber have identified and established relationships with island partners.
Town/ Chamber		•		10% of funding opportunities identified to support overarching plan.

LEAD	FY 2024	FY 2025	FY 2026	KEY PERFORMANCE INDICATORS (KPIs)
Beaufort County/ Town/ Chamber		•		Create regional partnership program.
Beaufort County/ Town/ Chamber	•			Number of guidance counselor meetings held, number of career fairs attended.
Chamber	•			Annual reporting on SC Apprentice Program engagement and support. Reporting out on Leadership class community engagement and class projects.

LEAD	FY 2024	FY 2025	FY 2026	KEY PERFORMANCE INDICATORS (KPIs)
Town/Private Partner/ Chamber		•		Establish base understanding and create a Hilton Head Island senior-level recruitment handbook.
Town/Private Partner/ Chamber		•		Report on comparable towns/cities and their hiring efforts.
Town/Private Partner/ Chamber			•	Report out on partner offerings/ packages in efforts to establish competitive effort for recruitment.

LEAD	FY 2024	FY 2025	FY 2026	KEY PERFORMANCE INDICATORS (KPIs)
Chamber/Town		•		Create and implement program. Establish key metrics for measurement.
Chamber/Town		•		Confirm creation of video and plan to support promotion.

# STRATEGY 1

## COMMUNITY CORNERSTONE PLAN (CONTINUED)

2024-2026

### DIVERSIFY THE VISITOR & LOCAL EXPERIENCE YEAR-ROUND

More varied and integrated culinary, arts, cultural, historical, wellness, active, retail and evening experiences will attract high-value visitors who spend more, stay longer, and explore more of the destination.

INITIATIVES	TACTICS
<p>Develop and promote the entirety of Hilton Head Island as a connected and easily navigable ecosystem of parks, beaches, and other outdoor spaces, as outlined in the Parks &amp; Rec Master Plan and dispersion tactics.</p>	<p>Onsite QR code or App mapping technology designed to lead visitors deeper into the destination and to help them discover new-to-them experiences.</p> <p>Influencer partnerships designed to showcase itineraries based on visitor interest. Work with partners to make these experiences plannable, bookable, and part of a cohesive itinerary.</p> <p>Immersive itineraries distributed through personalized media and technology platforms.</p>
<p>Develop a local culinary, arts &amp; cultural network/ trail to improve regional connectivity, showcase small businesses and unique local history, drive visitor dispersal, and provide suggestions for inclement weather days.</p>	<p>Develop mapped itineraries that can be filtered by interest/topic.</p> <p>Sister partnerships/exchanges and sharing of ideas to create a FIC product.</p> <p>Continue to bring forward Gullah cuisine and highlight locations, chefs and dishes that represent the rich history of our area/region.</p>
<p>Enhance and support the historic and cultural locations on the island-programming and promotion.</p>	<p>Continued partnership with Historic Mitchelville Freedom Park through paid media, creative campaign strategy, and marketing roadmap.</p> <p>Continue to develop art, culture and history tour programming with interactive interpretive panels that can be used to build awareness for the artist, their products and the importance of their role in enhancing the culture of the destination.</p> <p>Continue the promotion of performing arts and cultural programming.</p>
<p>Diversify the visitor by sharing different perspectives and representation across marketing touchpoints.</p>	<p>Increase diversified representation in marketing materials through a new photoshoot showcasing diverse talent.</p> <p>Amplify local voices who can tell potential visitors about our culture and unique experiences in authentic ways through digital videos, email newsletters, and blogs.</p> <p>Work with content creators and influencers who provide unique and diverse perspectives on travel.</p>

## TIMING

LEAD	FY 2024	FY 2025	FY 2026	KEY PERFORMANCE INDICATORS (KPIs)
Chamber/Private Partner/Town		•		Partner with Town on QR code platform, content creation and strategy for partner placement.
Chamber/Private Partner		•		Influencer partnership secured and itinerary efforts in place for capture.
Chamber/Private Partner			•	Itinerary page sessions, engagement and conversions.

LEAD	FY 2024	FY 2025	FY 2026	KEY PERFORMANCE INDICATORS (KPIs)
Chamber		•		Details on how many itineraries have been developed. Report out on number of engagements/sessions for this program.
TCL/ Private Partners		•		Development of a FIC product.
Chamber/Gullah Community		•		Impressions and engagement on platforms where content is placed.

LEAD	FY 2024	FY 2025	FY 2026	KEY PERFORMANCE INDICATORS (KPIs)
Stakeholder/Town/ Chamber		•		Develop a robust marketing campaign. Measure and report out on earned media coverage. Report out on website sessions.
Stakeholder/Town/ Chamber		•		Partner with the Office of Cultural Affairs to identify, outreach and confirm partners for this program.
Chamber		•		Report out on website sessions to arts & culture content.

LEAD	FY 2024	FY 2025	FY 2026	KEY PERFORMANCE INDICATORS (KPIs)
Chamber	•			Completion of shoot.
Chamber	•			Number of locals involved in program/sessions to their content
Chamber		•		Establish an Influencer program: details of campaign, identify talent and budget

# STRATEGY 1

## COMMUNITY CORNERSTONE PLAN (CONTINUED)

2024-2026

### MODERNIZE MEETING & EVENT CAPABILITIES FOR THE FUTURE

Meeting and event planners today have a vast array of new technologies to drive audience engagement and business development. Destinations and their industry partners must have the required infrastructure and shared vision to deliver the event experience that today’s attendees expect.

INITIATIVES	TACTICS
<p>Develop an arts, cultural &amp; entertainment district with recreation and event facilities appropriately designed to fit our community and development aesthetic.</p>	<p>Bring the Parks and Rec Master Plan forward and learn about upcoming integration touchpoints and opportunities.</p> <p>Develop branding and marketing approach for an arts, cultural &amp; entertainment district.</p>
<p>Partner with the Town of Hilton Head Island on building out a strategy for Island branding.</p>	<p>Collaborate with the Town of Hilton Head Island to create a cohesive branding strategy for the island.</p>
<p>Seek a 5-star property or resort designation to further elevate the Hilton Head Island brand in the luxury leisure and group marketplace.</p>	<p>Develop outreach plan and strategy for hospitality brands that align with Hilton Head Island’s current offerings and existing corporate presence on-island. (For example, this initiative would be designed to plan and pitch Hilton Head Island to corporations such as Marriott to consider an Autograph Collection property on-island).</p>
<p>Evaluate current incentives for investment in new and existing venue capital to compete with other like-size coastal destinations.</p>	<p>Conduct competitive assessment to evaluate our destination compared to other like-minded destinations and competitive product offerings.</p> <p>Collaborate with our local and state representatives to inform, educate and influence decisions as it relates to capital investment and infrastructure funding.</p> <p>Work to develop holistic economic development strategy influenced by the 10-year destination management plan.</p>

## TIMING

LEAD	FY 2024	FY 2025	FY 2026	KEY PERFORMANCE INDICATORS (KPIs)
Town/ Chamber		•		Schedule time with the Town Staff/ Lead POC to walk through the Parks & Rec Plan.
Chamber/Town			•	Scope of work established that includes timing, assets and budget.

LEAD	FY 2024	FY 2025	FY 2026	KEY PERFORMANCE INDICATORS (KPIs)
Town/ Chamber		•		Identify Town Staff POC and work with them to understand and determine the scope of work and budget for this project.

LEAD	FY 2024	FY 2025	FY 2026	KEY PERFORMANCE INDICATORS (KPIs)
Town/Private Partner			•	Support the development/ redevelopment of a 5-star property.

LEAD	FY 2024	FY 2025	FY 2026	KEY PERFORMANCE INDICATORS (KPIs)
Chamber/ Town/ Private Partners	•			Competitive assessment presentation.
Chamber/ Town/ Private Partners	•			Demonstrable influence on infrastructure decisions.
Town/ Private Partners/ Chamber			•	Economic strategy developed.

# STRATEGY 1

## COMMUNITY CORNERSTONE PLAN (CONTINUED)

2024-2026

### IMPROVE MOBILITY & CONNECTIVITY TO SUPPORT LOCAL BUSINESSES

Mobility and connectivity support greater opportunities for residents, visitors, and industry stakeholders. Continue to connect visitors and local businesses, both physically and digitally, to drive resident satisfaction, higher conversion, and increase incremental sales.

INITIATIVES	TACTICS
<p>Upgrade broadband infrastructure with 5G/ Ultra wideband capacity across gated, non-gated communities, business plazas, and public spaces.</p>	<p>Conduct needs assessment by evaluating current infrastructure. Evaluate solutions through collaboration with partners throughout the destination. Develop and implement strategy for delivering 5G/ Ultra wideband throughout the destination.</p>
<p>Promote multimodule access to public transportation in support of local resident and visitor movement to/ from the island as well as throughout the island.</p>	<p>Develop dedicated marketing campaign for visitors promoting the trolley system/ integration in market.</p>
<p>Increase rideshare and airport transportation options.</p>	<p>Set up meetings with rideshare companies to discuss driver recruitment strategies and partnership opportunities. Prepare and release RFP for official regional shuttle/bus services. Work with key stakeholders and the community to influence current rideshare regulations and constraints that limit cross-state transportation opportunities.</p>



## TIMING

LEAD	FY 2024	FY 2025	FY 2026	KEY PERFORMANCE INDICATORS (KPIs)
Town/ Private Sector/ Chamber		•		Scope, budget, implement and report out on an assessment.
Town/ Private Sector/ Chamber			•	Identify top three viable options to bring forward for further review.
Town/ Private Sector/ Chamber			•	Strategy and rollout plan.

LEAD	FY 2024	FY 2025	FY 2026	KEY PERFORMANCE INDICATORS (KPIs)
Chamber/Town/ Palmetto Breeze			•	Marketing campaign launch. Campaign impressions and sessions. Ridership increase.

LEAD	FY 2024	FY 2025	FY 2026	KEY PERFORMANCE INDICATORS (KPIs)
Town/ Private Sector/ Chamber		•		Engage three rideshare partners.
Town/ Private Sector/ Chamber	•			RFP responses and successful bidding process.
Town/ Private Sector/ Chamber			•	Identification of ways to work alongside rideshare regulations and serve residents and visitors.

# STRATEGIES 2-6

## STRATEGIES



### CONNECT THE MARKETING PROMISE WITH THE ON-ISLAND EXPERIENCE



### CREATE AN UNDERSTANDING OF AND RESPECT FOR OUR DELICATE ECOSYSTEM



### DRIVE THE DISCOVERY AND EXPLORATION OF THE DESTINATION



### BUILD BRAND AWARENESS



### ENHANCE LEISURE AND MEETING AND GROUP BUSINESS BY SUPPORTING QUALIFIED VISITATION

## TACTICS

Community campaign and brand bootcamp  
Resident and visitor surveys  
Put the Beach to Bed campaign

Eco Campaign

Lead generation ads  
Island Time Blog  
Paid social media  
Search optimization  
Social media video/Reels/stories  
User generated content  
Chatbot evolution and optimization  
Digital experience personalization

Digital display  
Connected TV and traditional broadcast  
Programmatic advertising  
Audio advertising  
Traditional ad placements (print and digital)  
Social media marketing (Facebook, Instagram, Spotify, Pinterest, Twitter)  
User generated content curation  
Public relations (media outreach, partnerships, influencers, and earned media placements)

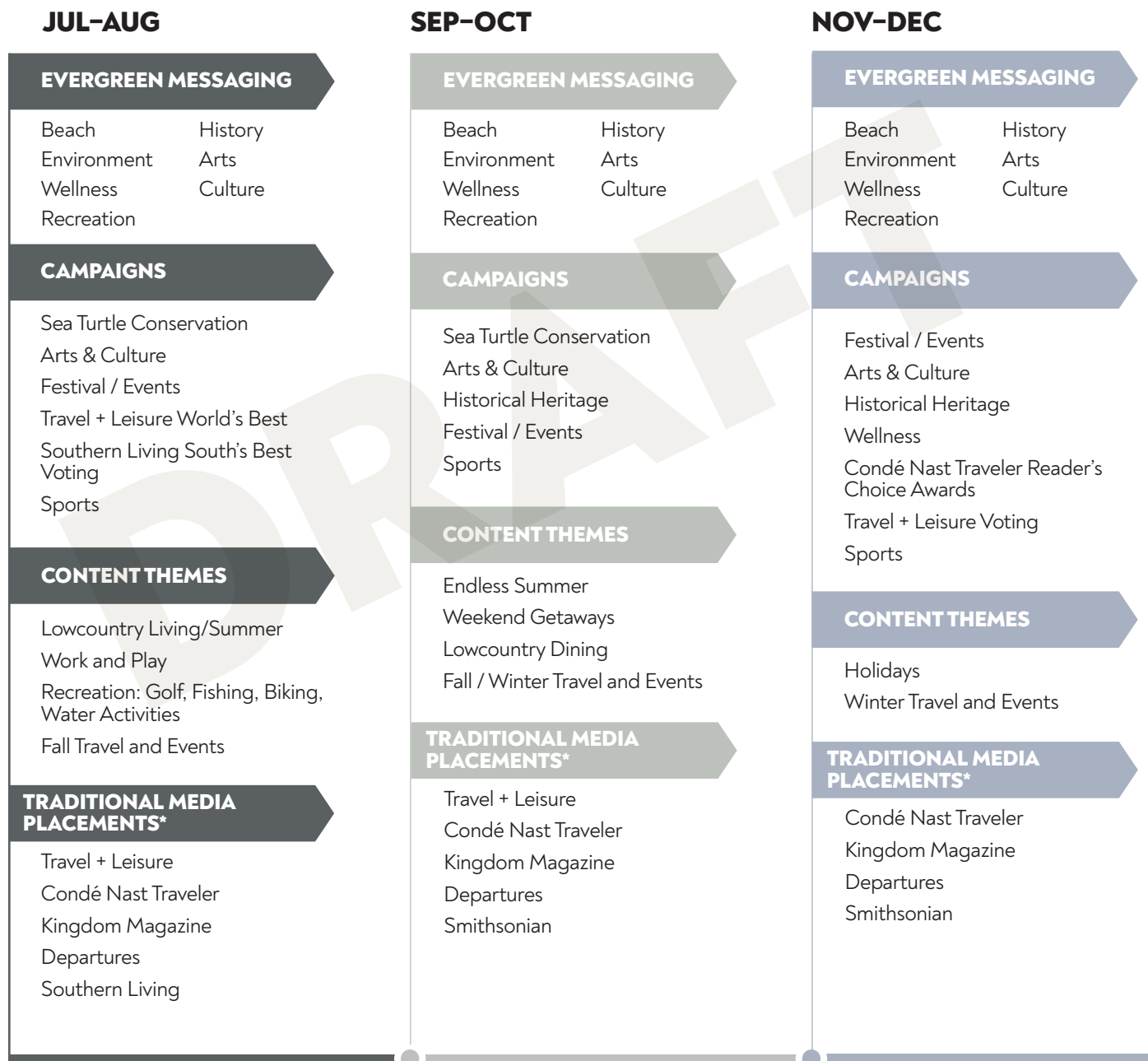
Email marketing  
Social and display remarketing advertising  
Search engine marketing  
Search engine optimization and local search  
Digital experience personalization  
LinkedIn (organic and paid)  
Networking  
Meetings and groups paid digital media

# TIMING

LEAD	FY 2024	KEY PERFORMANCE INDICATORS (KPIs)	FY 2023 RESULTS
Chamber	•	Community sentiment survey and continued benchmarking Visitor Profile study	Community sentiment survey completed, analysis can be referenced in the Appendix Visitor Profile Study completed, analysis can be referenced in the Appendix
Chamber	•	Campaign landing page visits	Turtle landing page: Metrics: 26,685 Sessions: 2,682
Chamber	•	Increase email signups Increase time spent on blog Increase social referrals Increase in content engagement metrics Chatbot AI development	Email list growth of 143,826 (8.9%) Time spent on blog 3:04 (flat) Social referrals 345,816 (+12.4%) Bounce rate 46% (-8.8) Time on site 1:50 (+2.1%) Pages per visit 1.8 (+2.2%) Chatbot engagements 2,685 (+60.3%)
Chamber	•	Brand lift study Website traffic Paid media impressions	Brand lift study being conducted spring 2023 Website traffic 3,064,623 (-10.2%) 129 million paid partner media impressions
Chamber	•	Website traffic Partner referrals Home and villa occupancy Hotel occupancy Direct solicitation for meeting/group (phone, email, social media) Sales appointments (sales calls, trade shows, virtual) Leads sent to properties	Website traffic 3,064,623 (-10.2%) 1,610,210 partner referrals (-5.2%) <b>Home and Villa</b> OCC 45% (+4%) ADR \$496.00 (+13%) RevPar \$221.00 (+18%) <b>Hotel</b> OCC 59.7% (-2.2%) ADR \$246.82 (+2.9%) RevPar \$147.39 (+0.7%) Direct solicitations 535 (phone calls, emails, social outreaches) Sales appointments 352 101 (+73.2%) leads sent to properties

# 2023-2024 MARKETING ROADMAP

Our strategic roadmap outlines the key milestones across strategies and tactics that will help the destination maintain momentum and drive results.



\*Traditional media placements are examples and could adjust throughout the year depending on coverage opportunities and alignment with specific strategies and tactics throughout the marketing plan.

## JAN-FEB

### EVERGREEN MESSAGING

Beach                      History  
Environment            Arts  
Wellness                 Culture  
Recreation

### CAMPAIGNS

Festival / Events  
Wellness  
Historical Heritage  
Travel + Leisure Voting  
Sports

### CONTENT THEMES

Relax and Reset  
Love & Luxury  
Spring Travel and Events

### TRADITIONAL MEDIA PLACEMENTS\*

Travel + Leisure  
Condé Nast Traveler  
Full-Time Travel  
Departures  
Martha Stewart Living, Weddings

## MAR-APR

### EVERGREEN MESSAGING

Beach                      History  
Environment            Arts  
Wellness                 Culture  
Recreation

### CAMPAIGNS

Festival / Events  
Wellness  
Condé Nast Traveler Voting  
Sports

### CONTENT THEMES

Family Getaway  
Recreation: Golf, Fishing, Biking,  
Water Activities  
Spring / Summer Travel and Events

### TRADITIONAL MEDIA PLACEMENTS\*

Travel + Leisure  
Condé Nast Traveler  
Full-Time Travel  
Departures  
Smithsonian  
Southern Living

## MAY-JUN

### EVERGREEN MESSAGING

Beach                      History  
Environment            Arts  
Wellness                 Culture  
Recreation

### CAMPAIGNS

Sea Turtle Conservation  
National Travel & Tourism  
Week Summer Campaign  
Bike Month  
Festival / Events  
Condé Nast Traveler Voting  
Sports

### CONTENT THEMES

Wildlife/Conservation  
Recreation: Golf, Fishing, Biking,  
Water Activities  
Summer Travel

### TRADITIONAL MEDIA PLACEMENTS\*

Condé Nast Traveler  
Kingdom Magazine  
Departures

# BUDGET

## HILTON HEAD ISLAND-BLUFFTON CHAMBER OF COMMERCE

Hilton Head Island Visitor & Convention Bureau Schedule of Functional Revenues and Expenditures

### FY 2023-2024 BUDGET

	VCB	Town of HHI	VCB	SCPRT	SCPRT	Town of	Beaufort Co	Membership
TOTALS	DMO	Private Sector	Dest. Specific	Co-ops	Bluffton DMO	DMO		
<b>Revenues</b>								
Town of HHI DMO - State ATAX	4,675,000	4,675,000						
Private Sector	500,000		500,000					
SCPRT Destination Specific	825,000			825,000				
SCPRT Coop	425,000				425,000			
Private Match Coop	2,500,000			2,500,000				
Town of Bluffton DMO	425,000				425,000			
B/C Bluffton & Daufuskie	385,000					385,000		
<b>Total Revenues</b>	<b>9,735,000</b>	<b>4,675,000</b>	<b>500,000</b>	<b>825,000</b>	<b>2,925,000</b>	<b>425,000</b>	<b>385,000</b>	<b>1,800,000</b>
Membership Revenue								
Total Revenues with Membership	11,535,000							
<b>Expenses</b>								
<b>Media Buys - Leisure</b>	1,250,000	997,682	65,099	187,219				
<b>Social Media</b>								
Partner Promotions	65,000	51,879	3,385	9,735				
Paid Brand Social Media	160,000	127,703	8,333	23,964				
Social Media Management	100,000	79,815	5,208	14,978				
Sub-total	325,000	259,397	16,926	48,677				
<b>Digital Marketing</b>								
Digital Strategy, Web Maintenance & Support	95,000	75,824	4,948	14,229				
Technology Improvements	85,000	67,842	4,427	12,731				
SEO	35,000	27,935	1,823	5,242				
SEM / Display	550,000	438,980	28,644	82,376				
Managed Web Hosting and Content Delivery Network	4,000	3,193	208	599				
eNewsletter/Drip Campaign	85,000	67,842	4,427	12,731				
Digital Contingency	10,000	7,981	521	1,498				
Sub-total	864,000	689,598	44,997	129,406				
<b>Destination PR</b>								
PR Strategy, Maintenance & Support	275,000	219,490	14,322	41,188				
Journalists/Influencers/Partnerships	100,000	79,815	5,208	14,978				
Monitoring Services (Print/Online/Broadcast Tracking)	25,000	19,954	1,302	3,744				
PR Contingency	100,000	79,815	5,208	14,978				
Sub-total	500,000	399,073	26,040	74,888				
<b>Group Sales &amp; Marketing</b>								
Promotional Giveaways	90,000	71,833	4,687	13,480				
Site Inspections/ Flights for Sites	10,000	7,981	521	1,498				
VCB Dues and Subscriptions	105,000	83,805	5,468	15,726				
Tradeshows	100,000	79,815	5,208	14,978				
FAM / In-Market Events	65,000	51,879	3,385	9,735				





# DEMOGRAPHICS AND PERSONAS

Hilton Head Island's visitor foundation was built on identified drive markets, ensuring overnight stays and from a long-term lens, home ownership. We nurture that foundation and look to our real-time data sources, such as Google Analytics and Zartico, in addition to research, partnering with the Office of Tourism Analysis at the College of Charleston and the University of South Carolina Beaufort. Using these insights we are able to extract visitor persona detail which allows us the ability to further refine our messaging to a more qualified potential consumer.

As we adjust to the ever-evolving traveler needs, we will continue to keep our demographics and key personas at the forefront. We look to continue to expand our drive radius and keep focus on our short-haul fly markets, supporting new airlift as it becomes available both domestically and internationally.

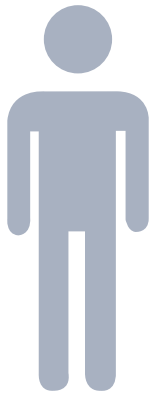
We have identified the following key persona groups as:

- Families
- Arts, History and Cultural Enthusiasts
- Wellness Traveler
- Sports Enthusiasts
- Culinary Explorers
- Snowbirds
- Weekenders
- International Travelers

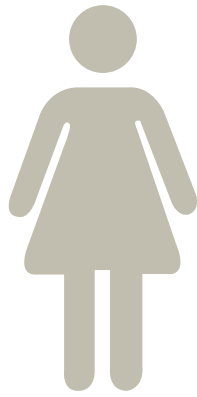


# OUR TARGET LEISURE TRAVELER

2022 VISITOR PROFILE STUDY

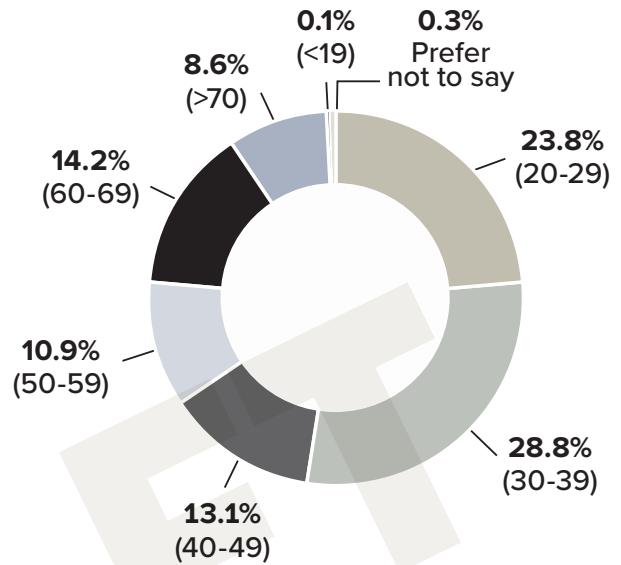


**51.1%**  
**MALE**



**48.8%**  
**FEMALE**

## AGE DISTRIBUTION



**\$150-\$250K+**  
Affluent Traveler



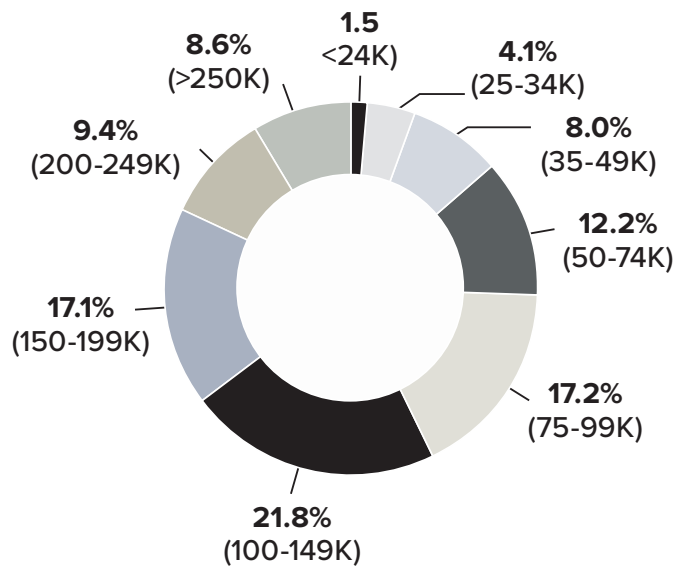
**58.4%**  
Undergraduate  
Degree or Higher



**2-4** Trips per Year

**7** Nights Average  
Length of Stay

## HOUSEHOLD INCOME DISTRIBUTION



\*2022 Visitor Profile Study:  
Office of Tourism Analysis, College of Charleston

# MARKETING PLAN STRATEGIES & TACTICAL DETAILS

The ultimate goal of the marketing strategy is to drive visitation to the destination through a series of demand creation and demand capture marketing activations. As outlined previously, not only do the strategies aim to drive qualified visitors to the destination, but also to support the discovery and exploration of new destination experiences that extend past the core product offering that our brand loyalists have grown to love.

## RESIDENT AND VISITOR SATISFACTION SURVEYS

As part of the official Destination Marketing Organization contract agreed upon and signed between the Town of Hilton Head Island and the Hilton Head Island-Bluffton Chamber of Commerce, we will report on resident and visitor satisfaction through annual survey results. We have an established process in place for both surveys and will continue with those efforts. Using the results and insights from the first year of this initiative, we will move forward with a comprehensive plan to reach our community.

As part of ongoing engagement and education within the community, we will provide regular tourism updates throughout the year to enhance residents' awareness and appreciation for tourism on Hilton Head Island. Ensuring our number one economy is for the benefit and well-being of everyone in the community. By ensuring the success of tourism to Hilton Head Island, we are stimulating the regional economy while enhancing the quality of life for all.

