



***Arts & Cultural Strategic Planning
Committee***

FINAL REPORT

***Town of Hilton Head Island
South Carolina***

Adopted January 19, 2016



ARTS & CULTURAL STRATEGIC PLANNING COMMITTEE

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I. Executive Summary

The Arts & Cultural Strategic Planning Committee was created by the Town Council to help the Town implement its Arts and Cultural Mission Statement, “To support the advancement of Hilton Head Island as a rich and diverse arts and cultural destination that enriches the lives of our residents and guests.” The Committee’s goal was to “Determine the role, if any, of Town Government and other entities in supporting the Island’s Arts and Cultural Organizations.” The Committee’s objectives addressed questions on Economic Impact, Collaboration, Future Arts Community and Financing.

The Committee commenced work on June 1, 2015 and agreed on a process strategy to evaluate and expand on previous work done by the Town and consultants addressing the Town’s role in supporting Hilton Head Island’s Arts & Cultural resources. This process included interviews and surveys with various constituents, representing a broad range of ethnic and age groups on the Island and both the non-profit and for-profit Arts, Culture and History (AC&H) organizations. The Committee also did significant research on how other U.S. towns and municipalities, with similar characteristics to Hilton Head Island fund and support their arts and cultural efforts. Additionally, articles and papers that addressed Committee goals and objectives were analyzed. These articles were from a variety of credible sources, including renowned consultants, universities, government agencies and the media.

After analyzing the results of the interviews, surveys and research, the Committee developed a set of recommendations, which were presented to the Town Council at their annual strategic planning workshop on November 5 and 6, 2015. This report includes and expands on those recommendations and contains additional information found during our research that, in our opinion, warrants further consideration by the Town.

It was discovered that our Island has a diverse and sophisticated AC&H environment – a haven of creativity. There are more than 32 non-profit entities, 36 for-profit arts businesses and many organizations that support, serve or operate arts business functions. These groups have hundreds of artist members - musicians, actors, authors, painters, photographers, sculptors and dancers. In addition, the AC&H community has significant support from the greater Island community. Private donors and businesses support the AC&H non-profit organizations with donations that total in excess of \$3.3 million per year. Beyond financial support, the community is generous in the time they provide to support these organizations. Just 10 of the non-profits reported over 1500 volunteers with over 40,000 hours of volunteer time logged each year.

Opportunities for improvement were found in several areas. The AC&H community believes that the Town Government should do more to support these assets. Since 1985, comprehensive plans have successively identified greater need for support for arts, culture, and historical sites, but significant actions remain to be addressed. Also, significant opportunities exist for stronger collaboration with and more support for the AC&H

community by the Chamber of Commerce. The Committee found that constraints are limiting the growth and success of many AC&H organizations. For example, small non-profits often cannot apply for Accommodations Tax (ATAX) and other grants because they don't have skilled resources to apply for the grants and accomplish the reporting that is required once the grant is received.

Many AC&H organizations have serious venue issues that are inhibiting their growth and limiting chances for future success.

The Committee's research provided a variety of insights that led to the conclusion that investment in Arts & Culture has a positive impact on communities' quality of life.

- Arts improve student academic performance leading to higher GPAs and standardized test scores and up to 40% lower dropout rates.
- Arts have a social impact resulting in higher civic engagement in the community, more social cohesion among different groups, and better integration of families into community life.
- Arts spark creativity and innovation - within the top 5 skills sought by business leaders.
- Arts improve health and wellness - now an expanding focus area for research and businesses.

Based on our research, the Committee is convinced that Arts & Culture strengthen our Island as a desirable place to live.

In terms of economic impact, the Committee's conservative estimate of the total annual economic impact in 2014 of the AC&H organizations on Hilton Head Island is over \$21 million in total expenditures, including \$13 million in direct support of household income and over 600 full-time equivalent jobs (FTEs). These expenditures also contribute \$889,000 in local government revenue and \$956,000 in state government revenue (e.g. license fees, taxes). Art also drives tourism, our most important business sector. It was found that Cultural tourists spend more and stay longer than recreational tourists; leisure time activities and criteria for choosing vacation destinations are changing as people want more experiential activities; and 2 of 5 top activity expense categories of all travelers to the Island are arts, cultural and history activities.

The Committee has three major recommendations for the Town Council:

1. **The Town should support Hilton Head Island as an Arts & Cultural Destination by elevating it in Town communications.** This includes integrating AC&H into the Town's visioning process; directing the Designated Marketing Organization (DMO) to elevate AC&H into their marketing strategy; and featuring it more prominently in all town communications. It is recommended that Town Council members continue support of AC&H events by being visible. Town Council members will gain a better understanding of the rich and varied AC&H assets and organizations and attendees will appreciate the participation and presence of Town officials at their events, as it

clearly delivers the message that “the arts are important.”

- 2. The Town should support and fund the Hilton Head Island Culture & Arts Network (HHICAN).** The HHICAN should have as its primary mission to develop, advocate and market our Island’s rich and diverse AC&H enterprises and establish this Island as a premier arts & cultural destination. HHICAN will be led by a volunteer advisory board, working with a professional arts management leader to facilitate the creation of an AC&H strategy that is integrated with the Town’s vision.

A key role of HHICAN would be taking steps to elevate the profile of our Island’s AC&H offerings to residents and visitors via a comprehensive marketing and communications program. High on the list of their actions should be their integration into Hilton Head’s branding and marketing efforts including targeted marketing programs (DMO; VCB) and facilitating a “one stop shop” hub for information about the AC&H community, products and services geared to artists, residents and visitors.

Promoting the Island as a premier arts and cultural destination will be an ongoing process. Early elements of such a process would be applying to obtain SC Arts Commission Cultural District status, creation of one or more Art Enclaves, developing and facilitating a signature arts and culture event. Ordinances should be modified to better accommodate the AC&H community needs.

- 3. The Town should address the venue issues impacting a significant number of AC&H organizations.** Although this subject was not in scope of the ACSP Committee’s Objectives, the constraints imposed on AC&H organizations by the lack of appropriate venues was a common theme in our research. The Committee recommends that Town Council support a research effort to address venue issues and challenges and define a path forward beginning early in 2016.

Shortly after the Committee’s presentation to the Town Council on November 5 and 6, 2015, the same presentation was made to the Arts & Cultural Council of Hilton Head Island. The response was extremely positive with the attendees expressing strong support for the work of this Committee and its recommendations and offered to assist in implementation, including offering their website and arts calendar as great first step towards an HHICAN communications hub. Independent from discussions of venue, feedback to the Committee from the AC&H community was that their organizations did not expect the Committee to recommend programming or operational financial assistance from the Town for their individual organizations. They did favor the Town’s support of the promotion and expansion of the AC&H community as a whole.

In conclusion, the Hilton Head Island community and the Committee’s research support the Town’s Arts & Cultural Mission Statement and recommendations noted here. It is the right time for the Town to commit additional resources to furthering arts and culture on Hilton Head Island.

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III. Goal & Objectives

A. Goal and Objectives

The Arts & Cultural Strategic Planning Committee was created by Town Council to help the Town achieve its Arts & Cultural Mission: To support the advancement of Hilton Head Island as a rich and diverse arts and cultural destination that enriches the lives of our residents and guests. The goal of the Arts