Each individual campaign that is implemented to drive exposure for the destination will be deployed based on a series of defined goals that align with the overarching goal for the marketing plan. All tactics, creative, campaigns, and overall channel strategies will support the goal and will align with the specific area of the customer journey.

The 2023-24 marketing plan will consist of the following marketing channels:

- » Search Engine Marketing (SEM)
- » Organic & Search Engine Optimization (SEO)
- » Digital Video (YouTube, Social)
- » Connected TV and Broadcast
- » Social Media Advertising
- » Email Marketing and CRM
- » Programmatic Display & Remarketing
- » Audio Advertising on Digital Streaming Platforms (DSP)
- » Trade Marketing
- » Traditional Print, Radio
- » Public Relations and Influencer Marketing

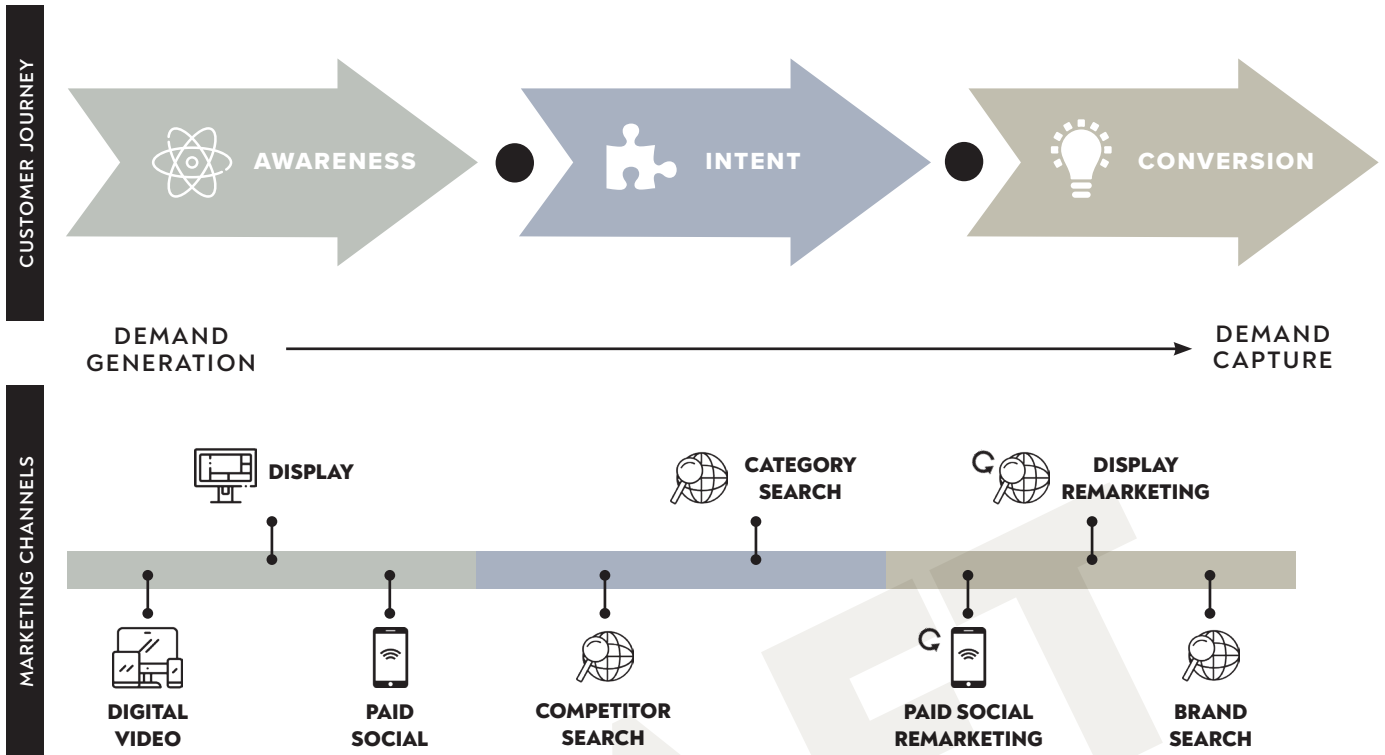
## AREAS OF FOCUS

### LEADING WITH COMMUNITY IN MARKETING

We will highlight, celebrate, and feature our locals, their businesses, offerings, and unique identities across all our marketing channels and touchpoints. We will strive to add layers of additional authenticity, through stakeholder engagement with festivals, events, arts, our Gullah culture and environmental and conservation programs.

This will be done through organic and paid integration across our website, digital, social, blog,

## AUDIENCE TARGETING WITH DIGITAL MEDIA



and email channels in the form of copy, photos, and videos that connect our visitors with our community businesses.

### LIVING THE HILTON HEAD ISLAND BRAND

A refreshed, modernized, and flexible approach to branding was introduced in 2022-2023. The project provided specific guidelines on how to select imagery, photoshoot talent, craft social content, select User Generated Content (UGC) for use across social and the web.

In 2023-2024, we will integrate these efforts even deeper into our marketing strategy and channels. Color palettes across owned and paid channels will change with each season, our brand pattern will be included in more promotional items and outreach materials, and our advertising will become more specific in its remarketing messaging and imagery/video curation and creation.

Efforts to share the power of the brand throughout our community will include training and knowledge-sharing activities, as outlined in the Community Cornerstone Plan on page 16.

### ENHANCED DESTINATION WEBSITE PLATFORMS

Hilton Head Island unveiled its new digital storefront to the world in 2023. A fresh design and enhanced user experience mean marketing efforts can work harder and more efficiently to drive referrals to partner sites, messaging, content and engagement.

The website enhancement initiative consists of a new digital experience to support our key areas of focus and initiatives for the destination. Each audience-specific web platform has been designed to showcase the diverse product experience throughout the destination. This is supported by audience-specific itineraries that have been designed to support the overarching goal of the marketing plan.



Additionally, a new digital experience for the Gullah Community of Hilton Head Island will be launched in 2023, focused on authentic ways to learn about the culture first-hand. The site will be authentic and engaging to the community it represents.

## CONTENT COMMONWEALTH

The production of data-informed content that showcases the destination using our authentic lens is core to the ongoing integrated marketing strategy. The destination no longer operates in an environment where one-off artifacts of content are produced to serve a specific purpose in a particular channel. Instead, as content is produced to support the overall goal of the marketing plan, the strategies will focus on how content can live across the entire marketing ecosystem. This helps all content work harder for the destination while ensuring we connect with the right audience at the right time in their journey with the most relevant content based on their key travel motivators.

Traditional print and broadcast through the website, digital marketing, and social media efforts will share a consistent creative tonality to ensure the brand tone and voice are effectively communicated through each medium.

## DIGITAL ADVERTISING

The focus on qualified yet efficient digital media channels is a core focus of the 2023-2024 digital advertising strategy. Our digital marketing efforts will focus on performance marketing channels that will enable the destination to connect with highly qualified audience targets on a cost-effective basis to drive maximum performance for the destination.

Media dollars will be heavily allocated toward performance channels for the overall destination brand as well as the values and attributes mentioned on page 15. This will be supported by digital video and streaming audio advertising efforts to build awareness of the destination.

## EMAIL 2.0



Hilton Head Island's email subscriber list has grown to a healthy size, with a high level of engaged users. Moving forward, we are looking to capitalize on their interest in the destination by serving personalized emails that align with their priorities and interests, as well as automating email campaigns at strategic touchpoints throughout the website.

Focusing on the key values and attributes including environment, arts, culture, history and wellness segments, we'll craft content-specific emails that appeal to audiences with an interest in these areas, along with general email campaigns for the full subscriber list. An automated welcome journey greets new subscribers and introduces them to the destination, while people requesting a visitor's guide will receive an automated journey moving them further into the sales funnel. Hilton Head Island's email efforts will continue to be informed by SEO, key destination terms and micro terms, research and tested and optimized over the course of the year.

## VIDEO IN CONTENT MARKETING

Seasonal highlights, color-driven Reels, local events and programs, and trend-setting TikToks have helped Hilton Head Island's social media evolve past previous years' activities and tactics.

Our priority across all social channels will be focused on video content first, whether that's through 15-second clips or in-depth community interviews.

## CAPTURING QUARTERLY CONTENT

We will continually capture content throughout the year to ensure we have high-quality photo and video assets to use across our digital channels.

Each content capture event will be preceded by a shotlist planning session designed to collect assets for initiatives outlined in the calendar in the coming

months, with a focus on collecting stills and video for Instagram Reels and TikTok.

This will also support/coincide with events and other on-Island happenings to allow for real-time coverage across social.

By building a bank of owned photo assets and video b-roll we can easily create multichannel content. Our strategy includes:

- » Can easily piece together content to create Reels/TikToks
- » Reuse content in multiple forms
- » Provide fresh, authentic, and engaging content to keep our grid from becoming repetitive
- » Collaborate with influencers who do not have Hilton Head Island content (contests, pre trip promotion, etc.)
- » Create future event and seasonal campaign assets

## EVENT CONTENT

We will work closely with our partners to understand goals for their event and incorporate our assets and promotion to best fit their needs and Key Performance Indicators (KPIs). The executive view of the calendar has annotated activations for community festival and events to include the cycle of before, during and after promotion.

### BEFORE

Pre-promotion: content shared to promote and drive referrals to the event partner across email, website, digital, and organic and paid social.

### DURING

Real-time coverage: content shared “live” across social and boosted where applicable.

### AFTER

Wrap-up content: content that shares highlights and photogenic moments about the event and showcases the destination to build awareness for the following year.

## SOCIAL CHANNEL PRIORITIES FOR 2023-2024

These are the channels that best support Hilton Head Island’s goal, and will be our focus for FY 2023-2024:

### FACEBOOK

Facebook has 2.91 billion monthly active users and is our most high-value social channel. At 235K page likes and growing, our page has the most significant number of followers. We will continue to build our Facebook community by expanding our content to include fresh, authentic photo and video assets that speak to the overall experience of our partners, sustainability/eco initiatives awareness, marquee events, co-op partnerships and campaigns.

### INSTAGRAM

Instagram is always evolving with new layouts, features, add-ons, business tools and more. As it continues to change we will adapt to what will position us at the forefront of users’ feeds. With Reels continuing to be the leading form of content on the platform, we will work to build our asset bank to ensure we are relevant with current trends, and sharing authentic, engaging, and in-the-moment content.

### TIKTOK

TikTok has over a billion active users and is starting to become the leading platform for travel tips, hacks, and must-see/do experiences within a destination. In the fall of 2022, we launched the official Hilton Head Island TikTok channel and have made excellent strides in follower growth, views and likes. As TikTok continues to develop its features it provides us with unique story-telling opportunities to reach a new and broader audience, and repurpose our high-performing Reels content from Instagram to reach new audiences.



 **PINTEREST**

People come to Pinterest to be inspired, find travel guides, try new things, discover new recipes and plan a variety of different events. We have had proven success with many of our itinerary-style pins that highlighted various partners and drive users back to our website. We will continue to share the overall destination experience through new itineraries, unique wellness options and eco-friendly/sustainable experiences, by optimizing SEO to drive traffic to our pins and website.

 **LINKEDIN**

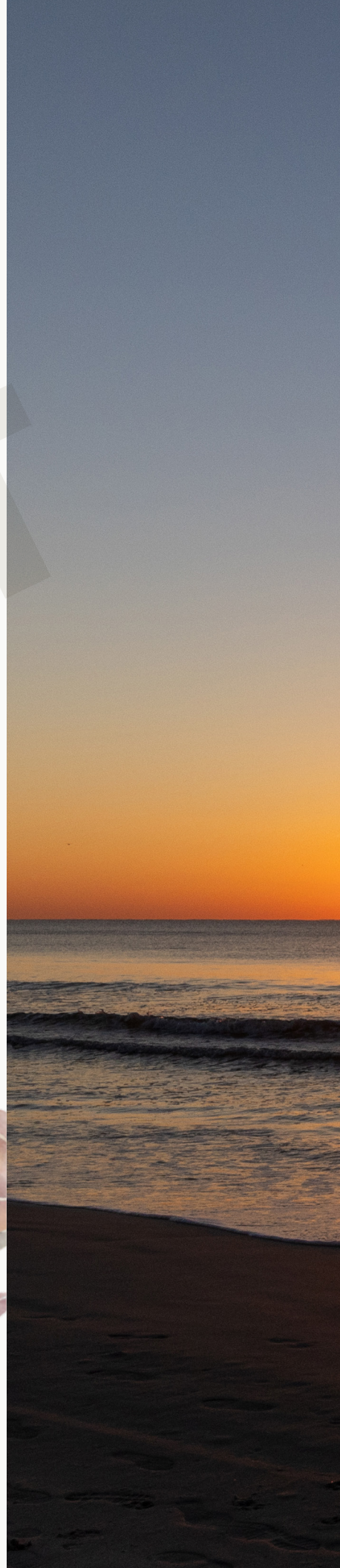
The VCB LinkedIn account is a natural home for all destination accolades, announcements, awards, and news. We will continue to share updates that are relevant to our LinkedIn audience and curate content that encourages meetings and group planners and other industry professionals to engage with us.

 **SPOTIFY**

Spotify is a core platform for connecting with and inspiring customers in a unique way. Through playlists, collaborations, and paid ads, Hilton Head Island can continue to influence and reach new and existing audiences. With this in mind, along with taking SEO into consideration, we will continue to share songs that are trending, feel-good, coincide with local festival and events, and implement wellness-themed audio curation.

 **YOUTUBE**

YouTube is the second most engaging website globally and is also the second most popular search engine after Google. YouTube launched YouTube Shorts which expresses the importance of developing a bank of short-form video assets. Hilton Head Island will continue to produce multipurpose content that highlights the destination's key values, partner businesses, events and destination attributes.





## ISLAND TIME BLOG

Our Island Time Blog drives qualified, engaged traffic to HiltonHeadIsland.org. It's a landing place to bring people in from our social feeds, and a great jumping off point to show users what is happening on Hilton Head Island. Tied closely to search engine results, our goal with the Hilton Head Island blog is to create a useful tool for fun, inspiration, informational, travel tips, news, and more.

Over the past several years we have developed a strong bank of evergreen content for our audience, and now we can focus on deeper storytelling of our destination core values, attributes and community events for specific audiences.

- » Long-form, editorial pieces
- » Recipes and "insider tips" from partner restaurants, hotels, and attractions
- » Itineraries:
  - » For Different Demographics
  - » For Different Interests
  - » For Different Vacation Lengths
- » Hilton Head Island Local features



## LEISURE MEDIA PARTNER-SHIPS

It is no secret that the popularity of Hilton Head Island as a destination continues to increase. Hilton Head Island is well positioned with the product travelers are looking to experience. Recent accolades from *Condé Nast Traveler*, *Travel + Leisure*, and *Southern Living* are proof that Hilton Head Island is a global brand in regards to visitors wishing to experience the Lowcountry. Accolades earned by the destination bring our brand to the top which helps to enhance the overall awareness of Hilton Head Island as a “must-visit” destination. We will continue to infuse the local community into our media efforts that allows the consumer to connect with the destination and inspire them to travel to Hilton Head Island to discover more.

*Travel + Leisure* and *Condé Nast Traveler*, with their recognizable and highly coveted Reader’s Choice Award accolade platforms, assist in the destination’s efforts to cut through the ever increasing noise within the global travel sector. Securing a third party endorsement, at this level further solidifies the destination and establishes Hilton Head Island top of mind of a traveler’s consideration set.

Today’s travelers, specifically seeking upscale, shoulder-season travel, have a myriad of destination choices. By utilizing these platforms and endorsements to further amplify our voice, we are able to tell our brand story and leverage our overall marketing to help differentiate the destination from the competitive set and drive awareness and visitation to Hilton Head Island.



## MEDIA PARTNERSHIPS

Below are examples of media partnerships we will continue to leverage. As additional opportunities arise throughout the year with cooperative partnerships these efforts could be expanded into other media brands.

### DEPARTURES

**\$95.4B**  
TRAVEL

**\$383.6B**  
OVERALL CARD  
MEMBER SPEND

**\$13.9B**  
AIRLINES

**\$19.4B**  
FASHION &  
ACCESSORIES

**\$18B**  
LODGING

**\$2.4B**  
WINE & SPIRITS

**35-64**  
CARD MEMBER  
AGE RANGE

**\$5.7B**  
JEWELRY &  
WATCHES

### TRAVEL + LEISURE

**9.9M**  
AFFLUENT AUDIENCE

**962.9K**  
CIRCULATION

**11.3M**  
DIGITAL UVS

**15.7M**  
SOCIAL MEDIA  
FOLLOWERS

### SMITHSONIAN

**12.8M**  
UNIQUE VISITORS

**2:00-5:00+**  
AVERAGE MINUTES  
SPENT WITH NATIVE  
CONTENT

**27.7M**  
VIEWS

**3:13**  
AVERAGE MINUTES  
SPENT ON A PAGE

### CONDÉ NAST TRAVELER

**\$11B**  
SPENT ON TRAVEL

**1.2X**  
LUXURY TRAVELERS

**1.5X**  
CULTURE SEEKERS

**1.3X**  
CULINARY TRAVELERS

**3.2M**  
PRINT READERS

**4.6M**  
AVG. MONTHLY  
DIGITAL UNIQUES

**22M**  
AVG. MONTHLY  
VIDEO VIEWS

**9M**  
SOCIAL FOLLOWERS

### KINGDOM

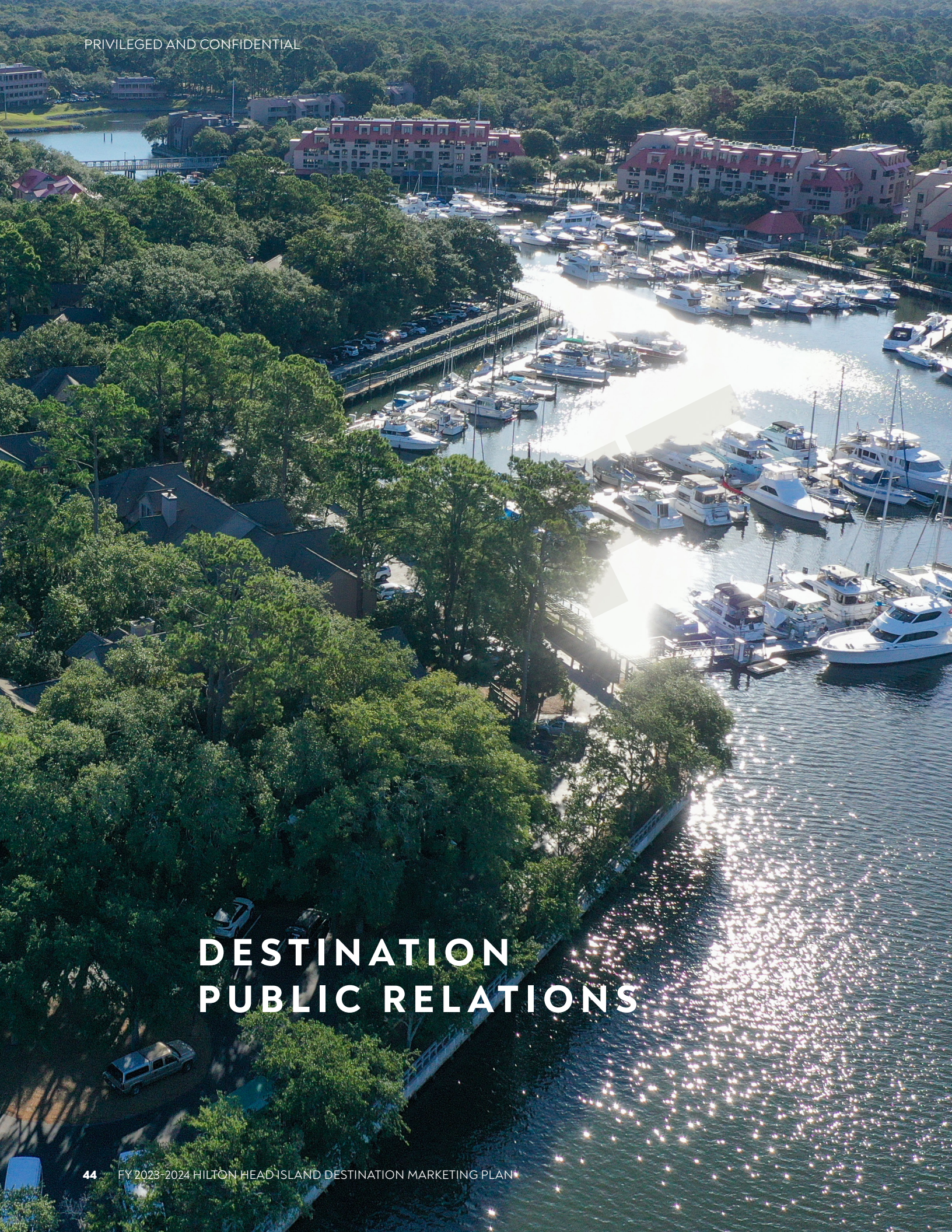
**761K**  
TOTAL READERSHIP

**171K**  
SOCIAL FOLLOWERS

**205K**  
PRINT DISTRIBUTION

**60K**  
EMAIL SUBSCRIBERS





# DESTINATION PUBLIC RELATIONS



## The Hilton Head Island Visitor and Convention Bureau will employ a forward-looking strategic and thoughtful public relations plan that is designed to make us stand out from the competition and convert first-time visitors to repeat guests.

Despite economic challenges and inflation, travel demand has been consistently thriving over the past year. Consumers are looking to escape the nuances of daily life for a vacation and are not deterred by surging prices. With burnout on the rise and trends like “quiet quitting” going viral, we are ready to utilize travel momentum paired with the need for a stress-free destination as a way to reintroduce Hilton Head Island as the utmost “Island Time” destination, where travelers won’t need a vacation from afterward.

While leveraging core public relations tactics, we will continue to stay tapped in with our media contacts and remain agile throughout the next wave of media trends. With this approach, we will harness the momentum Hilton Head Island has received to ensure that we remain in consideration as a must-visit U.S. destination as travelers continue to look towards their “escapism” adventures and make a vacation that visitors never want to leave from.

### TARGET AUDIENCES

While our targets are familiar, we are going to dive even deeper to find new and interesting ways to reach audiences that are most likely to travel and return to Hilton Head Island:

**FAMILIES AND GROUPS:** Family travel will remain top of mind as a top target audience for Hilton Head Island, especially as travel demand has surged significantly over the past couple years. 66% of families are looking at booking a beach vacation (Jonathan M. Tisch Center of Hospitality) this year.

**SHORT-HAUL FLY AND DRIVE MARKETS:** With easy access to the Lowcountry, we will continue to connect with those in our short-haul fly and drive markets and share details of the unparalleled outdoor experiences, culinary wonders and pristine beaches found only on the Island.

**HIGHER AFFLUENT CONSUMERS:** As folks find more flexibility in their schedules and plan to “go big” with travel, we will continue to look towards those with more disposable income who are seeking extended stays and convert them to repeat visitors or upcoming Island residents.

### PRIORITY FOCUS AREAS

As we look to spotlight Hilton Head Island across top-tier publications and platforms, we have aligned with Weber Shandwick on priority angles across key verticals that we believe provide potential for growth opportunity, high consumer interest and strong media exposure, to highlight Hilton Head Island’s Southern charm, hospitality, local businesses and community festival and events:

**CULTURE:** We will honor the traditions and rich history of Gullah and Historic Mitchelville Freedom Park by leaning on angles and spokespeople that honor their storytelling past, present and future.

**ECOLOGY:** We will support the Island’s history as the country’s first eco-planned community and showcase the efforts to provide deeper insights on volunteering with locals on oyster reclamation and turtle conservation.

**CULINARY:** We will lean on authentic Gullah cuisine, local seafood, interesting chef stories, signature sips and bites as well as other growing culinary themes to showcase Hilton Head Island’s evolving food culture.

**WELLNESS:** As consumers continue to prioritize self-care, we will highlight the variety of wellness experiences available to travelers, as well as offer access to on-Island experts to speak to the evolving trends in this space.

**OUTDOOR:** We will position Hilton Head Island as an outdoor marvel by leveraging its miles of leisure and bike pathways and pristine wide beaches, outdoor activities and temperate weather.

**SHOULDER SEASON/MARQUEE EVENTS:** We will encourage visitation to the destination during the shoulder season by highlighting on-Island experiences and marquee events.

## **2023-2024 PR TACTICS**

We'll employ a number of public relations tactics to seamlessly spread destination news far and wide throughout the year. Public relations efforts will include:

**VISITING JOURNALIST PROGRAM:** To help craft narratives that will resonate the most with potential travelers, we will customize itineraries for key journalists and influencers that highlight priority verticals while still allowing them to experience true southern charm on a trade basis.

**PAID INFLUENCER PROGRAM:** Leveraging existing platforms and keeping tabs on the latest trending mediums - we will remain strategic when connecting with influencers to find the most impactful ways to engage dedicated audiences via paid influencer partnership opportunities with a focus on how to experience the Lowcountry like a local.

**ALWAYS-ON MEDIA RELATIONS:** Our news bureau engine will continue to tout the diverse offerings of Hilton Head Island's Lowcountry through newsworthy angles, while we will look to insert the destination into emerging trends and inspire travel to the destination.

### **STRATEGIC PARTNERSHIPS AND SPECIAL**

**PROJECTS:** We will encourage travel to Hilton Head Island by partnering with like-minded brands our target audiences are following and engaging with. Through smart brand alignment, we will keep Hilton Head Island in the cultural conversation with multiple touchpoints and scalable executions.









# MEETINGS & GROUP SALES

The meetings and group industry is on a solid path to recovery.

## U.S. TRAVEL ASSOCIATION FORECAST

U.S. Travel Association's fall 2022 forecast, showed continued improvement in domestic business travel, with a slight slowdown in 2023 as the economy enters a mild recession. A full recovery in terms of volume is still forecasted for 2024, but inflation-adjusted spending recovery remains beyond the range of the forecast.

Domestic Business Travel has struggled in its recovery, but a boost in pent-up demand was being realized in the second half of 2022. Though rising corporate travel sentiment is positive, the oncoming recession and restrictive Federal policy could further derail the recovery for 2023. There has thus been a slight downgrade in both volume and real spending, mostly for 2023, but there is no change to the recovery timeline. While domestic business travel volume is expected to fully recover in 2024, real spending by this sector is not projected to recover within the range of the forecast (so not before 2027).

The latest Business Travel Tracker (a product of the U.S. Travel Association, J.D. Power and Tourism Economics) finds that American companies are increasingly pairing back pandemic-era restrictions on business travel amid developing storm clouds in the form of persistently high inflation and a looming recession. Many companies slashed their business travel budgets during the pandemic, but less than half of companies (42%) still have policies in place restricting business travel—down from 50% in the prior report. Businesses have shown a willingness to get back on the road, with 78% of business travelers expecting to take at least one trip to attend

conferences, conventions or tradeshows and 75% expecting to visit customers, suppliers or other stakeholders in the next six months.

Source: U.S. Travel Association Forecast Fall 2022

## AMERICAN EXPRESS GLOBAL MEETINGS & EVENTS FORECAST

For 2023, we are seeing a trend towards sustainability in the meetings and groups segment. The American Express Global Meetings and Events Forecast backs up this insight with their annual survey of meeting and event professionals across the world. The results show that 71% of respondents' organizations consider sustainability when planning a meeting or event; with the majority of those respondents having a defined sustainable meeting strategy within their organization. Minimizing paper usage, choosing green suppliers, and applying energy-saving and waste reduction practices are the top three ways for organizations to meet their sustainability targets.

Source: American Express Global Meetings and Events Forecast

## OUR APPROACH

Hilton Head Island is well positioned to provide the ideal environment as a destination that leads with sustainability and ecotourism as one of its key core values. Following the vision of Charles Fraser, the forward-thinking developer that came to the island establishing the highest land planning standards to keep this lush sea island clean and vibrant for the thousands of residents and visitors who enjoy it every year.

We do this by closely working with partners like Sea Turtle Patrol Hilton Head Island and Outside Foundation with their oyster recycling programs to understand how we can best support and promote their efforts. In our Community Cornerstone Plan, we have initiatives around building out an eco-campaign that educates our residents and visitors on the importance of our ecosystem and instill a sense of pride of place. We are building out Corporate Responsibility programs that groups will be able to engage in while in the destination and give back to our island.

Several of our businesses make it a priority to source local fresh seafood and ingredients including our local oysters which are then recycled to ensure the Lowcountry continues to maintain a healthy population of briny shellfish as well as their use in reef rebuilding efforts to help protect our shorelines from erosion. Our hotel partners are also very eco-friendly when it comes to recycling and looking at waste reduction. Together, with our partners we will look to promote their efforts with a sustainability first approach mindset.

In addition, we will leverage updated product throughout the island in our messaging.

### **PROGRAM PARTNERSHIPS**

By leveraging our partnerships with third party organizations specific to the meetings and group industry, we are able to build awareness and increase group business demand for the destination. We are able to capitalize on existing platforms to further tell our story of why Hilton Head Island is the perfect location for meetings and events, reinforce relationships and reach new buyers for future events and gatherings.

Consistency with the following programs support the overall meetings and group strategy:

### **Cvent, Inc. Annual Marketing Campaign**

Cvent, Inc. is the leading event management platform and offers software solutions to event planners for destination and venue selection. Cvent provides Visitor & Convention Bureaus (VCBs) with an integrated platform, enabling destinations to increase business demand through targeted advertising and improve conversion with planners throughout the Cvent platform.

Strategy: Cvent recognizes the value that VCBs add to the site selection and sourcing process. It is their goal to help educate their planners about the incredible services and resources that VCBs provide. Cvent strives to promote VCBs as one of the best first points of contact to help in finding the ideal venue for any type of event.

Execution: Our partnership will include a year-round marketing campaign promoting awareness of Hilton Head Island on the Cvent platform which has over 150,000 active planner users. Highlights of our 4 Diamond level package include:

- » Annual destination guide fee to be listed within the platform
- » Upgraded, more prominent advertising throughout the Cvent network
- » Featured article about the destination in the Cvent newsletter
- » Competitive marketing ads to planners sourcing similar destinations
- » Retargeted Google display ads to those searching for competitive markets and/or who have shown interest in our destination



### HelmsBriscoe (HB) Annual Marketing Campaign

As one of the global leaders in the meeting procurement space, HelmsBriscoe leverages the experiences of their associates in more than 55 countries to deliver world-class solutions. The sheer volume of room nights booked and the collective insights shared between their seasoned associates is beyond comparison.

Strategy: Partner with HelmsBriscoe to increase awareness and bookings for the destination within the HelmsBriscoe worldwide network.

Execution: The destination partnership program will allow us to have a consistent presence on the HelmsBriscoe platform to promote awareness and bookings for Hilton Head Island. Highlights of this program include:

- » Custom profile on HelmsBriscoe intranet and website
- » Ability to list special needs periods and value offerings within HelmsBriscoe throughout the year
- » Feature on the destination in the HelmsBriscoe partner buzz newsletter
- » Access to HelmsBriscoe's destination production analytics

### NorthStar Meetings Group

NorthstarMeetingsGroup.com is a premier online platform for business and sports event organizers, planners and incentive program professionals across all sectors – corporate, association, third-party organizations/agencies, SMERF (social, military, education, religious and fraternal meetings) – providing critical news analysis and research, practical strategies, creative solutions and sourcing services.

Strategy: Leverage Northstar Meetings through their digital platform and lead prospecting efforts and resources to build awareness and generate group bookings to the destination.

Execution: Integrate within the Northstar Meetings platform primarily through digital and lead generation programs. Highlights of the partnership include:

- » Five day Instagram takeover on the MeetingsNews channels, each post will feature the destination, a hotel and/or meeting venue space
- » Lead prospecting and generation program facilitated with business and sports-event planners and incentive professionals
- » Targeted email campaign to the Northstar meeting planners database

### Connect - BizBash

BizBash is an affiliate of Connect Meetings. It serves as a resource for event and meeting professionals for venue and supplier discovery. BizBash hosts in-person events, a monthly podcast, and deploys a weekly newsletter, and bi-annual magazine.

Strategy: Develop a partnership that can grow and evolve based on performance with Connect - BizBash to reach their audience segment.

Execution: Media buy integration that includes guaranteed performance. Highlights of the program include:

- » Full page print ad in Connect publication with distribution to 50K targeted meeting planners
- » 400,000 guaranteed on-site impressions to qualified meeting planners
- » 500,000 guaranteed off-site impressions to qualified meeting planners
- » Social posts on Connect's Instagram, Facebook, LinkedIn, and Twitter platforms
- » BizBash Buzz Destination Spotlight

## SOLICITATION AND LEADS

We have a goal of 50 solicitations per month via direct solicitation, sales appointments and/or leads to properties. In 2022, our direct solicitations (phone, email, social media) were 535 and we attended/participated in 352 sales appointments (sales calls, tradeshow, virtual).

In 2022, we were up 43% YOY in the number of leads sent to partners. Our goal for 2023 will be 125 of qualified leads sent to properties via direct RFPs and RFPs submitted through MeetOnHiltonHead.com. Because we see the highest return on investment within these segments, we will focus our efforts on Corporate, Association, 3rd Party Intermediaries and Incentive groups.

## RFP LEADS RECEIVED

YEAR	LEADS RECEIVED
2019	69
2020	24
2022	101

## INDUSTRY PARTNERSHIPS AND TRADESHOWS

In order to achieve our goal of increasing qualified leads, we will continue to foster our industry partnerships with conference or meeting attendance/activations and promotion on their platforms.

Our presence at industry tradeshow continues to reinforce our willingness to partner with meeting planners and increase visibility to decision-makers. This opportunity represents a large portion of our efforts and how we can grow our qualified leads throughout the year; ultimately turning into booked business for the destination partners, heads in beds in key timeframes and accommodations taxes to continue to fill the pipeline year after year.

## TRADESHOWS

NAME	DATE	LOCATION
Northstar Small & Boutique Meetings	July 9-11, 2023	Franklin, TN
Northstar Destination Southeast	August 13-15, 2023	Cape Coral, FL
Connect Marketplace	August 22-24, 2023	Minneapolis, MN
M&I Americas	October 1-4, 2023	El Paso, TX
Hosted Client Event	October 23, 2023	Charlotte, NC
HPN Partner Fair	October 25-27, 2023	Denver, CO
FICP Annual Conference	November 12-15, 2023	Marco Island, FL
Connect DC Connect Faith	November 26-29, 2023	Washington, DC
Accent East	November 28-30, 2023	Beaufort, SC
IPEC - Independent Planner Ed Conference	January 2024	TBD
SCSAE Tradeshow	January 2024	Columbia, SC
MPI Spring Summit	March 2024	Atlanta, GA
Luxury Meeting Summit	May 2024	Raleigh, NC; Charlotte, NC; Atlanta, GA
U.S. Travel Association IPW	May 2024	TBD
SCSAE Annual Conference	June 2024	TBD
Smart Meetings	June 2024	TBD



# INTERNATIONAL MARKETING

The U.S. Travel Association's recent forecast shows that international inbound travel's recovery remains inhibited by punitive visa wait times, global economic slowdown and a historically strong dollar. Our forecast for both visitations and spending has been moderately downgraded, but the timeline for a full recovery remains unchanged at 2025. We see Canada and the United Kingdom recovering slightly sooner in 2024 and Germany recovering by 2025.

Source: U.S. Travel Association Forecast Fall 2022

## OUR STRATEGY

The international market is open again, with potential guests from Canada and Europe eager to visit our shores. Internationally, we see potential guests booking travel further ahead, while a desire for luxury and experiences continues to dominate the landscape. Those in the international, upper-tier household income bracket we are already targeting, are ready to travel and splurge.

With strong partnerships with the U.S. Travel Association and Brand USA, we will continue to tap into the international market through tradeshow, working closely with our hotelier and home & villa partners for packaged opportunities to secure desirable rates to assist with promoting our destination. Available offers and packages will focus on key travel timeframes for this segment and include curated programs and events, such as Kingdom Cup, to encourage travel to our destination.

While we know that a full recovery is more likely in 2025, we will continue to stay steady in our efforts, working closely alongside our state and in-state partners to recover our share of this lost business segment.



# COLLATERAL AND FULFILLMENT

The Hilton Head Island Visitor & Convention Bureau develops and produces the Official Hilton Head Island Vacation Planner. This print and digital publication is our primary fulfillment piece and a comprehensive guide to local opportunities for what to see and do, where to stay, dining, activities and more on Hilton Head Island and in our region.

As travel trends have shifted and domestic travel to new destinations has increased, the Vacation Planner is a critical first touchpoint with potential visitors. Telling a story through stunning photography and compelling content is an imperative component to the travel journey process that ultimately leads to a conversion with our partners. This “coffee table” piece allows our visitors to visualize their vacation and discover the destination, the reason for our many accolades, and imagine themselves here vacationing on America’s Favorite Island®. In addition to working with a publisher, our in house marketing staff provides the business directory, event calendar, local photography, editorial content management, editorial review and proofreading for this asset.

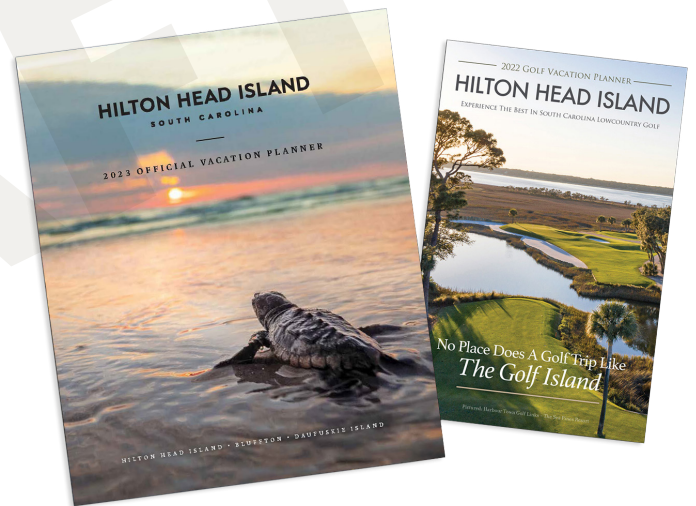
## PROMOTIONS AND BROCHURE DISTRIBUTION

Included in our budget is a dedicated campaign for the promotion of the Vacation Planner for visitors to request a guide as well as for fulfillment and distribution costs.

The books are distributed through:

- » Online requests
- » Phone inquiries
- » Savannah/Hilton Head International Airport
- » Hilton Head Island Airport
- » South Carolina Welcome Centers
- » AAA offices nationwide
- » Hotel partners
- » Tradeshows
- » Events
- » Media

In partnership with the Lowcountry Golf Club Owners Association (LGCOA), we also include their Official Golf Vacation Planner with our planner when requested.





# PROGRAMMING INITIATIVES

ALIGNING WITH OUR DESTINATION  
VALUES & ATTRIBUTES







# NURTURING NATURE

We continued to educate and inform residents and guests about the importance of protecting our delicate ecosystem, and the role each individual can play in that.

## **ECOSYSTEM PROTECTION CAMPAIGN**

Educating and informing residents and guests about how they can play a role in protecting our delicate ecosystem has always been a part of our destination efforts.

In 2023-2024 we will grow this approach, positioning the participation in protecting the destination's delicate ecosystem as a reason to support Hilton Head Island in and of itself.

Inspired by destinations who've taken this step, such as the Faroe Islands and Destination British Columbia, marketing efforts this year will include an integrated campaign that includes an added incentive for visitors: the opportunity to actively participate in the destination's research and protection efforts.

We will also expand beyond our Sea Turtle Season, to grow our educational and experiential offering around all our wildlife and conservation efforts such as, but not limited to, sea turtles, dolphins, birds, and beaches themselves.

Businesses will have the opportunity to be actively involved in the efforts as well as ongoing ways to educate visitors. This can include the expansion of current one-sheet information provided to guests, adoption program, and beach clean ups for example.











# ARTS AND CULTURE

In partnership with the Town of Hilton Head Island's Culture HHI, we are dedicated to promoting the Island's unique arts and culture in a way that can inspire a traveler to visit. With some of the finest art galleries, live music venues, and dance and theater productions happening year-round, Hilton Head Island's arts and culture scene is second to none.

## STRATEGY

Our efforts will touch several platforms including promotion through the destination assets, website, social and display as well as a media buy opportunity with Smithsonian. This opportunity will continue to build awareness around the robust arts and culture experiences the destination has to offer.

## EXECUTION

- Dedicated digital campaign driving traffic and referrals to the arts and culture section of HiltonHeadIsland.org, promoting our partners within this segment and utilizing the video created in partnership with Culture HHI.
- Development of a dedicated campaign for driving awareness and engagement to the newly designed Gullah website and a continuation of capturing content to populate on the website.
- Media partnership with Smithsonian for a spring buy; this will be a continuation of our fall 2022 efforts and great synergy with Coastal Discovery Museum being a Smithsonian affiliate as well as with the Town and all the initiatives with Culture HHI and the Historic Mitchelville Freedom Park. Opportunities could include print and digital with custom native content.



# FESTIVALS & EVENTS PROMOTION

Hilton Head Island is an amazing destination 365 days a year. There is an experience to be had during every season, from classic cars and vintage aircraft, to music performances and oyster roasts.

We will partner with local community marquee festival and event partners, examples include:

- Gullah Celebration
- Seafood Festival
- Wine & Food Festival
- International Piano Competition
- RBC Heritage Presented by Boeing
- Juneteenth Celebration
- Pedal Hilton Head Island
- Gullah Food Festival
- Crescendo
- Concours d'Elegance & Motoring Festival
- Island Rec Center Marquee Events
- Coastal Discovery Museum
- Gullah Museum
- Arts Center of Coastal Carolina

## STRATEGY

We will highlight partner events that drive overnight visitation, focusing efforts on our drive and short-haul fly markets. Our goal will be to leverage the strength of our brand and support our partners through a holistic, multi-platform approach that reaches their desired demographic with key message points.

## EXECUTION

Includes individualized strategic marketing campaigns created for each partner. Examples of campaign deliverables include:

### Website

- Dedicated landing page(s) where appropriate
- Review/refresh imagery and video content, including capturing new if available

### Search Engine Marketing (SEM)

- SEM dedicated campaign
- Keyword initiative to strengthen terms associated with our partners

### Display

- Creation of assets, co-branded
- Focus on affinity audiences, in-market audiences and demographic targeting

### Paid Social Media

- Target geographic, demographic, interest, behavioral and remarketing
- Festival and event specific imagery and video
- Sweepstakes and contests (if applicable)

### Targeted Media Buys

- Print and/or digital media buys with publications that speak to the breadth of consumers we attract, e.g. Southern Living, Condé Nast Traveler, Garden & Gun, etc.



# HISTORICAL HERITAGE TOURISM

Historical heritage tourism, defined by the National Trust for Historic Preservation, is “traveling to experience the places, artifacts and activities that authentically represent the stories and people of the past and present”. Going back as far as 8000 BC, Hilton Head Island has played a part in charting significant milestones throughout this country and the world’s history.

## STRATEGY

As we look to further establish the destination as a place for heritage travel we will work alongside the community to gather assets, collecting the rich history it holds and documenting it through various touchpoints for visitors to explore.

We will also engage our partners within the community and tour operators to document and preserve the rich history of the island through storytelling for generations to come.

## EXECUTION

Currently Hilton Head Island hosts over 30 sites with visible locations or remnants. We will start with these points of interest and work closely with the organization and/ or owner/ manager of these sites to ensure historical accuracy. Below are the tactics for our plan.

- Collaborate with partners to capture content, video and imagery for promotion on the destination’s assets as well as for our partners to use for their assets
- Build robust itineraries and offerings for visitors to explore and connect deeper to the island through its rich history
- Develop a dedicated digital campaign to promote new content captured

# WELLNESS TOURISM

Wellness tourism is defined as travel associated with the pursuit of maintaining or enhancing one’s personal well-being. The travel industry has seen several iterations of wellness travel over the years including retreats and bleisure (business and leisure travel) across all segments of travel. As we continue to recover post pandemic, travelers are once again seeking wellness but this time for a deeper connection with others and the places they chose to visit.

The Global Wellness Economy Report states that as an industry, the global wellness economy is estimated at \$4.4 trillion as of 2020, this is accounting for the disruption of COVID-19. As a segment wellness tourism travel contributes nearly \$438 billion to this industry. Recent trend reports show a forecast for wellness tourism at an annual growth rate of 21% from 2020 - 2025. And the recent 2021 AMEX Trendex Report found that 76% of survey participants said, “they want to spend more on travel to improve their well-being,” and 55%, “would be willing to pay extra for wellness activities on future vacations.”

As you look deeper into the definition you will find that today’s traveler is seeking more. They are seeking a new way, a reset and a place to do it in. Hilton Head Island’s foundation speaks to this reset. From our serene beaches to our over sixty-miles of leisure pathways, rich foliage and abundant wildlife, our destination offers visitors the opportunity to relax, reconnect and rejuvenate. When you are on Hilton Head Island, your senses are immersed and you feel a sense of a place.

## STRATEGY

We will build upon our strong foundation as a wellness destination and work closely with our community partners in the following areas.



- **Community Engagement:** Visitors' focus has shifted to engaging in authentic, ethical interactions with communities they are exploring which includes learning about and participating in local activities and events.
- **Digital Detox:** With a renewed appreciation for the experience of being mindful and fully soaking in a destination, people are consciously putting some distance between themselves and their digital devices while on vacation.
- **Nature Immersion:** Travelers are purposefully incorporating open-air activities into their trips—whether that's bird watching, forest bathing, stargazing, camping or glamping, or water sports, fishing, biking, hiking or nature tours.
- **Sustainable Travel:** This trend ties into the travelers' growing desire to engage more closely with the community, heritage, customs and cuisine in destinations they are visiting.
- **Work-free Escapes:** People are increasingly looking to “switch off” from work mode completely in order to fully immerse themselves in their vacation, and enjoy some worry-free rest and relaxation.

## EXECUTION

HiltonHeadIsland.org and our digital assets offer the first touchpoint for travelers to engage with our destination. We will utilize these platforms for promotion including:

- Refresh and capture new content to utilize across our platforms
- Develop a campaign focused on the key areas mentioned in the strategy. Details would include promotion across website, digital and social
- Build out wellness itineraries and programs that will drive overnight visitation, e.g. wellness retreat





# RECREATION MARKETING

Hilton Head Island is well positioned to welcome visitors to get outside, explore, and reconnect through our islands many outdoor touchpoints. Whether you enjoy biking on our over 60+ miles of leisure pathway or on our wide pristine beaches at low tide, fishing off shore or at one of our many community docks, playing tennis on one of our 300 courts, sharpening your skills for pickleball, or enjoying a round of golf at one of our 23 world-class golf courses our visitors choices are endless and help them connect with the many outdoor oriented touchpoints our residents have come to enjoy.

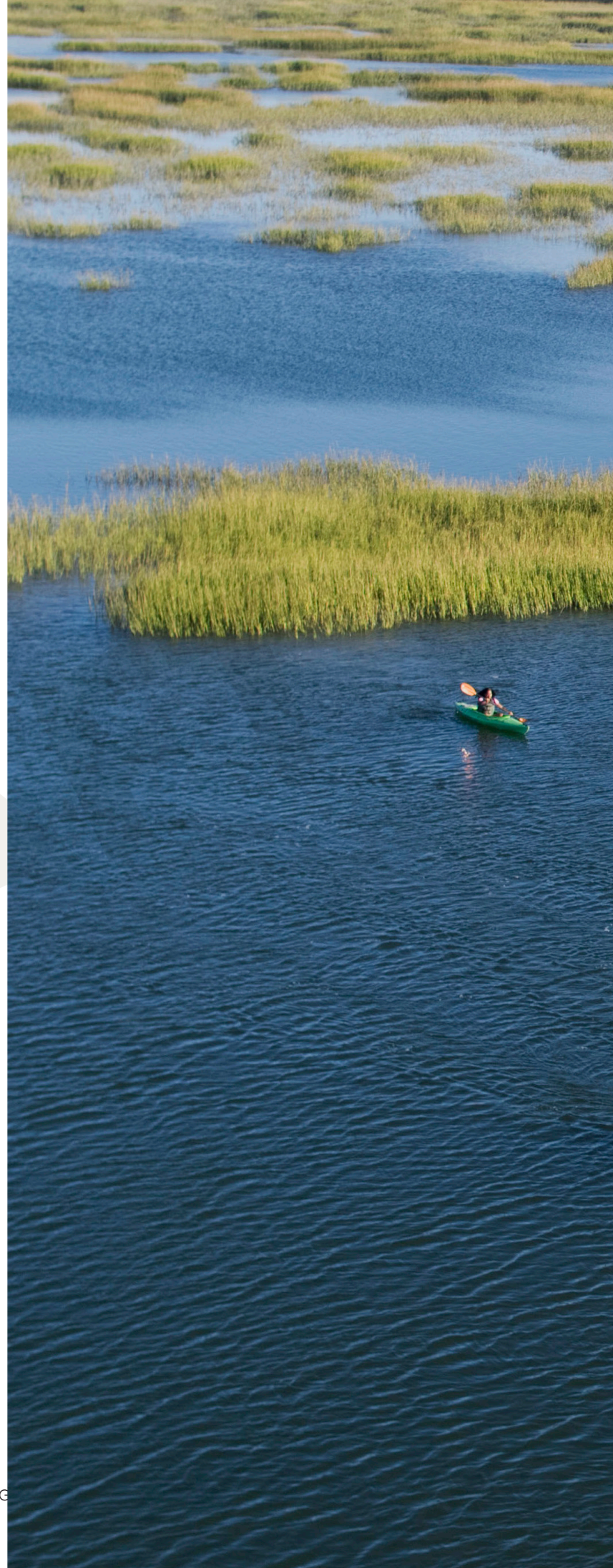
## STRATEGY

Recreation imagery, copy and storytelling will be woven into all of our destination touchpoints, website, digital, social, email and public relations and more. The approach allows us to connect on a deeper level with our visitors regarding our rich recreational assets, our local businesses and community business owners.

## EXECUTION

Highlighting our many recreational activities we will prioritize both an evergreen messaging effort as well as support with seasonally appropriate bursts that speak to our destinations specific and unique activities.

- Website
- Search Engine Marketing (SEM)
- Search Engine Optimization (SEO)
- Display
- Paid Social Media
- Targeted Media Buys









# APPENDIX

## 66 DEMOGRAPHICS

## 82 REPORTS

- 82 **2022 Community Sentiment Survey Executive Summary:**  
MMGY Travel Intelligence
- 103 **2022 Tourism Economic Impact Report:**  
Office of Tourism Analysis, College of Charleston
- 112 **2022 Visitor Profile Study Executive Summary:**  
Office of Tourism Analysis, College of Charleston
- 121 **2022 Digital and Social Media Marketing Recap:**  
VERB Interactive
- 126 **2022 Public Relations Recap:**  
Weber Shandwick





DRAFT



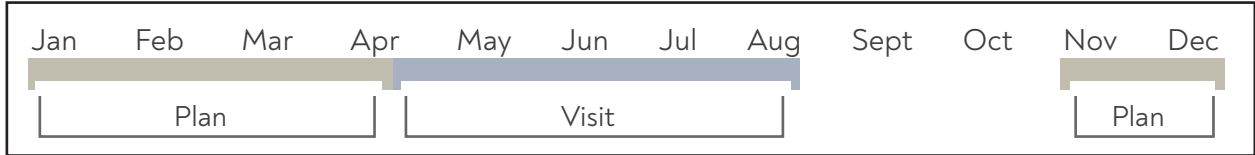


# FAMILY

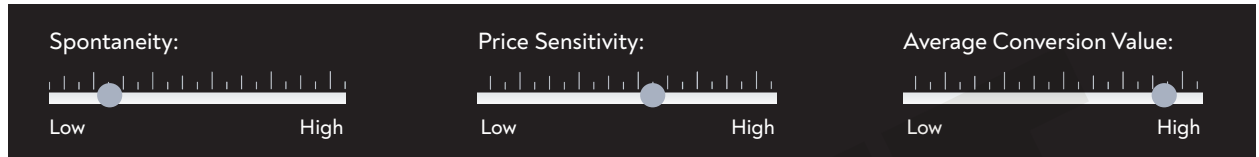


## TRAVEL OBJECTIVE

Find a vacation spot that will please everyone during the school holidays.



## FAMILY TRAVEL HABITS



## WHO THEY ARE

- ★ Upscale & Status Oriented
- 🏠 Values Family Time
- ❤️ Creating a Legacy
- 🍏 Active & Health Conscious

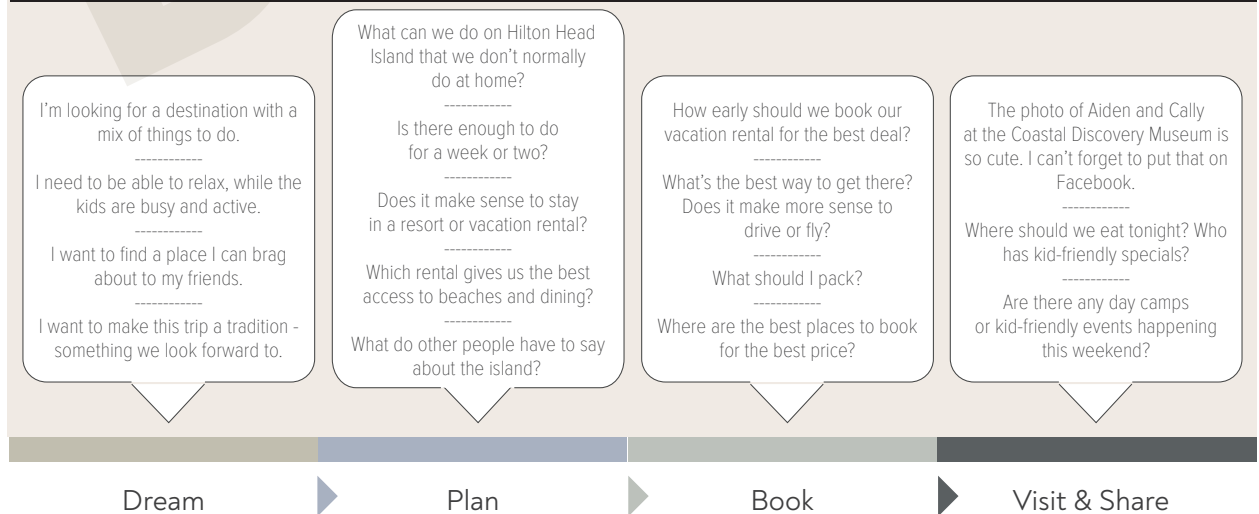
## PREFERRED ACTIVITIES & ATTRACTIONS

- Vacation Rentals & Resorts
- Beach & Water Activities
- Biking & Hiking
- Tennis & Pickleball
- Festivals & Events
- Kid-friendly Dining
- Museums & Day Camps

## MARKETING CHANNELS & FORMATS

- Facebook Videos
- Instagram
- TripAdvisor
- TV
- Online Video
- Forums & Blogs
- Pinterest

## “LET’S MAKE MEMORIES.” THEIR PATH TO PURCHASE





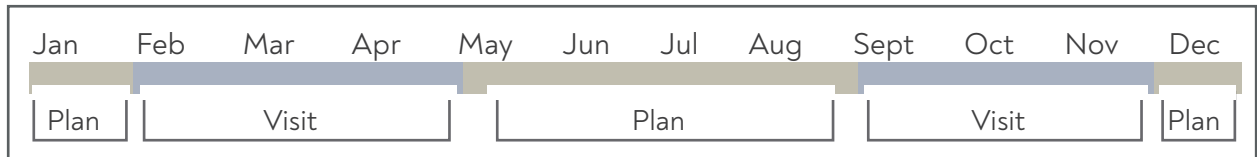


# ARTS, HISTORY & CULTURE

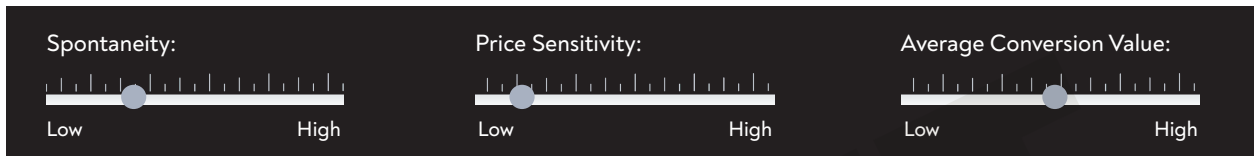


## TRAVEL OBJECTIVE

To explore cultural attractions, historical sites and the local arts scene.



## ARTS, HISTORY & CULTURE TRAVEL HABITS



## WHO THEY ARE

Values Learning & Authenticity

Image Conscious

Seeking an Immersive Experience

Upscale & Status Oriented

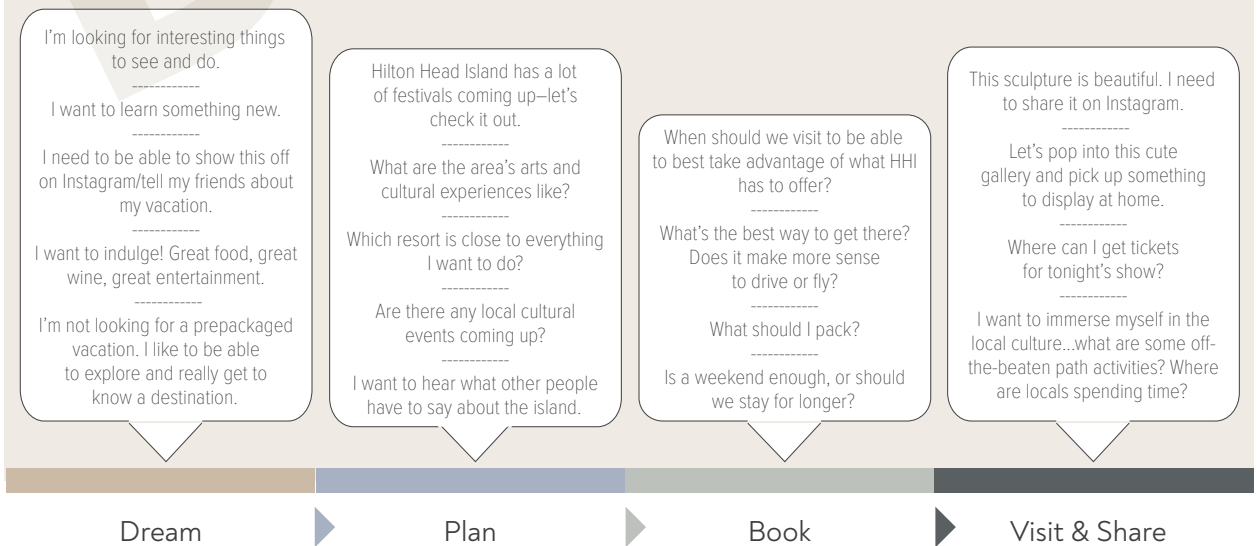
## PREFERRED ACTIVITIES & ATTRACTIONS

Historical Attractions  
Art Galleries  
Local Culture  
Culinary Experiences  
Festivals & Events  
Theater  
Music

## MARKETING CHANNELS & FORMATS

Facebook Videos  
Instagram  
TripAdvisor  
Online Video  
Forums & Blogs  
Pinterest  
Earned Media (Print/Digital)

## “EXPERIENCES ARE GREATER THAN THINGS.” THEIR PATH TO PURCHASE





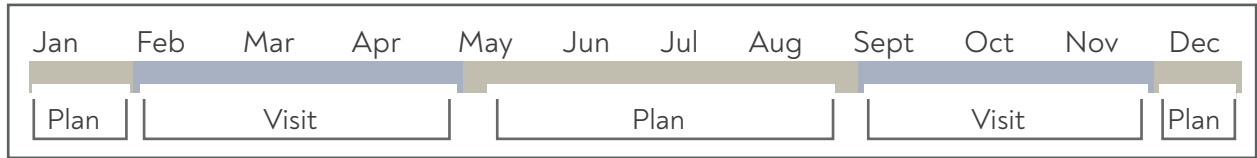


# WELLNESS TRAVELER



## TRAVEL OBJECTIVE

Find a getaway that will accommodate relaxation and rejuvenation, and allow them to prioritize their healthy lifestyle.



## ARTS, HISTORY & CULTURE TRAVEL HABITS



## WHO THEY ARE

★  
Upscale & Status Oriented

🍏  
Active & Health Conscious

🍷  
Enjoys the Finer Things

☂️  
Leisure Lovers

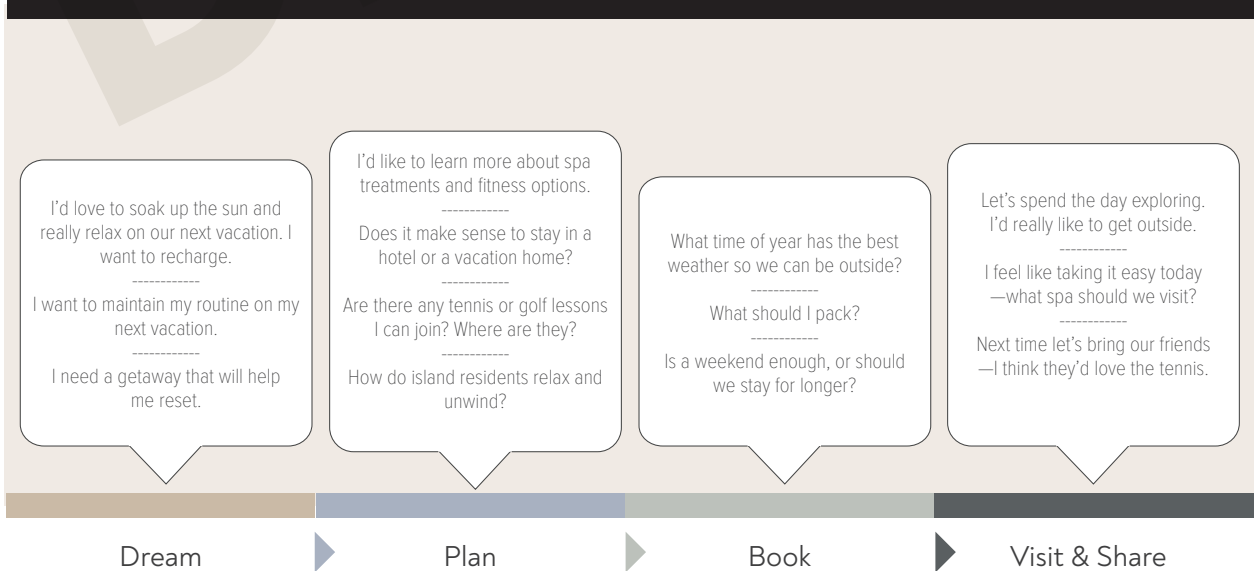
## PREFERRED ACTIVITIES & ATTRACTIONS

Vacation Rentals & Resorts  
Golf  
Tennis & Pickleball  
Biking  
Spas

## MARKETING CHANNELS & FORMATS

Facebook  
Instagram  
Forums & Blogs  
TripAdvisor  
Pinterest

## “EXPERIENCES ARE GREATER THAN THINGS.” THEIR PATH TO PURCHASE





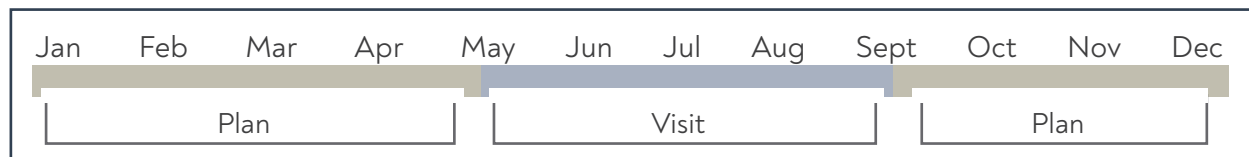


# SPORTS ENTHUSIAST

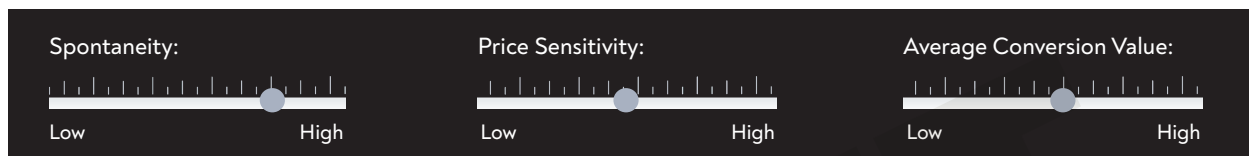


## TRAVEL OBJECTIVE

Find a destination where they can pursue their interests on their downtime.



## SPORTS ENTHUSIAST TRAVEL HABITS



## WHO THEY ARE

Sports Fans  
(Golf & Tennis)

Leisure  
Lovers

Spontaneous  
& Social

Active & Health  
Conscious

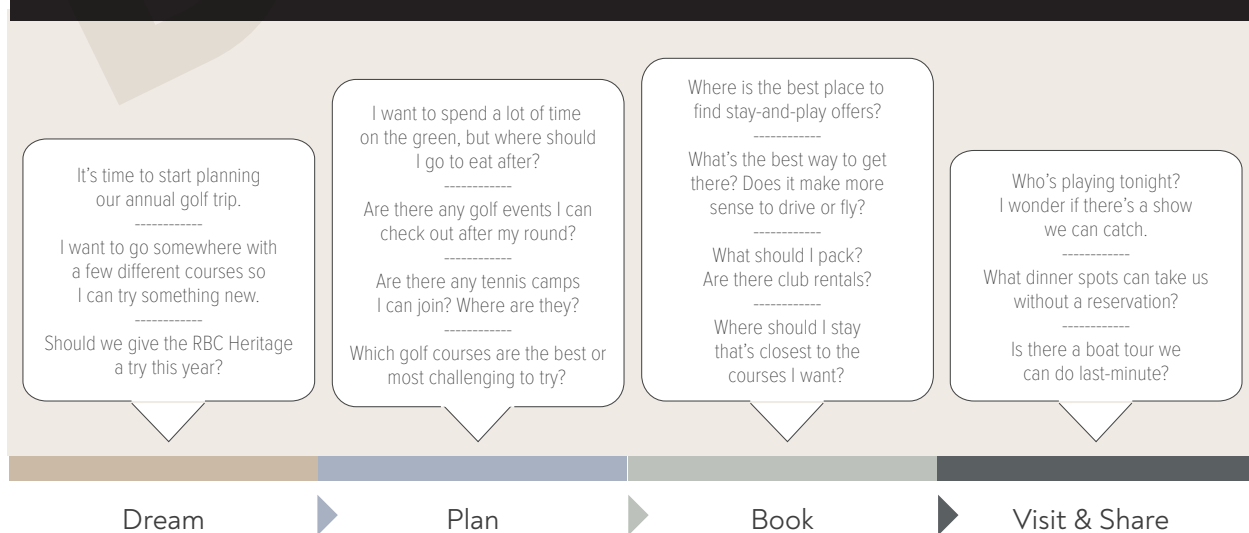
## PREFERRED ACTIVITIES & ATTRACTIONS

Golf  
Tennis & Pickleball  
Boating & Water Activities  
Hiking & Biking  
Nightlife

## MARKETING CHANNELS & FORMATS

Facebook Videos  
Instagram  
Twitter  
TripAdvisor  
TV  
Online Video  
Forums & Blogs

## “LET’S EXPLORE.” THEIR PATH TO PURCHASE





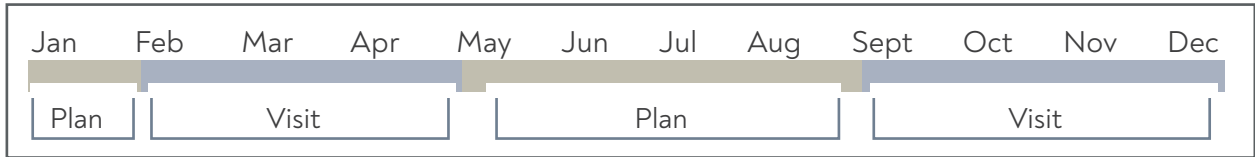


# CULINARY

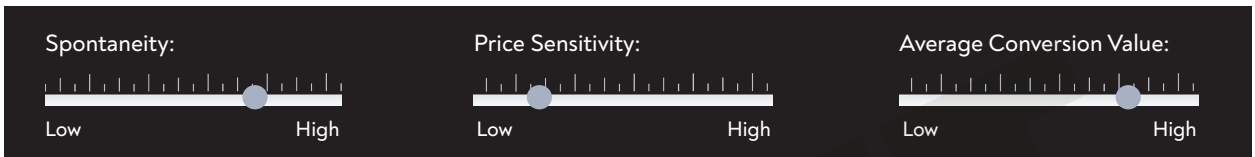


## TRAVEL OBJECTIVE

Be immersed in a new destination (or an old favorite) by exploring the pursuit of unique and memorable culinary experiences.



## CULINARY TRAVEL HABITS



## WHO THEY ARE

Values Authenticity

Seeking an Immersive Experience

Spontaneous & Social

Unconventional

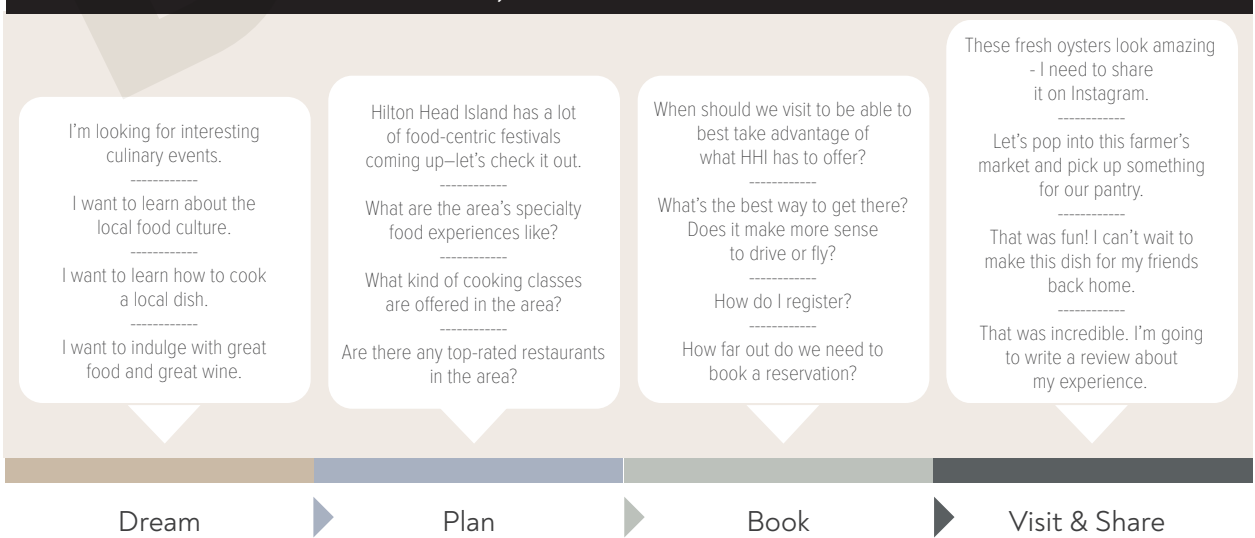
## PREFERRED ACTIVITIES & ATTRACTIONS

Cooking Classes  
Food Tours  
Wine, Beer, and Food Festivals  
Specialty Dining Experiences

## MARKETING CHANNELS & FORMATS

Facebook Videos  
Instagram  
TripAdvisor  
Forums & Blogs  
Pinterest

## “EXPERIENCE AUTHENTIC, LOCAL CUISINE.” THEIR PATH TO PURCHASE







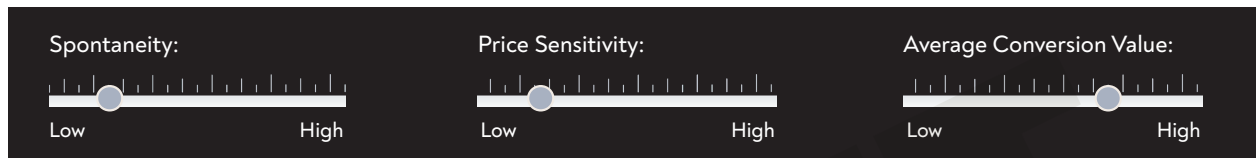
# SNOWBIRDS

## TRAVEL OBJECTIVE

Find a warm destination that feels like home for the winter, where they can welcome family and friends for visits.



## SNOWBIRD TRAVEL HABITS



## WHO THEY ARE

Traditional

Values Family Time

Enjoys the Finer Things

Active & Health Conscious

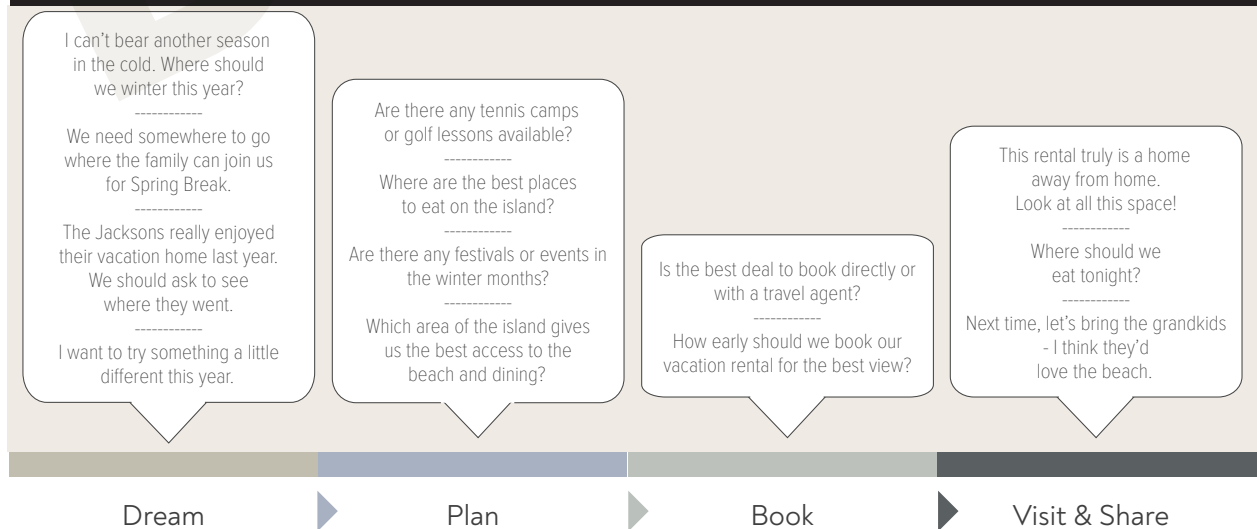
## PREFERRED ACTIVITIES & ATTRACTIONS

Vacation Rentals & Resorts  
Dining  
Golfing  
Tennis & Pickleball  
Biking

## MARKETING CHANNELS & FORMATS

Facebook  
Print  
TripAdvisor  
Radio  
TV  
Online Video

## “LET’S MAKE THIS FEEL LIKE HOME.” THEIR PATH TO PURCHASE







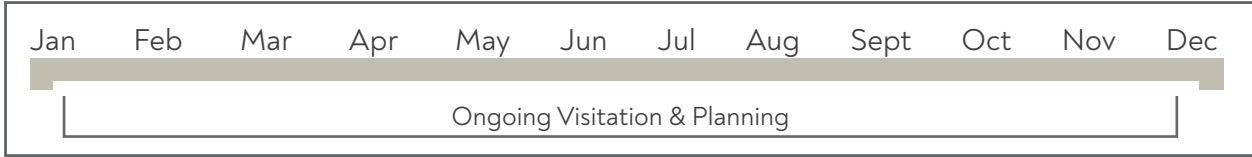
DRY

# THE WEEKENDERS

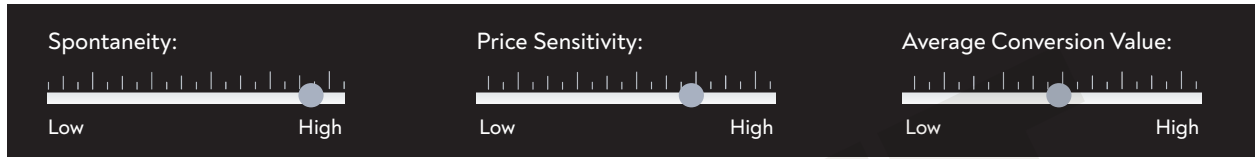


## TRAVEL OBJECTIVE

Find a fairweather weekend escape from work and city life.



## THE WEEKENDERS TRAVEL HABITS



## WHO THEY ARE

★  
Upscale & Status  
Oriented

🏠  
Urban  
Dwellers

💬  
Spontaneous  
& Social

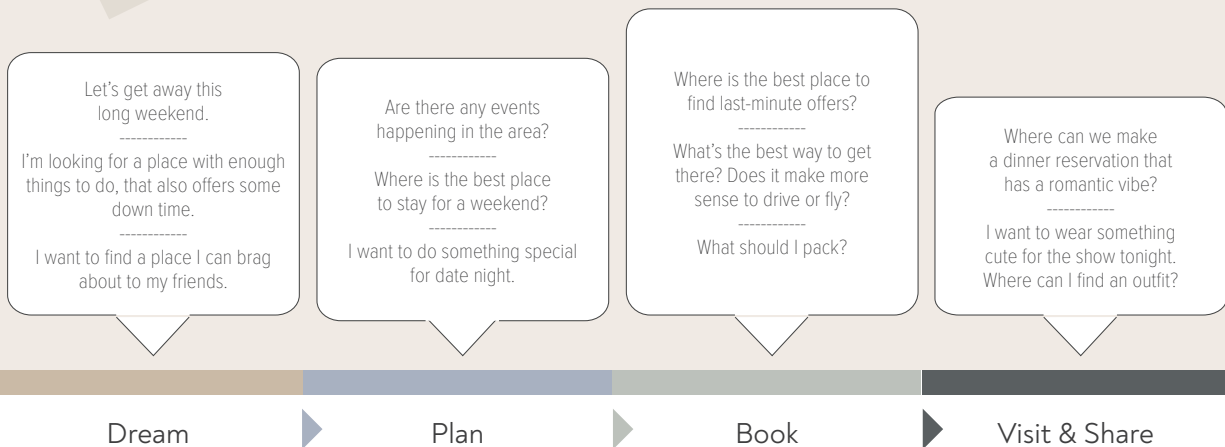
## PREFERRED ACTIVITIES & ATTRACTIONS

Vacation Rentals & Resorts  
Beach & Water Activities  
Dining & Shopping  
Romantic Things to Do  
Festivals & Events  
Weddings

## MARKETING CHANNELS & FORMATS

Facebook Videos  
Instagram  
TripAdvisor  
TV  
Online Video  
Forums & Blogs  
Pinterest

## “LET’S GET AWAY.” THEIR PATH TO PURCHASE





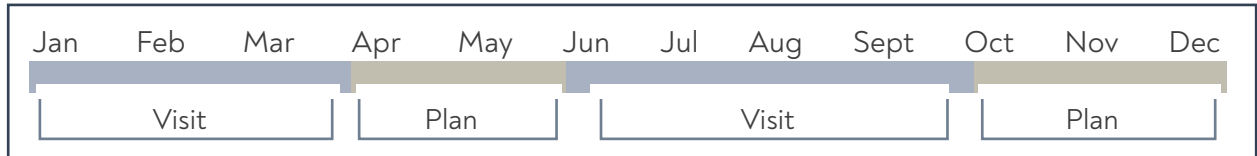


# INTERNATIONAL VISITORS

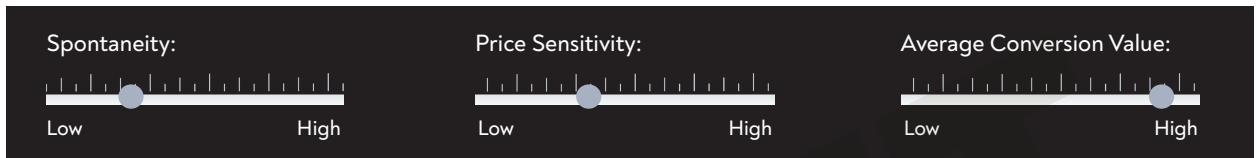


## TRAVEL OBJECTIVE

Find a vacation spot that will inspire and that offers something different than where we're from. Escape the everyday, relax and recharge in a destination that's fresh, and different from home.



## INTERNATIONAL TRAVEL HABITS



## WHO THEY ARE

- Upscale & Status Oriented
- Values Family Time
- Wellness-Focused
- Making Memories
- Active & Health Conscious

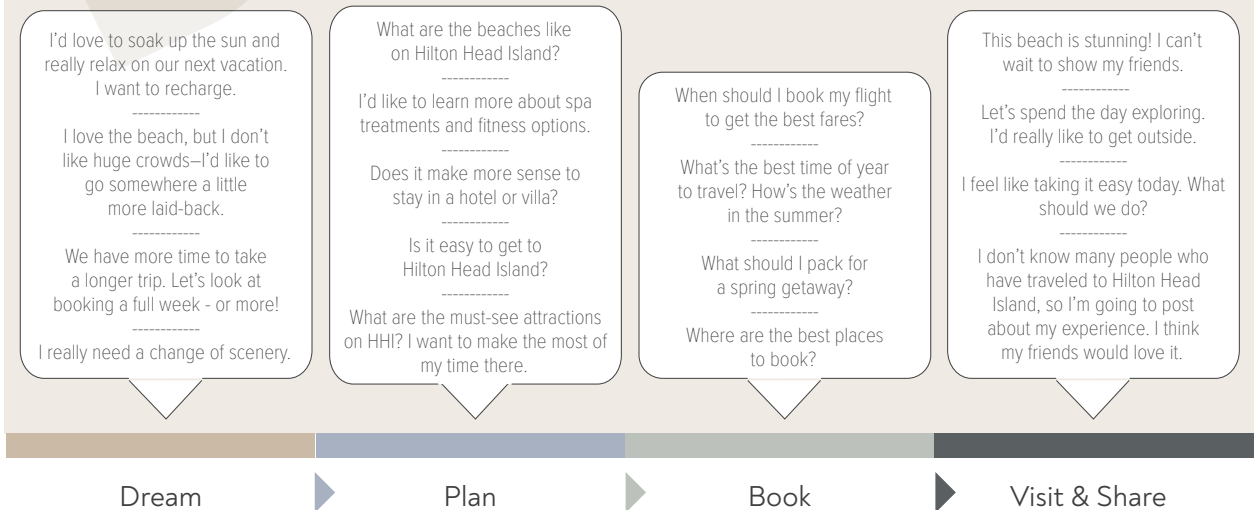
## PREFERRED ACTIVITIES & ATTRACTIONS

- Homes & Villas
- Beach & Water Activities
- Biking & Hiking
- Food & Drink
- Festivals & Events

## MARKETING CHANNELS & FORMATS

- Facebook Videos
- Instagram
- TripAdvisor
- TV
- Online Video
- Forums & Blogs
- Pinterest

## "IT'S TIME TO GET AWAY FROM IT ALL." THEIR PATH TO PURCHASE





**2022 COMMUNITY SENTIMENT  
SURVEY EXECUTIVE SUMMARY:**  
MMGY TRAVEL INTELLIGENCE



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# Survey METHODOLOGY

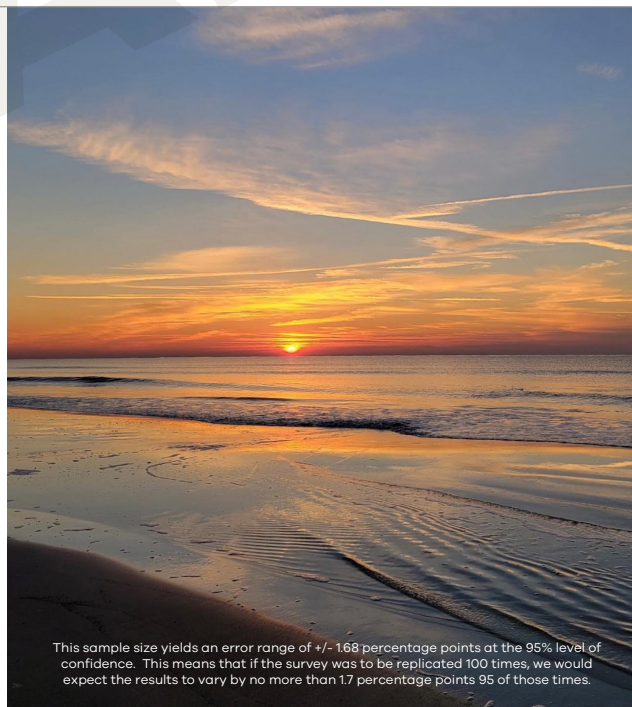


## Survey Methodology

- MMGY Travel Intelligence conducted an online survey of 3,292 Hilton Head Island residents.
- Residents were invited to complete the online survey through the Chamber website, social media channels, and email outreach.
- The survey was fielded August 22, 2022 – September 4, 2022. Data were tabulated and analyzed by MMGY Travel Intelligence.
- The participants met the following criteria:
  - / Must be a resident or property owner of Hilton Head Island;
  - / 18 years of age or older.

Comparisons in this report were made to Wave 1, as well as some comparisons across length of residency and employment status.

Throughout this report, data in bold indicates a significant difference.



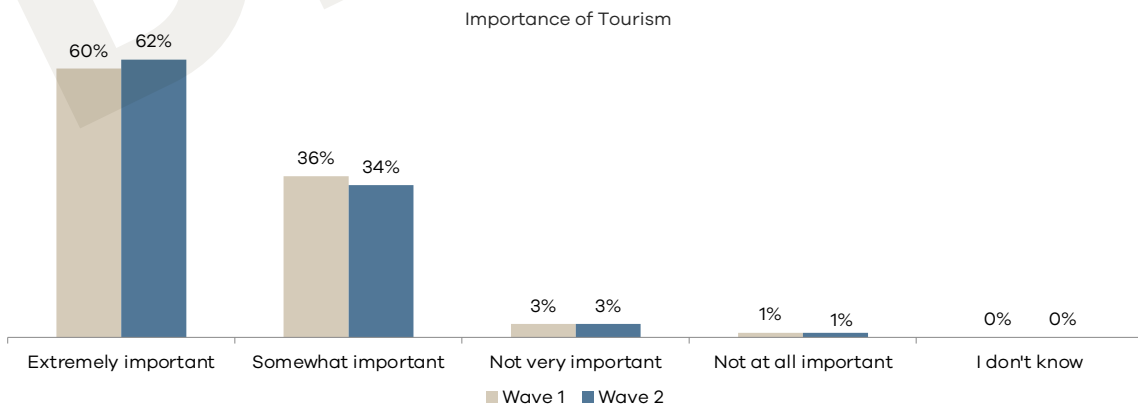
This sample size yields an error range of +/- 1.68 percentage points at the 95% level of confidence. This means that if the survey was to be replicated 100 times, we would expect the results to vary by no more than 1.7 percentage points 95 of those times.



# Key INSIGHT #1

Compared to Wave 1, residents feel slightly more positively about tourism. Fewer indicate it impacts them negatively, fewer feel that each season is too crowded, and more support efforts by the Chamber to fund public art, events, and tourism marketing.

**6 in 10 residents believe tourism is extremely important to the local economy, relatively unchanged from Wave 1.**



- 6 - / **Question:** How important do you believe tourism is to the local Hilton Head Island economy?



**More of those who have moved to Hilton Head Island within the last 5 years find tourism to be extremely important than those who have lived here longer.**

By Length of Residency	Less than 5 years	5-10 years	11-20 years	More than 20 years
Extremely important	<b>70%</b>	56%	60%	58%
Somewhat important	27%	<b>39%</b>	<b>36%</b>	<b>36%</b>
Not very important	2%	4%	4%	4%
Not at all important	0%	1%	1%	1%
I don't know	0%	0%	0%	1%

/ **Question:** How important do you believe tourism is to the local Hilton Head Island economy?

- 7 -



**Those who work are more likely to find tourism to be extremely important to the Hilton Head Island economy than those who are retired.**

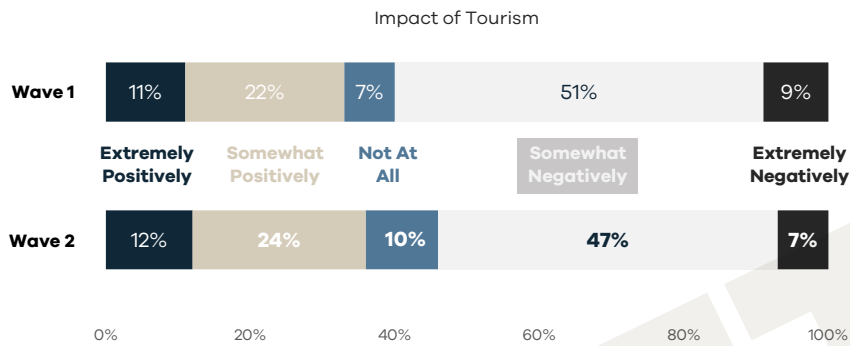
By Employment Status	Currently work on Hilton Head Island	Currently work elsewhere	Retired
Extremely important	<b>64%</b>	<b>72%</b>	58%
Somewhat important	<b>32%</b>	25%	<b>37%</b>
Not very important	4%	3%	3%
Not at all important	0%	0%	1%
I don't know	0%	0%	1%

/ **Question:** How important do you believe tourism is to the local Hilton Head Island economy?

- 8 -



## Compared to Wave 1, slightly more residents feel that tourism impacts their life positively, while slightly fewer feel it has a negative impact.



/ **Question:** How would you say Hilton Head Island tourism impacts your life as a resident?

- 9 -

**MMGY** Travel Intelligence

## Those who have lived here longer are more likely to feel that tourism effects them negatively than those who moved here in the past 5 years.

By Length of Residency	Less than 5 years	5-10 years	11-20 years	More than 20 years
Extremely positively	13%	8%	12%	13%
Somewhat positively	27%	24%	22%	21%
Not at all	13%	10%	9%	8%
Somewhat negatively	42%	50%	48%	49%
Extremely negatively	4%	7%	9%	9%

/ **Question:** How would you say Hilton Head Island tourism impacts your life as a resident?

- 10 -

**MMGY** Travel Intelligence



## Retirees are more likely to feel tourism impacts them negatively than those who currently work.

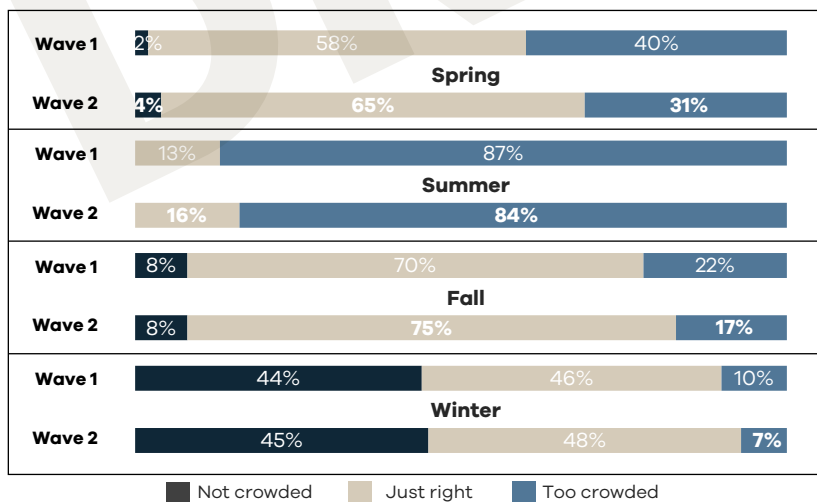
By Employment Status	Currently work on Hilton Head Island	Currently work elsewhere	Retired
Extremely positively	18%	21%	7%
Somewhat positively	28%	25%	22%
Not at all	7%	13%	11%
Somewhat negatively	39%	36%	53%
Extremely negatively	8%	5%	7%

/ **Question:** How would you say Hilton Head Island tourism impacts your life as a resident?



-11-

## Seasonal Perceptions



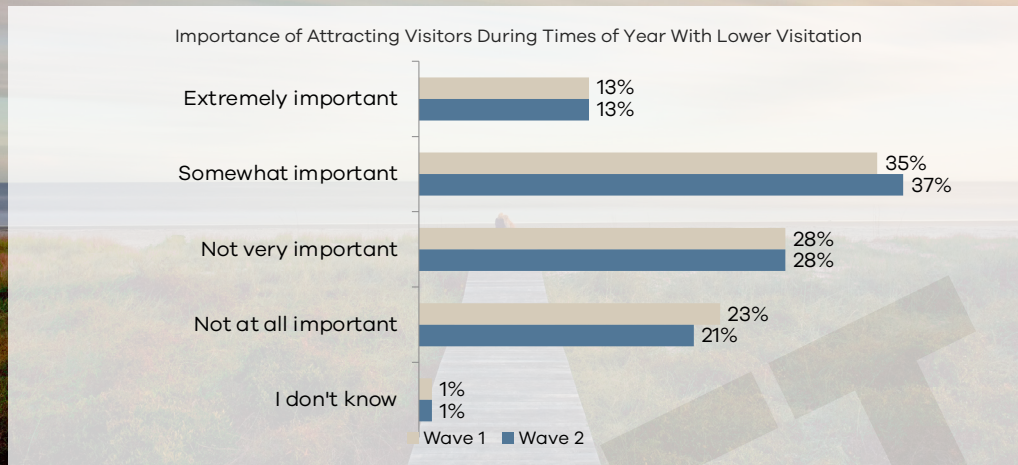
- The majority of residents believe that Summer is too crowded, while Spring and Fall have just the right amount of visitation.
- Compared to Wave 1, the percentage of residents who feel that each season is too crowded decreased significantly. While significantly more residents consider Spring, Summer, and Fall to have just the right number of visitors.

/ **Question:** Please indicate your perception of the level of visitation during the following seasons.



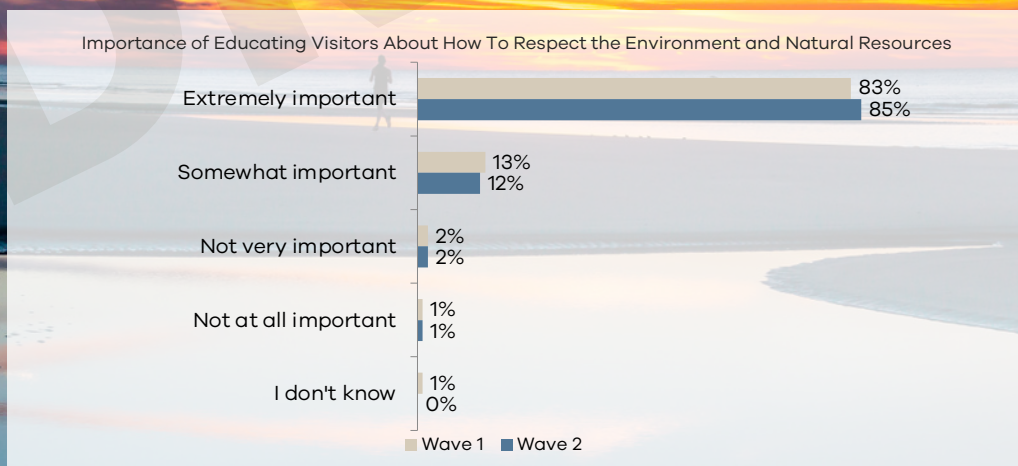
-12-

## Half of residents believe that it is important to attract visitors during times of the year with lower visitation, similar to the percentage in Wave 1.



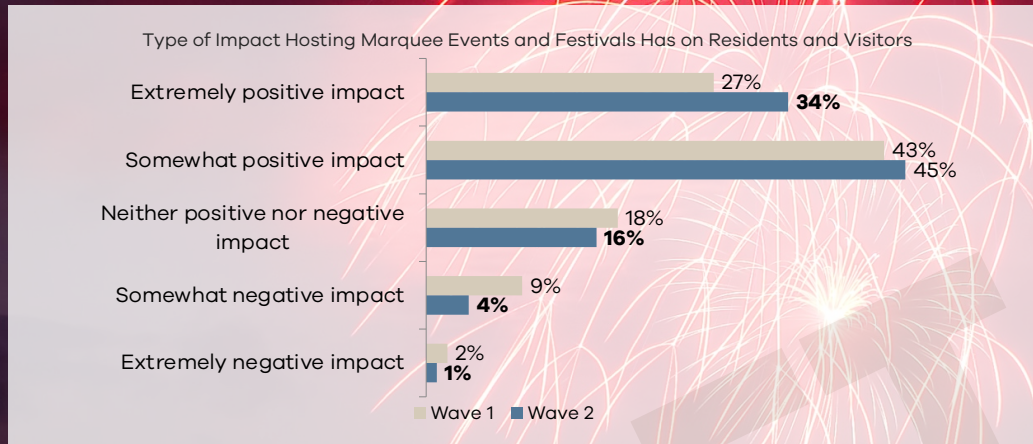
**Question:** Please indicate how important you believe it is to attract visitors to Hilton Head Island during times of the year that usually have lower visitation (October – March)?

## Nearly all residents believe it is important to educate visitors about how to respect the environment and natural resources when they visit, unchanged from Wave 1.



**Question:** In your view, how important is it for Hilton Head Island–Bluffton Chamber of Commerce to educate visitors about how to respect the local environment and natural resources when they visit?

## 8 in 10 residents believe events have a positive impact on residents and visitors, a significant increase from Wave 1.



**Question:** One of the Hilton Head Island–Bluffton Chamber of Commerce’s objectives is to promote marquee events and festivals (e.g., Concours d’Elegance, Seafood Festival, Wine & Food Festival, etc.) Please indicate the type of impact you believe these activities have on the quality of life for local residents and visitors.

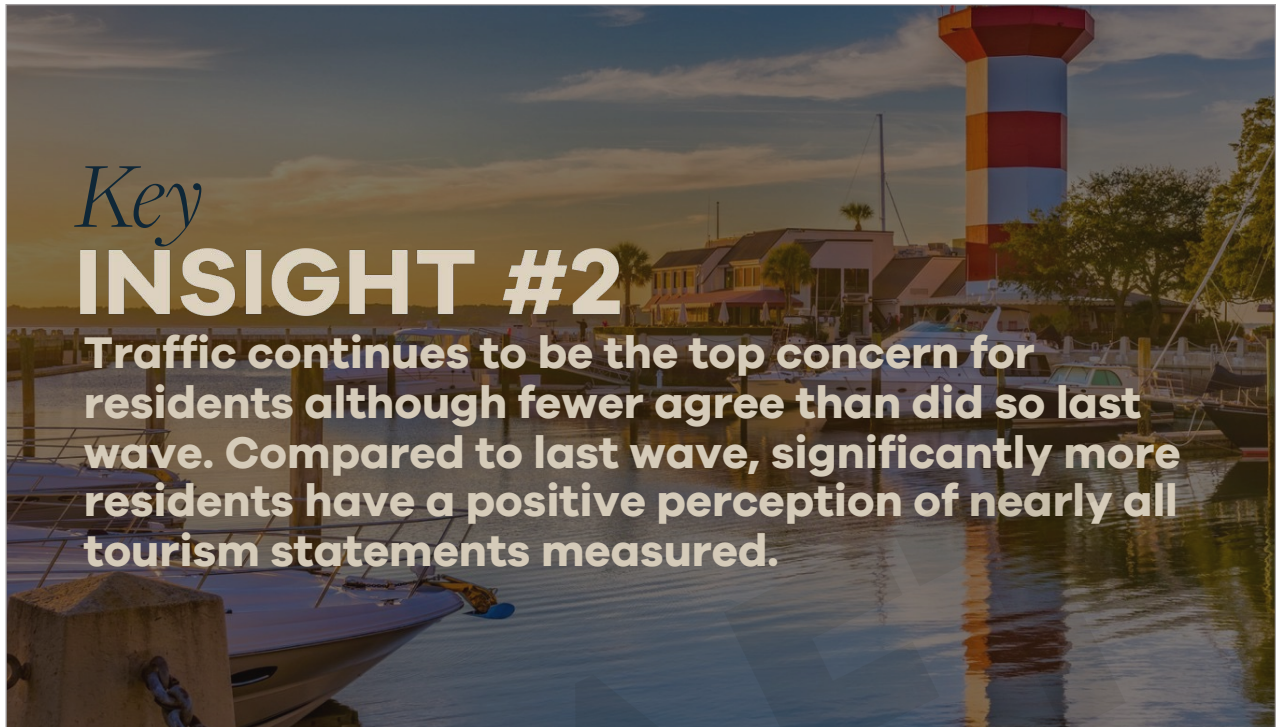
## While educating visitors still tops the list, significantly more resident support efforts to fund cultural attractions, the promotion of attractions, and branding and marketing Hilton Head Island for tourism.

	Wave 1	Wave 2
I support efforts by the Hilton Head Island–Bluffton Chamber of Commerce in educating visitors about how to be responsible in protecting and preserving our natural resources when visiting Hilton Head Island	87%	87%
I support efforts by our town in the funding and installation of local public art, exhibits, and cultural attractions	67%	70%
I support efforts by the Hilton Head Island–Bluffton Chamber of Commerce in promoting attractions, festivals, exhibits and similar on Hilton Head Island	57%	67%
I support efforts by the Hilton Head Island–Bluffton Chamber of Commerce in branding and marketing Hilton Head Island for tourism	47%	51%

**Question:** Please indicate your level of agreement with each of the following statements:







Key

## INSIGHT #2

Traffic continues to be the top concern for residents although fewer agree than did so last wave. Compared to last wave, significantly more residents have a positive perception of nearly all tourism statements measured.

Residents were asked their level of agreement with a few statements related to tourism in Hilton Head Island.

For organizational purposes, these statements have been grouped and labeled as "positive" or "negative."

### Positive: Tourism on Hilton Head Island...

- Creates jobs for area residents
- Provides amenities and attractions that residents can also enjoy
- Provides restaurants that residents can also enjoy
- Supports local business creation
- Generates tax revenues for state, county and local governments.
- Supports existing small businesses throughout the year
- Helps create a positive ambiance/vibe in the local community
- Is an important factor in making our community a great place to live
- Helps to offset the costs for public safety personnel, streets/roads, schools
- Reduces taxes for residents (ex. property taxes, county and city sales taxes, school taxes etc.)
- Covers the cost of beach renourishment
- Increases real estate values

### Negative: Tourism on Hilton Head Island...

- Creates traffic congestion problems for residents
- Causes local restaurant & entertainment prices to rise
- Negatively impacts our natural resources
- Brings too many people to Hilton Head Island

## The most agreed with statements are related to how tourism provides the opportunity for "creation" – new amenities, new jobs, new restaurants and new businesses.

▲ Indicates a significant difference from Wave 1. For these positive statements, a green, up arrow indicates a more positive perception (more people agree).

▼ Indicates a significant difference from Wave 1. For these positive statements, a red, down arrow indicates a more negative perception (more people disagree).

Positive Statements (% Agree) – Top 6	Wave 1	Wave 2
Generates tax revenues for state, county and local governments	76%	80% ▲
Creates jobs for area residents	71%	73% ▲
Provides restaurants that local residents can also enjoy	63%	68% ▲
Supports local business creation	64%	68% ▲
Increases real estate values	64%	66%
Provides amenities and attractions that local residents can also enjoy	56%	62% ▲

/ **Question:** Please indicate your level of agreement with the following statements:  
Tourism on Hilton Head Island...



## Compared to last wave, more residents agree with the least agreed upon statements, including that tourism reduces taxes for residents.

▲ Indicates a significant difference from Wave 1. For these positive statements, a green, up arrow indicates a more positive perception (more people agree).

▼ Indicates a significant difference from Wave 1. For these positive statements, a red, down arrow indicates a more negative perception (more people disagree).

Positive Statements (% Agree) – Bottom 4	Wave 1	Wave 2
Reduces taxes for residents (ex. property taxes, county and city sales taxes, school taxes etc.)	51%	55% ▲
Covers the cost of beach renourishment	50%	53% ▲
Is an important factor in making our community a great place to live	39%	45% ▲
Helps create a positive ambiance/vibe in the local community	33%	37% ▲

/ **Question:** Please indicate your level of agreement with the following statements:  
Tourism on Hilton Head Island...



## Traffic is the number one tourism concern of residents, although fewer residents agree than did so last wave.

▲ Indicates a significant difference from Wave 1. For these negative statements, a red, up arrow indicates a more **negative perception** (more people agree).

▼ Indicates a significant difference from Wave 1. For these negative statements, a green, down arrow indicates a more **positive perception** (more people disagree).

Negative Statements (% Agree)	Wave 1	Wave 2
Creates traffic congestion problems for residents	86%	<b>82%</b> ▼
Brings too many people to Hilton Head Island	65%	<b>59%</b> ▼
Negatively impacts our natural resources	61%	<b>57%</b> ▼
Causes local restaurant & entertainment prices to rise	49%	<b>52%</b> ▲

/ **Question:** Please indicate your level of agreement with the following statements:  
Tourism on Hilton Head Island...



## Tourism on Hilton Head Island...

All Statements (% Agree)	Wave 1	Wave 2
Creates traffic congestion problems for residents	86%	<b>82%</b>
Generates tax revenues for state, county and local governments	76%	<b>80%</b>
Creates jobs for area residents	71%	<b>73%</b>
Provides restaurants that local residents can also enjoy	63%	<b>68%</b>
Supports local business creation	64%	<b>68%</b>
Increases real estate values	64%	66%
Provides amenities and attractions that local residents can also enjoy	56%	<b>62%</b>
Brings too many people to Hilton Head Island	65%	<b>59%</b>
Supports existing small businesses throughout the year	56%	<b>59%</b>
Helps to offset the costs for public safety personnel, streets/roads, schools	53%	<b>58%</b>
Negatively impacts our natural resources	61%	<b>57%</b>
Reduces taxes for residents (ex. property taxes, county and city sales taxes, school taxes etc.)	51%	<b>55%</b>
Covers the cost of beach renourishment	50%	<b>53%</b>
Causes local restaurant & entertainment prices to rise	49%	<b>52%</b>
Is an important factor in making our community a great place to live	39%	<b>45%</b>
Helps create a positive ambiance/vibe in the local community	33%	<b>37%</b>

/ **Question:** Please indicate your level of agreement with the following statements:  
Tourism on Hilton Head Island...



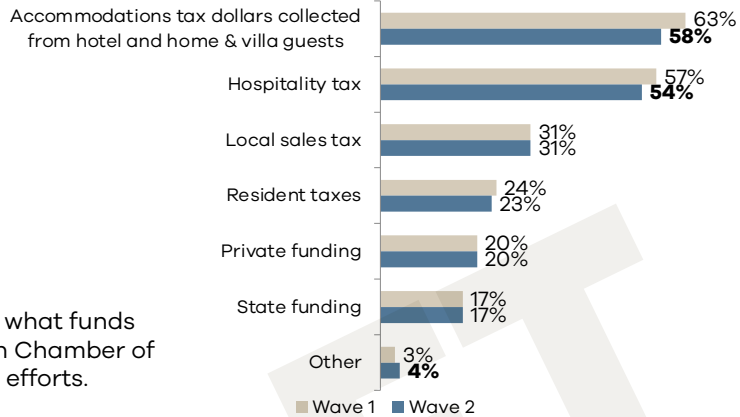


# Hilton Head Island-Bluffton Chamber of Commerce Funding

**76%** Wave 1

**74%** Wave 2

of residents believe they know what funds the Hilton Head Island-Bluffton Chamber of Commerce tourism marketing efforts.



**Question:** Which of the following do you believe funds the Hilton Head Island-Bluffton Chamber of Commerce tourism marketing efforts? Please select all that apply.



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# Resources Provided to Family and Friends When Visiting.

**29%** Wave 1

**34%** Wave 2

of residents provide resources to family and friends for trip planning when visiting Hilton Head Island



**Question:** When you are expecting out of town family or friends to visit you on Hilton Head Island, do you provide them with links to webpages and resources for their trip planning? / Which webpages and resources do you provide?



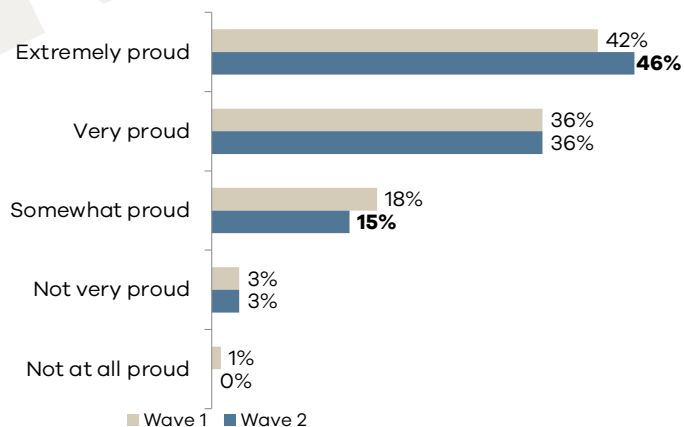
- 24 -

Key

## INSIGHT #3

Pride in residency is up from last wave and more residents perceive many Hilton Head Island products and services to be high quality than did so last wave. Although perceived safety displayed a slight decrease, more than 8 in 10 residents continue to agree that Hilton Head Island is a very safe place to live.

**82 percent of residents are proud to be residents of Hilton Head Island, an increase from last wave.**



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/ **Question:** Please indicate the level of pride you feel in being a resident of Hilton Head Island.

**MMGY** Travel Intelligence

**Those who work are more likely to be extremely proud in their residency than retirees.**

By Employment Status	Currently work on Hilton Head Island	Currently work elsewhere	Retired
Extremely proud	<b>49%</b>	<b>54%</b>	44%
Very proud	31%	33%	<b>38%</b>
Somewhat proud	<b>16%</b>	11%	<b>15%</b>
Not very proud	3%	2%	3%
Not at all proud	1%	0%	1%

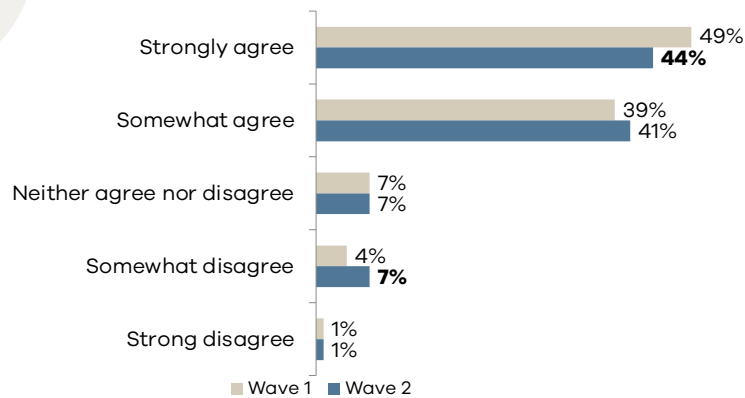
/ **Question:** Please indicate the level of pride you feel in being a resident of Hilton Head Island.



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**Although slightly fewer residents agree that they believe Hilton Head Island is a safe place to live compared to Wave 1, the majority of residents still agree with this statement.**

*"I believe Hilton Head Island is a very safe place to live."*



/ **Question:** Please indicate your level of agreement with the following statement:



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## Perceived Quality of Hilton Head Island Experiences

Top 2 Box	Wave 1	Wave 2
Beaches	91%	92%
Golf courses	91%	91%
Leisure pathways and bike trails	86%	86%
Outdoor/nature activities	80%	82%
Savannah/Hilton Head International Airport	79%	80%
Water sports/activities	77%	<b>79%</b>
Outdoor public spaces for festivals and events	69%	<b>77%</b>
Community parks	70%	<b>77%</b>
Surface street bike paths	70%	70%
Hilton Head Island Airport	55%	57%
Retail shopping	49%	<b>54%</b>
Playing fields for sports leagues, tournaments and competitions	44%	<b>48%</b>
Road quality	42%	44%
Museums/Cultural attractions	38%	<b>43%</b>
Public pools/aquatic centers	27%	<b>32%</b>
Indoor facilities for sports leagues, tournaments and competitions	18%	<b>22%</b>

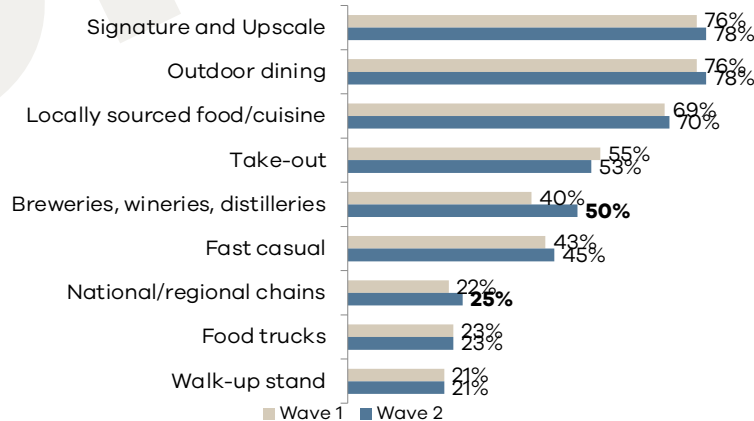
- The highest perceived Hilton Head Island experiences are its beaches, golf courses, and leisure pathways and bike trails.
- Compared to Wave 1, significantly more residents perceive many of the Hilton Head Island experiences to be good quality including:
  - Water sports/activities
  - Outdoor public spaces
  - Community parks
  - Retail shopping
  - Playing fields
  - Museums/cultural attractions
  - Public pools/aquatic centers
  - Indoor facilities

**Question:** Please indicate your perception of the quality of the following services, products and infrastructure on Hilton Head Island to serve visitors and residents alike.



## Nearly 8 in 10 residents believe Hilton Head Island has quality signature and upscale dining and outdoor dining.

Dining Options in Hilton Head Island Perceived To Be High Quality

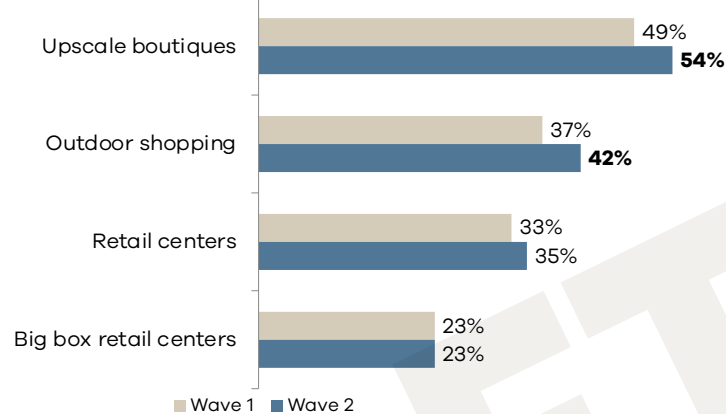


**Question:** Please indicate your perception of the quality of each of the following categories of dining and restaurant options on Hilton Head Island.



**Compared to Wave 1, significantly more residents believe Hilton Head Island has quality upscale boutiques and outdoor shopping.**

Shopping Options in Hilton Head Island Perceived To Be High Quality



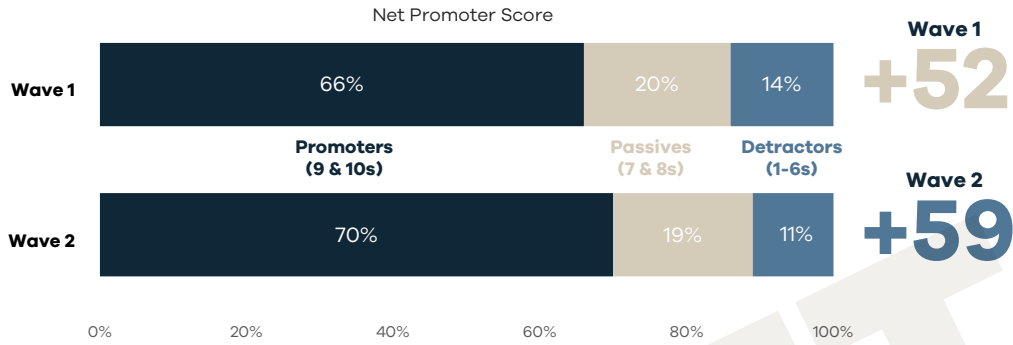
**Question:** Please indicate your perception of the quality of each of the following categories of shopping on Hilton Head Island.



*Key*  
**INSIGHT #4**

The Net Promoter Score of residents has increased significantly from last wave and a similar percentage consider themselves passionate advocates. While many of the same negative aspects of tourism were mentioned as last wave, with the addition of the positive aspects question, we see many residents citing tourism’s monetary benefits, amenities, and the positive atmosphere it creates.

## The Net Promoter Score has increased from Wave 1 with more residents falling into the promoter category and fewer detractors.



**Question:** On a scale from 1-10, where 1 = Not Likely at All and 10 = Extremely Likely, how likely are you to recommend Hilton Head Island as a place to visit when talking to trusted friends and family members who do not live on Hilton Head Island?



## Net Promoter Scores decrease as length of residency increases, although all scores are still extremely positive.

By Length of Residency	Less than 5 years	5-10 years	11-20 years	More than 20 years
Promoters (9+10s)	78%	68%	66%	63%
Passives (7+8s)	16%	19%	21%	22%
Detractors (1-6s)	6%	13%	13%	15%
NPS	<b>+72</b>	+55	+53	+48

**Question:** On a scale from 1-10, where 1 = Not Likely at All and 10 = Extremely Likely, how likely are you to recommend Hilton Head Island as a place to visit when talking to trusted friends and family members who do not live on Hilton Head Island?









## Similar to last wave, a few residents used this question to cite their frustration with tourism.

"I do not recommend as a vacation destination. That is how I advocate for the island."

"Our beauty and natural environment which unfortunately is quickly being destroyed by those wishing to increase tourism and the clear cutting of areas in favor of developers."

"We need to find a balance between the full-time residence and the tourism industry. We have come to a tipping point where we need to refocus and needs of the HHI residents."

"I do NOT recommend HHI as a vacation destination. HHI used to be an exclusive, private community with a strong commitment to preserving its natural beauty. Tourism is destroying this beauty."

"I'm an advocate for the island, not a promoter for the island. I recognize tourism is important for some businesses. However, as a whole I think tourists negatively impact the local environment, crime, and traffic."

**Question:** As an advocate, what are your favorite island attributes to share and talk about when recommending Hilton Head Island as a vacation destination?



## Positive Aspects to Tourism on Hilton Head Island

### Monetary Benefits

Many residents recognize the monetary benefits of tourism including that it reduces their taxes, it supports the local economy, increases their real estate values, provides rental property opportunities, and supports small businesses.

### Amenities

Residents also recognize that many of the amenities, events, restaurants, and shopping available to them on Hilton Head Island are a result of tourism. They also know that tourism pays for beach renourishment, improvements, and beautification of the Island.

### Atmosphere

Some residents feel that tourism and visitation on Hilton Head Island creates a youthful and vibrant atmosphere. They enjoy getting to meet and interact with new people from all over the world.



## Negative Aspects to Tourism on Hilton Head Island

### Traffic

Residents feel that one of the biggest negative aspects about tourism is the traffic it causes both on the roads and on bike paths. Many mentioned the amount of traffic specifically on Saturdays. Some residents mentioned that many visitors don't follow traffic and biking rules which cause even more traffic issues.

### Overcrowding

Residents also cited overcrowding and a lack of proper infrastructure to handle the number of visitors and new residents. They feel this affects their own enjoyment of their home because they can't get into Island restaurants or amenities. Although many mentioned a lack of infrastructure, others mentioned overdevelopment as a negative aspect.

### Lack of Respect

Residents believe that the quality of visitor has decreased in recent years. They believe the current visitors have a lack of respect for residents and for the environment and the Island's natural resources. They say these visitors leave litter on the beaches, are loud, and disrupt the ecosystem of the wildlife.

### Rising Prices

Other residents cite the rising prices in restaurants and in grocery stores as a negative aspect of tourism. Some also mentioned the rising prices of housing on Hilton Head Island which is pricing out long-time residents, working-class families, and the Island workforce.



## Top Concerns Facing The Community

	Wave 2
Workforce shortage	48%
278 Corridor project	38%
On-island workforce housing	36%
Overall development	29%
Environmental/open spaces protection	26%
General infrastructure needs (e.g. water/sewer, roads, other utilities)	20%
Short-term rental noise and parking	16%
South-end traffic	16%
Repurposing/modernizing Island commercial buildings	14%
Mid-Island initiative and redevelopment (Northridge Plaza, Port Royal Plaza, Mid-Island Park)	12%
North-island traffic	11%
Bike safety	9%
Daytrippers/beach parking at Coligny	5%
Arts and development of cultural assets (e.g. Mitchelville Freedom Park)	4%
Other	9%
None of the above	0%

- The top concerns residents feel are facing their community are the workforce shortage, the 278 Corridor project, and on-island workforce housing, followed by overall development and environmental/open spaces protections.

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/ **Question:** What are your top three concerns facing our community?





2022 TOURISM ECONOMIC IMPACT REPORT: OFFICE  
OF TOURISM ANALYSIS, COLLEGE OF CHARLESTON

ESTIMATED TOTAL IMPACT OF TOURISM IN  
**Hilton Head Island**

ON BEAUFORT COUNTY, SOUTH CAROLINA 2022



MARCH 2023

CONDUCTED BY:

DANIEL GUTTENTAG, PH.D.  
MELINDA PATIENCE



COLLEGE of  
CHARLESTON

SCHOOL OF BUSINESS

OFFICE OF TOURISM ANALYSIS

66 GEORGE STREET | CHARLESTON, SC 29424  
OTA.COFC.EDU

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**DRAFT**

## Introduction

This study estimates the economic impact generated by tourism to the Town of Hilton Head Island in the year 2022. It examines the impact of such tourism on the broader economy of Beaufort County, South Carolina, and takes into account the direct spending of the visitors along with the positive secondary effects of such expenditures. The analysis entailed individually estimating the economic impacts associated with various tourist segments, as classified by the visitors' lodging type – villa rental, hotel, timeshare, second homeowners and their non-paying guests, and same-day visitors – and then summing them together for an overall total.

This analysis was conducted by Dr. Daniel Guttentag and Melinda Patience of the Office of Tourism Analysis, which is part of the Hospitality and Tourism Management Department in the School of Business at the College of Charleston.

## Methodology

The economic impact estimations undertaken for this analysis involved various steps and diverse data. Initially, visitor volume estimates for each lodging type were produced using data on lodging demand, as provided by various third-party entities (e.g., STR and Key Data), combined with visitor behavior data that is collected via a Visitor Profile Survey. The estimated total number of visitors in each segment for 2022 can be observed in Table 1. These figures then were used to estimate the total direct visitor spending associated with each segment. Such spending estimates also relied upon visitor expenditure data collected as part of the previously mentioned Visitor Profile Survey, which asks respondents about

their spending in over a dozen categories (e.g., lodging, food, transportation, and activities). The list of expenditure categories, and the total estimated direct expenditure in each category for 2022, can be observed in Table 2.

The previously described data subsequently were used to determine average per-person expenditures. These figures were combined with the estimated visitor counts and used as inputs for a regional economic impact modelling tool, IMPLAN. IMPLAN is an input-output (I-O) model that uses regionalized economic data and other information to determine economic output that accounts for direct expenditure and the secondary benefits of such expenditure (i.e., indirect and induced impacts). The model further estimates labor impacts and tax revenues.

**Table 1. Number of HHI Visitors**

Segment	Visitors
Villa Rental	951,126
Hotel	497,574
Timeshare	481,461
Second Homeowner	710,673
Non-Paying Guests	184,428
Day Trip	264,083
<b>Total Visitors</b>	<b>3,089,346</b>

The following metrics, as estimated by the economic impact model, are covered within this report:

- **Employment:** The number of jobs in the region supported by the economic activity, which involves an industry-specific mix of full-time, part-time, and seasonal employment. Seasonal jobs are adjusted to annual equivalents.



**Table 2. 2022 Estimated Total Expenditure by Spending Category**

Category	Totals
Transportation (around the destination)	\$150,636,976
Lodging	\$891,847,254
Food – Dining Out	\$464,961,846
Food – Groceries	\$216,635,427
Shopping	\$298,626,091
Spas	\$36,068,371
Golf	\$63,498,893
Biking	\$29,473,412
Performance/Visual Arts	\$27,283,069
Festivals	\$23,249,282
Museums/Historical Tours	\$27,797,593
Boating/Sailing/Fishing	\$50,851,756
Nature-based Activities	\$20,379,190
Dolphin Tours	\$28,813,926
Tennis	\$15,367,000
Other Expenses	\$115,673,977
<b>Total Expenditure</b>	<b>\$2,461,164,060</b>

- **Labor income:** All forms of employment income, including employee compensation (wages and benefits) and proprietor income.
- **Output:** The total value of industry production, which for the service sector represents total sales, for the retail sector represents gross margins, and for the manufacturing sector represents sales minus inventory change.
- **Direct:** The initial effects to local industries that are directly receiving the expenditures of interest.
- **Indirect:** The secondary effects resulting from business-to-business purchases in the supply chain occurring throughout the region, as triggered by or in support of the direct expenditure activity.
- **Induced:** The ripple effects in the region resulting from household spending of income, after the removal of taxes, savings, and commuters.
- **Taxes:** These revenues take into account a variety of taxes, including sales tax, property tax, and income tax. These figures do not account for tourism taxes, such as accommodation taxes.

## Results

Following two years of travel behavior being largely shaped by the pandemic, in 2022 travel returned to much more traditional patterns. In particular, urban and international travel, together with business and group travel, rebounded considerably, after previously lagging behind in the travel recovery. As a result, the spike in visitation experienced by many non-urban destinations in 2021, precipitated by the increased appeal of outdoor recreation, did not continue. This shift in travel

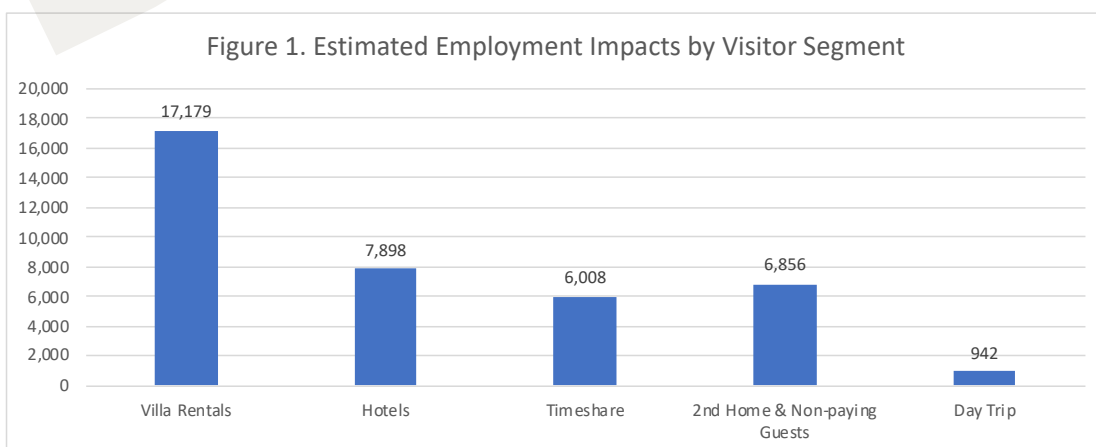
behavior inevitably impacted tourism visitation on Hilton Head Island. Nonetheless, the estimated number of visitors in 2022 remained just shy of the record-breaking number set in 2021, and still well above other prior years. Moreover, despite the slight decline in visitor volume, an increase in expenditures led to a record-breaking overall economic impact.

A total of **3.09 million visitors** came to Hilton Head Island in 2022, down 1.2% compared to 2021, up 18.5% compared to 2020, and up 15.1% compared to 2019. The overall economic impact of this tourism on Beaufort County was **\$3.18 billion**, up 13.7% compared to 2021, up 131.6% compared to 2020, and up 110.6% compared to 2019. This economic impact represents not just the direct expenditure by visitors, but also the secondary ripple effects of such economic activity that occur as tourism businesses spend operating funds and as tourism dollars are re-spent within the region. Hilton Head Island tourism also supported an estimated **38,883 jobs**, which represent 33.4% of all jobs in Beaufort County, as per employment data provided by the Bureau of Economic Analysis. Similar to the economic impact figure, this employment figure does not refer solely to jobs within the tourism sector, but rather to a combination of full-time, part-time, and seasonal jobs that are both directly and indirectly supported by the broader

tourism economy and its secondary effects on non-tourism industries and enterprises. Impact estimates for each of the visitor segments are presented in the Appendix (Tables A1 - A6), and the employment impacts are presented in Figure 1.

A total output multiplier for tourist spending was calculated using the model estimates. This multiplier represents the ratio of total economic impact to direct spending. The estimated output multiplier for Hilton Head Island tourism on Beaufort County was **1.29**. This signifies that every dollar spent by tourists on Hilton Head Island increased output in the overall Beaufort County economy by a total of \$1.29.

The tourist expenditures generated an estimated **\$37.86 million** in tax revenues for local Beaufort County governments. The Town of Hilton Head Island earned an additional **\$44.55 million** in accommodations tax, hospitality tax, and beach preservation fees, as reported by the Town of Hilton Head Island Revenue Services. Together, this **\$82.41 million** in tax revenue represents a Return on Tax Investment (ROTI) of 25.59, based on the \$3.22 million that was spent on destination marketing in 2022. In other words, each dollar spent by the Visitor & Convention Bureau yielded an estimated return of **\$25.59** in local tax revenue.



## Appendix

**Table A1. Villa Rental – Estimated Economic Impact on Beaufort County**

	Employment	Labor Income	Output
<b>Direct</b>	13,962	\$500,912,304	\$916,002,279
<b>Indirect</b>	1,525	\$73,901,581	\$218,350,722
<b>Induced</b>	1,691	\$77,927,777	\$265,261,117
<b>Total</b>	<b>17,179</b>	<b>\$652,741,661</b>	<b>\$1,399,614,117</b>

**Table A2. Hotel – Estimated Economic Impact on Beaufort County**

	Employment	Labor Income	Output
<b>Direct</b>	6,299	\$171,614,292	\$469,074,060
<b>Indirect</b>	953	\$47,451,828	\$142,596,404
<b>Induced</b>	647	\$29,782,707	\$101,386,013
<b>Total</b>	<b>7,898</b>	<b>\$248,848,828</b>	<b>\$713,056,476</b>

**Table A3. Timeshare – Estimated Economic Impact on Beaufort County**

	Employment	Labor Income	Output
<b>Direct</b>	4,881	\$157,965,810	\$317,159,182
<b>Indirect</b>	578	\$28,009,648	\$86,728,859
<b>Induced</b>	548	\$25,247,307	\$85,943,521
<b>Total</b>	<b>6,008</b>	<b>\$211,222,765</b>	<b>\$489,831,562</b>



**Table A4. Second Homeowner & Non-Paying Guests – Estimated Economic Impact on Beaufort County**

	Employment	Labor Income	Output
<b>Direct</b>	5,639	\$130,896,721	\$321,792,861
<b>Indirect</b>	727	\$35,152,724	\$115,768,713
<b>Induced</b>	491	\$22,616,474	\$76,994,785
<b>Total</b>	<b>6,856</b>	<b>\$188,665,918</b>	<b>\$514,556,358</b>

**Table A5. Day Trip – Estimated Economic Impact on Beaufort County**

	Employment	Labor Income	Output
<b>Direct</b>	784	\$20,852,224	\$41,268,431
<b>Indirect</b>	84	\$4,088,220	\$13,402,478
<b>Induced</b>	74	\$3,425,506	\$11,663,632
<b>Total</b>	<b>942</b>	<b>\$28,365,950</b>	<b>\$66,334,541</b>

**Table A6. Total, All Segments – Estimated Economic Impact on Beaufort County**

	Employment	Labor Income	Output
<b>Direct</b>	31,565	\$982,241,351	\$2,065,296,812
<b>Indirect</b>	3,867	\$188,604,001	\$576,847,176
<b>Induced</b>	3,451	\$158,999,771	\$541,249,066
<b>Total</b>	<b>38,883</b>	<b>\$1,329,845,122</b>	<b>\$3,183,393,054</b>
<b>Estimated Local Tax Revenue</b>			\$37,858,704
<b>Local Tourism Tax Revenue (ATax, HTax, and Beach Preservation Fees)</b>			\$44,547,543
<b>Total Estimated Local Tax Revenue</b>			<b>\$82,406,247</b>

**Table A7. Top 50 Industries Impacted by HHI Tourism**

	Industry	Output
1	Non-hotel accommodations	\$687,381,483
2	Full-service restaurants	\$491,828,454
3	Hotels and motels, including casino hotels	\$204,504,361
4	Miscellaneous store retailers	\$167,075,131
5	Transit and ground passenger transportation	\$151,414,086
6	Other real estate	\$143,443,550
7	Fitness and recreational sports centers	\$110,394,292
8	Owner-occupied dwellings	\$107,904,159
9	Food and beverage stores	\$87,604,812
10	Management of companies and enterprises	\$63,753,562
11	Water transportation	\$51,060,404
12	Museums, historical sites, zoos, and parks	\$48,424,484
13	Personal care services	\$37,442,934
14	Scenic and sightseeing transportation and support activities for transportation	\$36,000,850
15	All other food and drinking places	\$33,071,509
16	Performing arts companies	\$29,593,287
17	Other local government enterprises	\$26,560,314
18	Other amusement and recreation industries	\$26,139,044
19	Insurance agencies, brokerages, and related activities	\$26,048,109
20	Services to buildings	\$25,181,597
21	Legal services	\$23,853,425
22	Employment services	\$23,525,845
23	Limited-service restaurants	\$22,984,874
24	Monetary authorities and depository credit intermediation	\$22,585,377
25	Offices of physicians	\$21,745,017
26	Securities and commodity contracts intermediation and brokerage	\$19,511,971
27	Nondepository credit intermediation and related activities	\$17,483,707
28	Other financial investment activities	\$16,546,219
29	Management consulting services	\$16,252,891
30	Accounting, tax preparation, bookkeeping, and payroll services	\$14,720,858
31	Maintenance and repair construction of nonresidential structures	\$14,642,407
32	Advertising, public relations, and related services	\$14,019,001
33	General merchandise stores	\$13,612,713
34	Tenant-occupied housing	\$13,229,663
35	Automotive repair and maintenance, except car washes	\$12,805,673
36	Landscape and horticultural services	\$12,280,655
37	Nonstore retailers	\$12,142,185
38	Postal service	\$11,562,467
39	Hospitals	\$10,301,346

*Impact of Tourism in HHI on Beaufort County, 2022*

	<b>Industry</b>	<b>Output</b>
40	Gasoline stores	\$9,454,311
41	Radio and television broadcasting	\$9,037,948
42	Car washes	\$8,997,574
43	Electric power transmission and distribution	\$8,649,257
44	Waste management and remediation services	\$8,190,177
45	Building material and garden equipment and supplies stores	\$8,138,358
46	Funds, trusts, and other financial vehicles	\$7,870,797
47	Clothing and clothing accessories stores	\$7,220,177
48	Marketing research and all other miscellaneous professional, scientific, and technical services	\$6,759,883
49	Warehousing and storage	\$6,481,737
50	Offices of dentists	\$6,393,265

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**2022 VISITOR PROFILE STUDY:**

OFFICE OF TOURISM ANALYSIS,  
COLLEGE OF CHARLESTON

DRAFT



# Hilton Head Island Visitor Profile Survey

2022

Melinda Patience  
Daniel Guttentag, Ph.D.



HILTON HEAD ISLAND-BLUFFTON  
CHAMBER OF COMMERCE



COLLEGE of  
CHARLESTON

SCHOOL OF BUSINESS

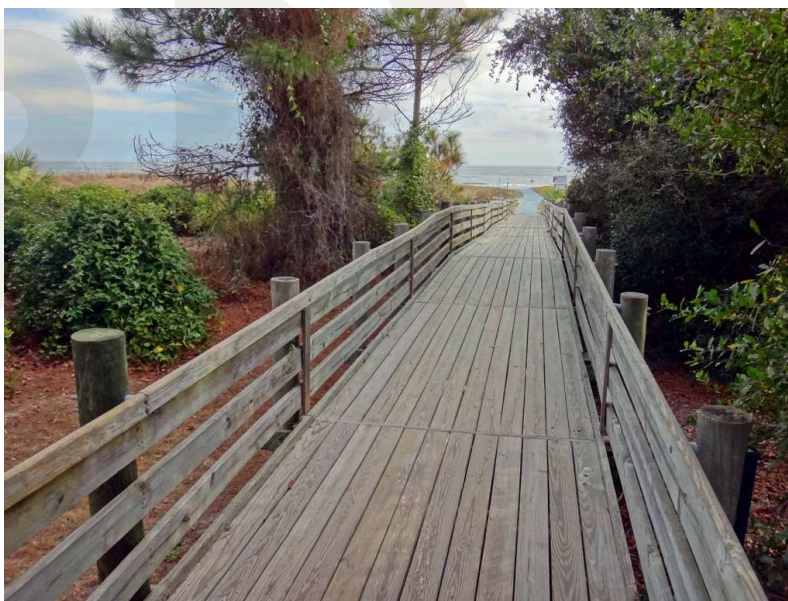
OFFICE OF TOURISM ANALYSIS

PREPARED FOR:  
HILTON HEAD ISLAND-BLUFFTON  
CHAMBER OF COMMERCE

BY:  
OFFICE OF TOURISM ANALYSIS  
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## EXECUTIVE SUMMARY

### SAMPLE DEMOGRAPHICS

Millennials represented 46.7% of the respondents, followed by Gen X (24.0%), and then Baby Boomers (22.9%). Over 58% of those surveyed had a Bachelor's degree or higher, and more than 57% had an annual household income of \$100,000 or more per year. Also, over three-fourths of the respondents were married.

### POINT OF ORIGIN

The respondents resided in 366 geographical areas / MSAs (Metropolitan Statistical Areas) throughout the U.S., stretching from east to west coast. More respondents resided in Ohio than any other state (8.3%). Next were New York and California (7.5% each), followed then by Texas (4.8%), Pennsylvania (4.7%), and then Illinois and North Carolina (3.5% each). In-state visitors did not make up a significant portion of the respondents (3.3%).

According to a market penetration analysis, the following MSAs were major markets amongst respondents: New York-Newark-Jersey City, NY-NJ-PA; Los Angeles-Long Beach-Anaheim, CA; Chicago-Naperville-Elgin, IL-IN-WI; Baltimore-Columbia-Towson, MD; Atlanta-Sandy Springs-Roswell, GA; Washington-Arlington-Alexandria, DC-VA-MD-WV; Seattle-Tacoma-Bellevue, WA; Columbus, OH; Boston-Cambridge-Newton, MA-NH; Philadelphia-Camden-Wilmington, PA-NJ-DE-MD; Cleveland-Elyria, OH; and Cincinnati, OH-KY-IN.

Canada remains the top international origin market amongst respondents (47.8%), followed by Europe (18.8%).

### THOSE WHO TRAVELED TO HILTON HEAD ISLAND

The top three reasons for choosing Hilton Head Island as a destination continue to be visiting beaches (62.0%), relaxation (34.1%), and spending time with family (32.6%), followed by biking (21.3%), culinary experiences (14.2%), and boating (13.6%). The activities in which visitors actually participated are similar to the previously mentioned activities, and also include nature-based activities, museums, and wellness activities.

Of those surveyed, 57.4% of overnight visitors and 81.0% of day trip visitors indicated they had visited Hilton Head Island, SC for the first time, suggesting that the destination continues to appeal to new visitors.

**TRIP CHARACTERISTICS**

The average group size of those surveyed was 3.7 for overnight visitors and 4.7 for day trip visitors. The main mode of transportation to the island continues to be personal/family car (59.3%). However, flying into the destination increased notably from the prior survey (25.5% to 36.9%), with the proportion of visitors flying into Hilton Head Island Airport remaining steadily over 30% (33.8%).

The average length of stay for those surveyed varied by segment; those staying in villa rentals stayed approximately 8.6 nights, hotel visitors stayed 5.1 nights, timeshare visitors stayed 9.6 nights, and second homeowners stayed 9.8 nights. The overall average was 7.0 nights.

Home/villa rental continues to be the most popular choice of paid accommodation for overnight visitors (26.6%), followed by hotels (23.6%), resorts (19.0%), timeshares (12.7%), and second homes (5.6%).

**TRAVEL PLANNING**

VRBO remains by far the most popular online booking platform for villas/homes (29.2%), followed by local vacation rental companies (24.7%) and the local resorts' online booking platforms (e.g., Sea Pines, Palmetto Dunes) (13.0%). The percentage of respondents booking via Airbnb continues to increase from year-to-year (10.0% to 12.0%).

Other destinations like Gulf Shores, Hawaii, the Caribbean, and the Outer Banks were the top competitors for Hilton Head Island as alternative beach destinations. The top competing market was the Alabama Golf Trail.

Top reasons for choosing to visit Hilton Head Island were beach destination (45.7%), previous visitation (42.5%), word-of-mouth/recommendation (26.2%), wanting to visit nature-based attractions (23.3%), and within driving distance of home (19.4%).

Of those visitors surveyed, 85.2% indicated an intention to return to visit Hilton Head Island, which signals a high degree of trip satisfaction.



**NON-VISITORS**

Of those who indicated not to have traveled at all or not to have traveled to the Hilton Head Island / Bluffton area in the past 12 months (N=341), 42.9% had never visited the Hilton Head Island / Bluffton area before, and 50.4% had visited one to five times before.

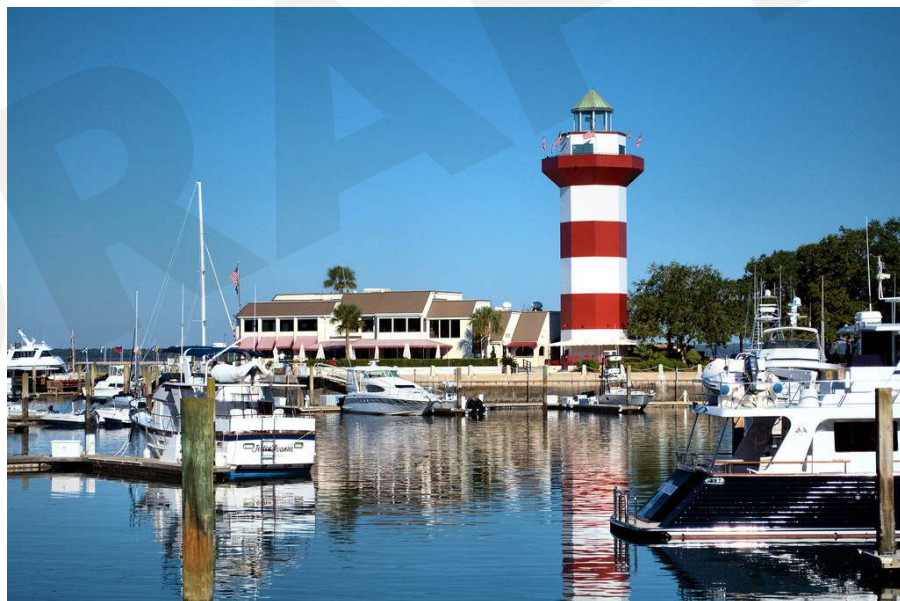
Of those non-visitors, 27.0% traveled elsewhere, 5.3% found it too expensive, 5.0% mentioned health reasons, 4.1% were hesitant because of unpredictable weather events, 3.2% did not find what they were looking for, and 0.6% did not travel at all. Over 25% stated the COVID-19 pandemic is still keeping them from visiting the Hilton Head Island / Bluffton area. Of those who did not visit the Hilton Head Island / Bluffton area, alternative destinations in the Southeast (33.7%) and South (22.3%) were the most popular. Nonetheless, 50.1% of the non-visitors indicated they had plans to visit the Hilton Head Island / Bluffton area within one year.

**TRAVEL BEHAVIOR**

Looking at the travel behavior of both visitors and non-visitors together, the majority (52.9%) take two to four leisure/vacation trips per year, and they are most likely to travel between May and October. The top five most appealing experiences for leisure trips/vacation were: beaches (78.0%), relaxation & rejuvenation (74.7%), passive outdoor adventures (67.0%), historical attractions (64.1%), and romantic couple-getaways (63.1%).

The following attributes were most important in choosing a leisure vacation: natural beauty of the destination (85.0%), ease of access (82.3%), quality of lodging and dining options (81.0% and 81.2%), diversity of dining options (79.3%), affordability (78.8%), and travel distance (70.8%).





### METHODOLOGY

The 2022 Visitor Profile Study (VPS) for the Hilton Head Island and Bluffton Area was conducted electronically. Between mid-January 2022 and January 2023, emails were sent on a rolling basis to invite individuals to participate in the VPS. These individuals had previously visited [www.hiltonheadisland.org](http://www.hiltonheadisland.org) or [www.visitbluffton.org](http://www.visitbluffton.org) and submitted their email addresses, and they were contacted following their anticipated dates of visitation. In addition, invitations to complete the survey were posted multiple times during the same time period on the social media channels of the Hilton Head Island Visitor & Convention Bureau and Explore Bluffton.

A total of 2,918 completed surveys were collected. This report is based largely on the 1,913 respondents who visited Hilton Head Island as an overnight or day trip, along with individuals who did not travel at all or did not travel to Hilton Head Island / Bluffton.

This report presents the results of the present study, together with comparative results from the last two times this study was completed, examining visitation in 2019 and 2021. When 2019 data is not presented, it is because the question was not asked in that survey.

The table below shows the visitor estimates for Hilton Head Island by segment for 2021, and 2022. The estimates are based on secondary data for hotel, timeshare, and villa visitors, as well as primary data collected regarding second homeowners, their guests, and day trippers.

Visitor Segment	2021	2022	Change (%)
Villa/Home Rentals	962,686	951,126	-1.2%
Hotels/Resorts	508,977	497,574	-2.2%
Timeshares	481,934	481,461	-0.1%
Second Homeowners	719,302	710,673	-1.2%
Non-paying Guests	186,667	184,428	-1.2%
Day trippers	267,290	264,083	-1.2%
<b>Total Visitors</b>	<b>3,126,856</b>	<b>3,089,346</b>	<b>-1.2%</b>

Table 1: Visitor Estimates for 2021 and 2022



**2022 DIGITAL AND SOCIAL  
MEDIA MARKETING RECAP:**

VERB INTERACTIVE

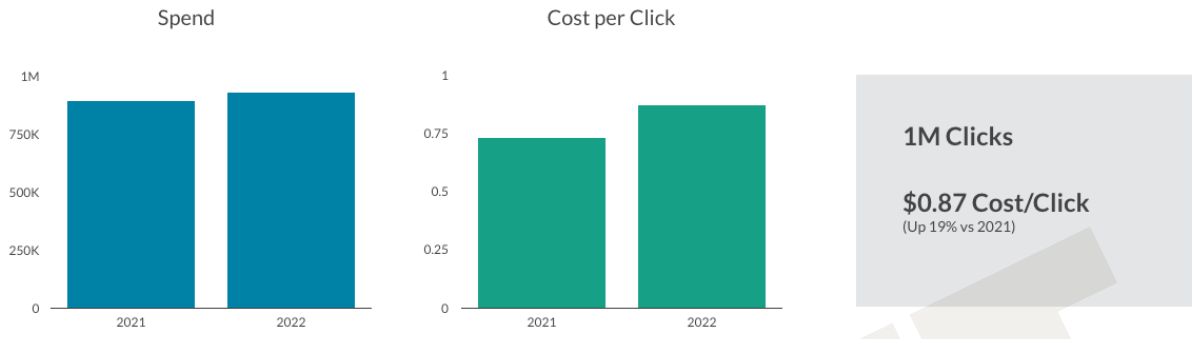
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# HILTON HEAD ISLAND PROPER

## GOOGLE PAID METRICS

- Comparing 2021 and 2022, the cost per click was increased 19% from .73 to .87 cents. This is common as of recent given inflation. Under \$1 CPC is under the average benchmark. These ads drove over 1M users to your website.

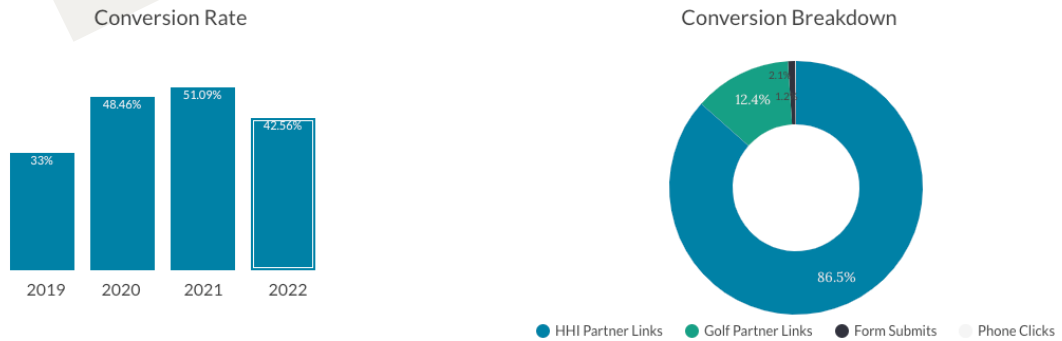
This data includes HHI, HHI Co op, and SCRPT (when applicable).



# HILTON HEAD ISLAND PROPER

## CONVERSION RATE OVERVIEW

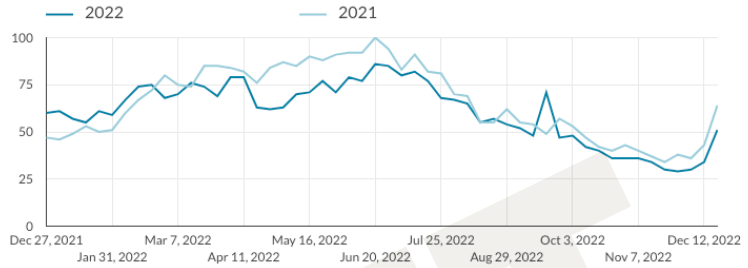
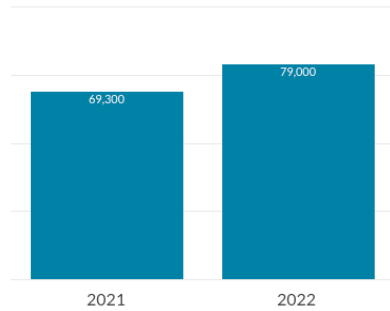
- HHI drove 1.3M conversions, down slightly YOY. Due to increased traffic to the site in 2021, our conversion rate decreased by -16%.
- The majority of conversions are outgoing links to partners (86%). Golf accounts for 12% of conversions. Form Submits and Click to Call actions drove 9% between the two.



# HILTON HEAD ISLAND PROPER

## SEARCH INTEREST

- In 2022, global monthly search volume increased 14% vs PY. Search interest reached a peak in late June and the first week of July.
- Outside of South Carolina, three of the top Brand interest markets are consistent with PY. Georgia, North Carolina, and West Virginia were the top search markets consistent with trends in 2020 & 2021. Kentucky has replaced Ohio as the fourth-highest search interest market outside of South Carolina.
- Top terms used to search for Hilton Head Island were hilton head, hilton head island, hilton head weather, hilton head south carolina, hilton head island sc, hilton head hotels, hilton head resorts, hilton head golf courses, and things to do in hilton head.

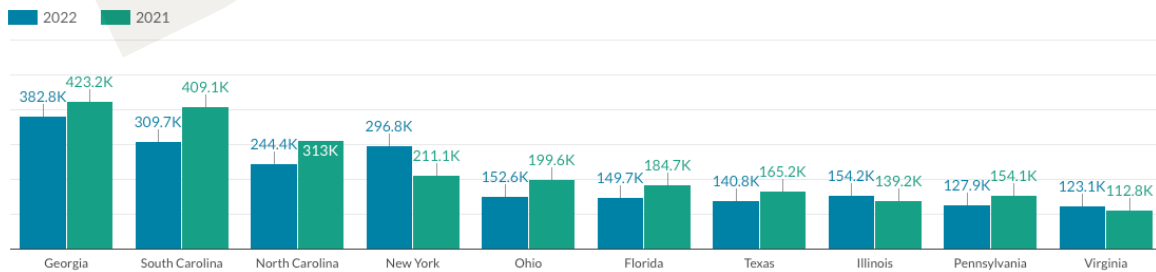


# HILTON HEAD ISLAND PROPER

## DMAs

- In 2022, the top 10 DMA traffic remained fairly steady compared to the PY. The top 5 DMAs drive 75% of all traffic to the website. South Carolina had the largest decrease at -19% YoY

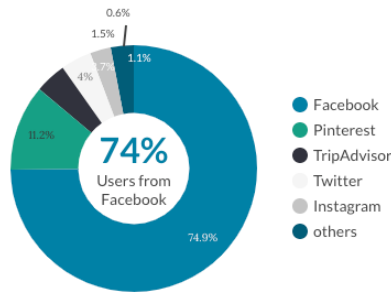
### Top 10 Markets





# HILTON HEAD ISLAND

## SOCIAL TRAFFIC



- Facebook is the key driver for the majority of the social traffic to the website, accounting for 74.22% of the social sessions.
- Pinterest saw a decrease from the previous year, However it remained our second highest traffic contributor at 11.74% of total sessions.

## Social Traffic Engagement

	Social Network	Sessions	% Sessions of Total	Pages / Session	Avg. Session Duration
1.	Facebook	36,197	74.22%	1.47	00:00:58
2.	Pinterest	5,725	11.74%	1.54	00:01:15
3.	Twitter	2,119	4.34%	1.46	00:01:11
4.	TripAdvisor	2,090	4.29%	1.98	00:02:01
5.	Instagram	1,232	2.53%	1.77	00:01:19

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# HILTON HEAD ISLAND PROPER

## PAGE PERFORMANCE

- Other than the homepage, the offers page is the most popular page for users to visit. After the offers page, see & do page also attracts engagement from our audience.

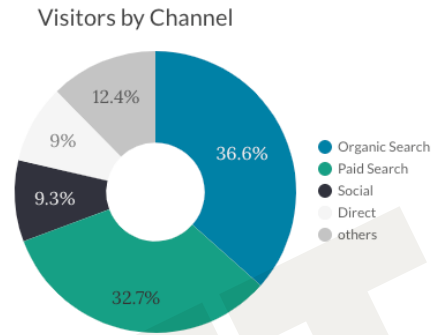
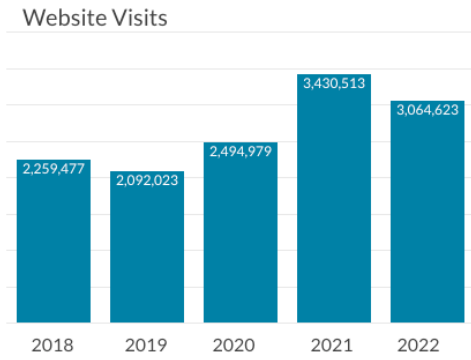
## Top Pages

	Page	Pageviews	% of Total Pageviews	Avg. Time on Page	Bounce Rate
1.	/	823,450	14.01%	00:01:36	53.68%
2.	/offers/hilton-head-island-escapes	561,126	9.55%	00:04:37	65.64%
3.	/see-do	418,134	7.12%	00:01:28	24.13%
4.	/stay/hotels-inns-resorts	167,689	2.85%	00:05:14	22.6%
5.	/events	143,750	2.45%	00:01:35	40.07%
6.	/stay	130,588	2.22%	00:00:40	15.42%
7.	/stay/vacation-homes-villas	128,532	2.19%	00:04:48	26.96%
8.	/offers	113,338	1.93%	00:00:57	46.46%
9.	/see-do/beaches	107,780	1.83%	00:02:37	40.64%
10.	/food-drink/restaurants	92,067	1.57%	00:04:16	20.39%

# HILTON HEAD ISLAND PROPER

## TOTAL WEBSITE VISITATION

- In 2022, there were 3.06M visits to the hiltonheadisland.org website. Search traffic (organic and paid) contributed the majority of traffic to the website (69.3%). Traffic to the website decreased by -10.67% vs. PY.
- 67.98% of users navigated to the site from a mobile device, followed by 26.67% on a desktop and 5.36% from a tablet.



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**2022 PUBLIC RELATIONS  
YEAR IN REVIEW:**

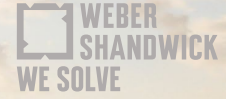
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HILTON HEAD ISLAND-BLUFFTON  
CHAMBER OF COMMERCE



# HILTON HEAD ISLAND 2022 COVERAGE HIGHLIGHTS

COVERAGE HIGHLIGHTS

## COSMOPOLITAN

The 13 Best Places to Go on Your Honeymoon in the Good Ol' U.S.A.

3. Hilton Head, South Carolina

Hilton Head feels like home as soon as you step foot on the island—the people are kind, the warm air feels like a friendly hug, and the Spanish moss hanging from every tree keeps ya feeling cozy. It's perfect for couples who just want to "chill" after months of wedding planning. As a bonus, Hilton Head is also close to other stunning Southern cities. You can easily drive to Charleston or Savannah for a day trip, or pop on over to nearby Bluffton for a change of scenery (and to see where Justin and Hailey Bieber got married in Palmetto Bluff).



19 Black History Month Destinations You Should Visit



## BRIDES

How to Get a Marriage License in South Carolina

### MEET THE EXPERT

Kim Nelson is the sales manager and wedding concierge at Hilton Head Island Visitor & Convention Bureau. She has assisted hundreds of couples planning to wed at Hilton Head Island.

All counties in South Carolina require a waiting period of a minimum of 24 hours between the application and acceptance of a marriage license—but times do vary by county. It's best to err on the side of caution and get your application in at least a few business days in advance. "People are often surprised that there's a waiting period," says Nelson.



Reviewed

WEDDINGS

10 STATESIDE HONEYMOON DESTINATIONS TO DISCOVER

Plenty of romance and wonder in our own backyard.

5. Get to know Lowcountry life at the Montage Palmetto Bluff



# Forbes

Where To Go For The Best Dining And Drinking On Hilton Head Island



The ample activities (golf, tennis, biking and of course beach time), at one's disposal on South Carolina's Hilton Head Island tend to outshine the culinary offerings. But these days, any visitor would be remiss in overlooking the food and drink opportunities—whether you check out the new distillery crafting bourbon with a local rice or a family-run restaurant harvesting their own oysters and soft shell crab —eating and drinking are the new team sport in Hilton Head.



**MATADOR**  
network

Where To Find the Briniest Oysters and Most Succulent Crab on Hilton Head Island



One visit to Hilton Head Island and it's clear why the area is so famous for its seafood — especially when it comes to oysters and crab.

Nearly every aspect of life on Hilton Head Island is influenced by a series of waterways. The island is shaped like a shoe: Broad Creek cuts through the middle; near the ankle, Skull Creek separates Hilton Head from Pinckney Island; closer to the heel, you'll find the waves of the Atlantic Ocean lapping against the shore; and near the toes you'll find the island's iconic Lighthouse and the Calibogue Sound.

# Fatherly

The Non-Alcoholic Spirit Boom Is Here. These 7 Bottles Are Worth a Try



BLACK HISTORY MONTH: GET TO KNOW THE GULLAH PEOPLE, ONE OF THE MOST CULTURALLY DISTINCTIVE AFRICAN-AMERICAN COMMUNITIES IN THE U.S.



America's Most Family-Friendly Vacation Destinations



# TRAVEL+ LEISURE

10 Best Mother-daughter Trip Ideas — From Road Trips to Wine Tasting

Head to the shore.

Celebrate summer with a fun-filled mother-daughter beach getaway. Whether you prefer to lay out in the sun, take a dip in the ocean, or try your hand at surfing, the activity options are endless. Just don't forget to bring your swimsuit, some sunscreen, and a sense of fun and adventure. As for where to go, [Cape Cod](#), [Hilton Head](#), and the [Florida Keys](#) are all solid picks.

**POPULAR SCIENCE**

Safely share the beach with endangered sea turtles this summer



**TRAVEL PULSE**

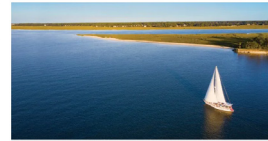
The Travel Industry's Impact on the Earth



**Parade**

Destinations That Are a Coastal Grandmother's Dream!

Hilton Head Island



**USA TODAY**

4 beach towns to hit this fall once the crowds are gone: Carolinas, California, Oregon



**House Beautiful**

The 30 Most Magical Island Getaways in the United States

Hilton Head, Island





## MidwestLiving

### Incredible Beyond-the-Midwest Beach Vacations to Book Now

#### If You're Taking the Kids: Visit Hilton Head, South Carolina

This island has all the kids' essentials (mini-golf, arcades, bowling, greasy pizza joints), plus a healthy mix of entertainment and cuisine for adults.

## MEN'S JOURNAL

### Winter Golf: The 10 Best Courses for an Off-Season Escape

#### 4. Harbour Town Golf Links at The Sea Pines Resort, Hilton Head Island, South Carolina

You won't get uber-warm temperatures in coastal Carolina during the winter, but let's be honest, when it's snowing back home, low 60s will feel like the Fourth of July. Long a favorite Tour stop among pros and their families, Harbour Town Golf Links oozes Southern charm in the heart of South Carolina's Lowcountry: golden marshlands, serpentine lagoons, live oak trees cloaked in Spanish moss, and a storied candy-cane striped lighthouse adorning the 18th green's Calibogue Sound frontage. Although short in distance, Harbour Town is target golf, and it's a shotmaker's dream. It rewards precision and imagination over Bryson DeChambeau-esque muscle.

## redbook

### 9 Bike-Friendly Cities To Visit This Summer (And Save Your Gas Money)

Hilton Head, South Carolina



## Forbes

### The Best Places To Stay On Hilton Head Island

Vacationing on the island of Hilton Head, known for white sand beaches and warm waters teeming with dolphins, evokes a sense of nostalgia even for first-time visitors. The South Carolina island's Lowcountry marshes, majestic live oaks dripping in Spanish moss and famed red and white striped lighthouse recall a bygone era. The southern paradise also offers a little something for everyone. Golfers can play on one of the island's many manicured courses, while water lovers can go paddle boarding on a lagoon or jet skiing on the ocean.

## PureWow

### The 12 Most Charming Small Towns in South Carolina

#### 1. Bluffton, South Carolina

- Nearest city: a hour 35 minutes from Charleston

Dubbed "the last true coastal village of the South," Bluffton is a charming Lowcountry town located between Hilton Head Island and Interstate 95 that grew out of a one square mile spit on a bluff along the May River. The OG area, now called Old Town (makes sense, right?) flaunts well-preserved antebellum landmarks. While art galleries and festivals reveal Bluffton's vibrant spirit that continues to be a dominant force to this day.

## BIZBASH

### 10 Team-Building Activities to Celebrate International Women's Day

#### Recycle and Restore

Round up the women you're looking to build stronger bonds with in your life and head to Hilton Head, where together, you can give oyster shells a second life with The Outside Foundation, which restores the mud shores of Broad Creek near the island's Shelter Cove Marina. By rehabilitating nature with these used shells, not only will the team provide homes to over 150 species and help naturally filter the waterway's ecosystem, but it will also (hopefully) inspire the group to get creative with their own resources. The team-building activity is free and has no size limits.

## Reader's Digest

### 8 Things You Won't See in Hotels Anymore

#### No-pet policies

Say so long to policies that restrict pets. "Following a record amount of families adopting a pet last year, hotels are now seeing more and more furry family members checking in," says Adriaan Radder of Sonesta Resort Hilton Head Island, a [dog-friendly hotel](#). "We've also seen local restaurants and bars start offering 'yappy hour' menus, and becoming more open to their untraditional customers. An added plus: Travelers will no longer have to worry about doggy daycare—we have travelers' furry friends covered."

## U.S. News & World Report

### 32 Romantic & Relaxing Babymoon Ideas

Inn & Club at Harbour Town: Hilton Head, South Carolina



TRAVEL+LEISURE

11 Best Places to Travel in February

Here are 11 of the best places to visit in February in the United States and around the world.

Hilton Head, South Carolina



PHOTO: SUSAN ASATE/GETTY IMAGES

Mostly viewed as a summer destination and golfers' paradise, Hilton Head is mild in winter, an ideal time for being outdoors. There's plenty to do with bike trails, hiking, Gullah Heritage Tours, beach walks, and dining on oysters and Lowcountry specialties. Make the oceanfront Beach House Hilton Head Island your home base for exploring. If your New Year's resolutions include a focus on self-care, consider a visit to Hilton Head Health, an all-inclusive health and wellness resort. Daily beach walks, yoga, stress management, and life balance sessions are offered in customized programs. Add spa services, delicious meals, and individualized experiences for a great start to the new year.

trip savvy

15 Best Islands in the US

11 Hilton Head, South Carolina



Rachid Dahmoun / Getty Images

Located 45 minutes from Savannah just off the coast of South Carolina, Hilton Head's fan base includes beach bums lured by the 12 miles of silky sands, golfers seeking its 20-plus courses, and cyclists drawn to its 64 miles of shared-use nature trails and public pathways. Don't leave the island without checking out the white- and red-stripped Harbour Town Lighthouse, whose 114 steps to the top will grant you panoramic Lowcountry views. Afterward, plop a towel down on bustling Coligny Beach, or experience Southern hospitality while feasting at a seafood restaurant, of which there's no shortage.



3RD HOUR REMOTE BROADCAST / MAY 2022



Following sips provided by Burnt Church Distillery and receiving individually signed Stan Smith sneakers, the anchors awe over being presented the key to the Island – the first time in history!



Featured Hilton Head Island's sea turtle conservation efforts and sustainability efforts.



Introduced Americans to a taste of the Lowcountry flavor – from One Hot Mama's authentic BBQ to the Island's iconic sea fare by Hudson's on the Docks and BJ Dennis' tasty Gullah dishes.



Showcased the crew having a blast exploring the calm waters of Hilton Head Island while trying to find their catch of the day.

# 2022 RESULTS

*\*Results represent 2022 calendar year mentions*

**PRINT/ONLINE**  
**2,158** MENTIONS  
**10,863,460,863** IMPRESSIONS  
**\$4,175,026.34** AD VALUE

**BROADCAST**  
**641** MENTIONS  
**256,293,968** IMPRESSIONS  
**\$16,944,020.00** AD VALUE

**TOTAL**  
**2,799** MENTIONS  
**11,119,754,831** IMPRESSIONS  
**\$21,119,046.34** AD VALUE

7











**HILTON HEAD ISLAND**  
SOUTH CAROLINA



**TOWN OF HILTON HEAD ISLAND, SOUTH CAROLINA**

**RESOLUTION NO. \_\_\_\_\_**

**A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF HILTON HEAD ISLAND, SOUTH CAROLINA, APPROVING THE 2023-2024 DESTINATION MARKETING ORGANIZATION MARKETING PLAN AND BUDGET.**

**WHEREAS**, pursuant to South Carolina Code, the funds received by a municipality or a county in county areas collecting more than fifty thousand dollars from the local accommodations tax provided in Section 12-36-2630(3) must be allocated in the following manner: thirty percent of the balance must be allocated to a special fund and used only for advertising and promotion of tourism to develop and increase tourist attendance through the generation of publicity; and

**WHEREAS**, to manage and direct the expenditure of these tourism promotion funds, the municipality or county shall select one or more organizations, such as a chamber of commerce, visitor and convention bureau, or regional tourism commission, which has an existing, ongoing tourist promotion program (Section 6-4-10-(3)); and

**WHEREAS**, the Town appoints an Accommodations Tax Advisory Committee to advise and recommend to the Town Council of Hilton Head Island on the expenditure of revenue generated from State Accommodations Tax as required by Article 6, S.C. Code, Title 12, Chapter 35, known as the Accommodation Tax Act (hereafter referred to as “The Act”); and

**WHEREAS**, On April 6, 2023, the Town of Hilton Head Island Accommodations Tax Advisory Committee reviewed the 2023-2024 Destination Marketing Organization Marketing Plan and Budget and voted unanimously to approve the proposed budget; and



**WHEREAS**, On April 18, 2023, The Finance & Administrative Committee reviewed the proposed 2023-2024 Destination Marketing Plan and Budget and unanimously voted to approve the proposed budget;

**WHEREAS**, Town Council now desires to approve the 2023-2024 Destination Marketing Organization Marketing Plan and Budget as presented by the Accommodations Tax Advisory Committee and the Finance & Administrative Committee.

**NOW, THEREFORE, BE IT, AND IT HEREBY IS, RESOLVED BY THE TOWN COUNCIL FOR THE TOWN OF HILTON HEAD ISLAND, SOUTH CAROLINA, THAT** the Town Council hereby approves the 2023-2024 Destination Marketing Organization Marketing Plan and Budget as presented by the Accommodations Tax Advisory Committee.

**MOVED, APPROVED, AND ADOPTED THIS \_\_\_\_ DAY OF \_\_\_\_\_, \_\_\_\_\_, 2023.**

\_\_\_\_\_  
Alan R. Perry, Mayor

**ATTEST:**

\_\_\_\_\_  
Cindaia L. Ervin, Assistant, Town Clerk

**APPROVED AS TO FORM:**

\_\_\_\_\_  
Curtis Coltrane, Town Attorney

Introduced by Council Member: \_\_\_\_\_



# TOWN OF HILTON HEAD ISLAND

## *Town Council*

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**TO:** Town Council  
**FROM:** Jeff Buckalew, PE, Town Engineer  
**VIA:** Bryan McIlwee, PE, Assistant Community Development Director  
Shawn Colin, AICP, Assistant Town Manager – Community  
Development  
**CC:** Marc Orlando, Town Manager  
**DATE:** May 2, 2023  
**SUBJECT:** Consideration of a Resolution supporting the proposed approach to  
complete a Strengths, Weaknesses, Opportunities, and Threats  
(SWOT) Assessment for Solid Waste and Recycling for Hilton Head  
Island

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### **RECOMMENDATION:**

Consideration of a Resolution (Attachment 1) supporting the proposed approach to complete a Strengths, Weaknesses, Opportunities, and Threats (SWOT) Assessment for Solid Waste and Recycling for Hilton Head Island.

### **BACKGROUND:**

The Greater Island Council (Sustainability Advisory Committee) has offered to work with Town and County staff to advance the initiatives laid out in two resolutions to improve solid waste and recycling. On April 19, 2022, Town Council endorsed the first resolution of the Greater Island Council on solid waste, landfill, and recycling needs. On January 17, 2023, Town Council endorsed the second resolution of the Greater Island Council recommending Hilton Head Island Town Council and Beaufort County Council work together in the development of sustainable and viable long-term residential solid waste management and recycling agreement(s) to improve the efficiency of solid waste disposal, recycling, and composting on Hilton Head Island and in Beaufort County. Both Greater Island Council resolutions are provided for reference as Exhibit A.

There is an initiative in the Town of Hilton Head Island FY2021-22 Strategic Action Plan to identify Strengths, Weaknesses, Opportunities & Threats (SWOT) of Hilton Head Island Solid Waste and Recycling (Exhibit B).

On April 17, 2023, staff presented the proposed Resolution and scope of services outline (Exhibit C) for the SWOT assessment to the Community Services & Public Safety Committee. A motion for Town Council to consider approval of this Resolution passed unanimously.

**SUMMARY:**

Staff has procured the ability to contract with A. Goldsmith Resources, LLC (AGR), an expert consultant in the field of sustainable solid waste and materials management, and the preparer of the recently updated Beaufort County Solid Waste Management Plan (2022-2041), via a single source procurement.

Staff has prepared a general scope of services outline to be included in the pending SWOT analysis. If the Resolution and SWOT outline is approved by Town Council, staff will negotiate a contract with A. Goldsmith Resources, LLC to complete the analysis.

**ATTACHMENTS:**

1. Resolution
2. Exhibit A - Greater Island Council Resolutions on Solid Waste and Recycling
3. Exhibit B - Strategic Action Plan – Excerpt on Solid Waste and Recycling
4. Exhibit C - Scope of Service Outline for SWOT Analysis



ATTACHMENT 1

RESOLUTION 2023-\_\_\_\_\_

A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF HILTON HEAD ISLAND, SOUTH CAROLINA, TO ENDORSE THE PROPOSED APPROACH TO COMPLETE A STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (OR SWOT) ANALYSIS FOR SOLID WASTE AND RECYCLING ON HILTON HEAD ISLAND.

**WHEREAS**, the Hilton Head Island Town Council and Beaufort County Council have endorsed two recent resolutions from the Greater Island Council to work together in the development of a new long-term agreement that will secure the landfill and recycling needs of Hilton Head Island and Beaufort County, as described in Exhibit A; and

**WHEREAS**, the Town's Strategic Action Plan includes an environmental initiative to Identify the Strengths, Weaknesses, Opportunities, and Threats (SWOT) of Hilton Head Island Solid Waste and Recycling, as described in Exhibit B; and

**WHEREAS**, the proposed outline for the general scope of services to conduct the SWOT Analysis is described in Exhibit C.

**NOW, THEREFORE, BE IT RESOLVED**, by the Mayor and Councilmembers of the Town of Hilton Head Island, in Council assembled, that the Town endorses the proposed approach to complete a Strengths, Weaknesses, Opportunities, and Threats Analysis for Solid Waste and Recycling on Hilton Head Island.

**THIS RESOLUTION SHALL BE EFFECTIVE IMMEDIATELY UPON ITS ADOPTION.**

**MOVED, APPROVED, AND ADOPTED ON THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 2023.**

ATTACHMENT 1

\_\_\_\_\_  
Alan R. Perry, Mayor

**ATTEST:**

\_\_\_\_\_  
Cindaia L. Ervin, Assistant Town Clerk

APPROVED AS TO FORM

\_\_\_\_\_  
Curtis L. Coltrane, Town Attorney

Introduced by Council Member: \_\_\_\_\_

## EXHIBIT A

# Greater Island Council Of Hilton Head Island and Bluffton

### **RESOLUTION RECOMMENDING HILTON HEAD ISLAND TOWN COUNCIL AND BEAUFORT COUNTY COUNCIL WORK TOGETHER IN THE DEVELOPMENT OF A NEW LONG-TERM AGREEMENT THAT WILL SECURE THE LANDFILL AND RECYCLING NEEDS OF HILTON HEAD ISLAND AND BEAUFORT COUNTY.**

**WHEREAS**, Beaufort County Landfill is nearing the end of its lifespan and the current landfill operating agreement with Waste Management disincentivizes recycling; and

**WHEREAS**, the landfill operating contract is terming in 2025. A renegotiation, with an emphasis on recycling, is an opportunity that could promote landfill diversion (recycling) and extend the life of the landfill; and

**WHEREAS**, the 25-year landfill contract between Waste Management and Beaufort County comes up for renewal in 3 years (2025), and these contracts take years to renegotiate, and the closer to the end of the contract the more leverage the landfill operator has due to imminent expiration of the landfill services agreement. By taking a leadership position and acting now, the Town and the County will benefit both economically and environmentally; and

**WHEREAS**, any new contract should meet the following requirements:

- Be open during peak times to meet the needs of the local community.
- Include additional investment into recycling processing, which would increase the ability for recycling operations that may lead to financial advantages.
- Include development of a solid waste transfer station (this would enable Hilton Head to make reasonable, sustainable decisions about the waste and recycling hauling for HHI)
- Beaufort County should take greater control of the landfill and recycling operations to limit exposure to the whims of a corporation, and specifically, seek to develop a more long-term sustainable solution for recycling.

**WHEREAS**, Beaufort County is paying for Landfill disposal fees, but not paying for recycling processing fees, meaning that any robust recycling initiatives needed to reduce the waste, and extending the landfill life cycle, are not being explored. Commercial solid waste producers are required to pay disposal and recycling costs themselves. Exploring new recycling alternatives could be financially advantageous for the Town and Beaufort County.



**NOW, THEREFORE,** The Greater Island Council of Hilton Head Island and Bluffton strongly encourages the Hilton Head Town Council and Beaufort County Council to take a leadership position and work together to begin negotiations with the current landfill operator and any other potential landfill or recycling facility operators, and be proactive in the development of a new long-term agreement that will secure the landfill and recycling needs of Hilton Head Island and Beaufort County.

Ratified by the membership of the Greater Island Council of Hilton Head Island and Bluffton May 6, 2021.

A handwritten signature in blue ink that reads "Jennie Johnson". The signature is written in a cursive style and is positioned above a horizontal line.

Jennie Johnson, Chair

# EXHIBIT A

## RESOLUTION 2023 / 13

### **A RESOLUTION RECOMMENDING BEAUFORT COUNTY WORK WITH THE TOWN OF HILTON HEAD ISLAND TO DEVELOP SUSTAINABLE AND VIABLE LONG-TERM RESIDENTIAL SOLID WASTE MANAGEMENT, RECYCLING, AND ORGANIC WASTE SOLUTIONS**

**WHEREAS**, Beaufort County (“County”) and Waste Management (“WM”) currently contract to use WM’s residential solid waste landfill and recycling processing, the contract expires in 2025; the agreement is collectively hereinafter referred to as the “Contract”; and

**WHEREAS**, WM’s landfill is nearing capacity and endangers the County’s ability to have a viable long-term solid waste, recycling, and organic waste disposal strategy; and

**WHEREAS**, the Contract includes additional costs to recycle material hauler and these additional costs cause a reduction in recycling material being properly processed; and

**WHEREAS**, the County desires to construct a Materials Recovery Facility (“MRF”) to gain a greater control of solid waste and recycling, and optimize efficient solid waste disposal, increase recycling tonnage, and collect organic composting materials, all of which have financial advantages to the County; and

**WHEREAS**, the Town of Hilton Head Island (“Town”) supports the County’s desires and intends to have its recycling materials sent to the County’s MRF once constructed and operational; and

**WHEREAS**, following construction of the MRF, the Town agrees to work with the County to procure contracts with single haulers in geographical areas of the Town, instead of multiple haulers, which would support the County’s goals to “optimize efficient solid waste disposal, increase recycling tonnage, and collect organic composting”; and

**WHEREAS**, the Town’s Convenience Center should be expanded to allow for the greater collection of residential single-stream recycled materials and to include organic materials, and allowing residential haulers serving the Town a place to off-load their trucks, further saving money by eliminating daily trips from the Town to the MRF; and


**WHEREAS**, a MRF and/or an improved and expanded Town Convenience Center would allow for more favorable terms in negotiating with single-stream recycling and organic waste haulers who would no longer have to make long, expensive and fuel consuming trips to the WM landfill or the MRF; and

**WHEREAS**, the County and Town believe by working cooperatively and with the same goals, the County and Town can successfully develop a viable long-term solid waste, recycling, and organic waste management strategy.

**NOW, THEREFORE, BE IT RESOLVED**, by Beaufort County Council, duly assembled, the County recommends working with the Town to achieve a viable, long-term solid waste, recycling, and organic waste solutions and as previously described herein.

Adopted this 13<sup>th</sup> day of March 2023.

COUNTY COUNCIL OF BEAUFORT COUNTY

BY:   
Joseph Passiment, Chairman

ATTEST:

  
Sarah W. Brock, Clerk to Council



# Identify Strengths, Weaknesses, Opportunities & Threats (SWOT) of Hilton Head Island Solid Waste & Recycling

**Start Date:** FY 2023

**Project Manager:** Jeff Buckalew, *Interim Infrastructure Services Director*

**Department:** Infrastructure Services

## Description

### Purpose:

The Town's **Our Plan** document lays out several goals related to increasing capacity with regards to processing recyclable materials and ensuring the long-term viability of solid waste disposal for the Island. To achieve these objective, the Town will need to work in coordination with Beaufort County as the agency responsible for household waste streams disposal for the entire county and jointly pursue opportunities that improve recycling and composting rates.

### Phase 1: 3rd Quarter 2022 - 3rd Quarter 2023

- Pursue promotional and educational efforts to foster recycling, composting, and litter control.
- Engage in dialogue with Beaufort County regarding their long-range solid waste disposal and recycle programs. If they undertake revisions or update to their long-range plans, actively participate in such discussions in order to represent the goals of the Island in these plans.
- Propose discussions with Beaufort County regarding the potential creation of an off-Island materials processing center that would facilitate increases recycling rates from within the Town and the greater region.
- Examine the creation of composting models at highly visible sites around the Town.



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Exhibit C

**Hilton Head Island Solid Waste and Recycling Strengths,  
Weaknesses, Opportunities and Threats (SWOT) Analysis  
Scope of Service**

**Proposed Table of Contents**

1. Introduction
2. Goals and Objectives of the Analysis
3. Executive Summary
4. Applicable Town, County and State Regulations
  - a. Recommended modifications to Town Code
5. Stakeholder Involvement (assistance by Town and County staff)
  - a. Steering Committee (Town of HHI, Beaufort County, Greater Island Council)
  - b. Stakeholder Identification
  - c. Public Outreach (Town web site, Surveys, POA's)
  - d. Documentation of stakeholders needs and desires
  - e. Develop Web Page on Town's efforts and other links
6. Gather and Review Relevant Data and Information
7. Assess Current Practices
  - a. Residential
  - b. Commercial
8. SWOT Analysis
  - a. Strengths
  - b. Weaknesses
  - c. Opportunities
  - d. Threats
  - e. Summary

Analysis shall consider, but not be limited to the following items:

**Strengths**

- Committed team of professionals, at County and Town of Hilton of Hilton Head Island and Greater Island Council, strong public interest and desire for improvements

**Weaknesses**

- Lack of a southern County Materials Recovery Facility (MRF)

- Restraints of Weekend landfill operations
- Consistent Ordinances
- Long-Term agreement for Convenience Center operations
- Public education on recycling

**Opportunities**

- Southern Beaufort County Materials Recovery Facility (MRF)
- Improved commercial recycling and public facilities recycling
- Curbside Public contracted recycling and solid waste collection
- Public education and information campaigns
- Diversion credits to haulers for recycling loads

**Threats**

- Landfill Constraints
- Delays in MRF Implementation
- Misinformation and Lack of Education regarding Recycling
- Short term guests – ease of recycling
- Commercial recycling

9. Prioritized Recommendations for implementation of Key Strategies and Projects

- a. Roles and Responsibilities
- b. Prioritization Scheme
- c. Funding Options
- d. Schedule

10. Recommendations for Future Studies and Analysis

11. References

12. List of Figures and Tables

13. Appendices





# TOWN OF HILTON HEAD ISLAND

## *Town Council*

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**TO:** Town Council  
**FROM:** Joshua Gruber, Deputy Town Manager  
**CC:** Marc Orlando, Town Manager  
**DATE:** April 25, 2023  
**SUBJECT:** Consideration of Proposed Ordinance 2023-11 Amending Section 4-10-100 (Management and Use of Local Accommodation Taxes) of the Town of Hilton Head Island Code of Ordinances Pertaining to the Event Management and Hospitality Training Program Fund.

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### **RECOMMENDATION:**

That Town Council adopt proposed ordinance 2023-11 amending section 4-10-10 (Management and Use of Local Accommodation Taxes) of the Town of Hilton Head Island Code of Ordinances pertaining to the Event Management and Hospitality Training Program Fund.

On April 18, 2023, staff presented the proposed ordinance 2023-11 amending section 4-10-100 (Management and Use of Local Accommodation Taxes) of the Town of Hilton Head Island code of ordinances pertaining to the event management and hospitality training program fund. A motion for Town Council to consider approval of the proposed ordinance passed unanimously.

### **BACKGROUND:**

The Finance and Administrative Committee met with all of the entities requesting funding as an affiliated agency of the Town for the proposed FY2024 budget. During these discussions, the Committee asked that staff prepare a draft Ordinance to the current Town code which would eliminate the language that mandatorily required the Town to contribute a fixed amount of its local accommodations tax collections for special event management and hospitality training purposes. It further requested that this language be replaced with an instruction that future funding for these purposes should be based upon the budget submission and consideration process that is employed for all of the Town's affiliated agencies. As a result, any future funding would be determined as a part of the Town's annual budget adoption process.

A draft Ordinance as requested by the Finance and Administrative Committee is attached to this Memorandum for review and consideration.

**SUMMARY:**

The Finance and Administrative Committee requested that staff prepare a draft Ordinance amending existing language within the Town Code. If adopted, future funding for special event management and hospitality training will be determined based upon a proposed budget submitted annually for consideration as part of the Town's budget adoption process.

**ATTACHMENTS:**

1. Proposed Ordinance 2023-11

**AN ORDINANCE OF THE TOWN OF HILTON HEAD ISLAND**

**ORDINANCE NO. 2023-**

**PROPOSED ORDINANCE NO. 2023-11**

**AN ORDINANCE OF THE TOWN OF HILTON HEAD ISLAND TO AMEND SECTION 4-10-100 (*MANAGEMENT AND USE OF LOCAL ACCOMMODATIONS TAX*) OF THE MUNICIPAL CODE OF THE TOWN OF HILTON HEAD ISLAND, SOUTH CAROLINA.**

**WHEREAS**, the Town of Hilton Head Island collects a one-percent (1%) local accommodations tax on the gross proceeds derived from the rental of any rooms (excluding meeting rooms), campground spaces, recreational vehicle spaces, lodging or sleeping accommodations furnished to transients by any hotel, inn, condominium, motel, "bed and breakfast," residence or any other place in which rooms, lodging or sleeping accommodations are furnished to transients for a period of less than ninety (90) days within the town; and

**WHEREAS**, the funds collected under this tax are used to support tourism-related buildings; cultural, recreational, or historic facilities; beach access and renourishment; highways, roads, streets, and bridges providing access to tourist destinations; advertisements and promotions related to tourism development; water and sewer infrastructure to serve tourism-related demand; and, the operation and maintenance of those items previously enumerated, as well as police, fire protection, emergency medical services, and emergency-preparedness operations directly attendant to those facilities; and

**WHEREAS**, the Town has also used its local accommodations tax to support special event production, volunteerism, and hospitality training programs; and

**WHEREAS**, rather than setting aside a fixed amount of funding for these purposes that is subject to change in manner that may be unrelated to the actual funding needs of the program, the Town Council desires to establish future funding for these purposes pursuant to a duly submitted and adopted budget; and

**WHEREAS**, the Town Council now desires to amend Section 4-10-1000 related to the management and use of local accommodation taxes to set forth the process by which qualifying organizations may request and be awarded funding as part of the Town's annual budget adoption process, and

**WHEREAS**, the Town Council has the authority to amend its Code of Ordinances when deemed to be in the best interest of the citizens of the Town, and now desires to do act with respect to the subjects referenced above by enacting the amendments set forth below.

**NOW, THEREFORE, BE IT ORDERED AND ORDAINED BY THE TOWN COUNCIL FOR THE TOWN OF HILTON HEAD ISLAND, SOUTH CAROLINA, AND IT IS HEREBY ORDERED AND ORDAINED BY AND UNDER AUTHORITY OF SAID TOWN COUNCIL, AS FOLLOWS:**

**Section 1. Amendment.** Section 4-10-100 of the Municipal Code of the Town of Hilton Head Island related to the management and use of local accommodations taxes is here by amended as set forth in



Exhibit A to this Ordinance. Newly added language is illustrated with double underline and deleted language is illustrated with ~~strikethrough~~.

**Section 2. Severability.** If any section, phrase, sentence or portion of this Ordinance is for any reason held invalid or unconstitutional by a court of competent jurisdiction, such portion shall be deemed a separate, distinct, and independent provision, and such holding shall not affect the validity of the remaining portions thereof.

**THIS ORDINANCE SHALL BE EFFECTIVE IMMEDIATELY UPON FINAL READING. SIGNED, SEALED AND DELIVERED THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 2023.**

By: \_\_\_\_\_  
Alan R. Perry, Mayor

**ATTEST:**

By: \_\_\_\_\_  
Cindaia Ervin, Assistant Town Clerk

First Reading: \_\_\_\_\_, 2023

Second Reading: \_\_\_\_\_, 2023

**APPROVED AS TO FORM:**

\_\_\_\_\_  
Curtis L. Coltrane, Town Attorney

Introduced by Council Member: \_\_\_\_\_

## EXHIBIT A

### **Sec. 4-10-100. - Management and use of local accommodations tax.**

*Event management and hospitality training program fund.* ~~The town shall set aside five (5) percent of this local accommodations tax for special events production and volunteerism and hospitality training. The town shall select one (1) organization to manage and direct such fund expenditures. To be eligible for selection the organization must be local, organized as a nonprofit (501c), and be mission driven to promote tourism development. The organization must employ a full-time executive director and provide an annual audited financial report in accordance with generally accepted accounting principles. The organization must not otherwise be designated as the official tourism agency by the town or any other governmental agency. The organization is required to submit an annual budget to the town prior to April 1 of each calendar year for inclusion in the town's proposed annual budget. The town council shall consider the budget and award the organization a reimbursable grant on a June 30 fiscal year basis.~~

The Town may award funding from its local accommodations tax for special event production, volunteerism, and hospitality training. The Town may select one (1) or more organizations to manage and direct such fund expenditures. To be eligible for selection, an organization must be located on Hilton Head Island, organized as a nonprofit (501(c)), and be mission driven to promote tourism development. The organization must employ a full-time executive director and provide an annual audited financial report in accordance with generally accepted accounting principles. The organization must not otherwise be designated as the official tourism agency by the town or any other governmental agency. Any organization requesting funding under this section shall be required to submit a proposed budget to the town no later than February 1 of each calendar year or at such other times as the town may solicit proposed budget requests from other similar affiliated agencies. Any award of funding authorized by the town council shall be considered as a reimbursable grant on a June 30 fiscal year basis.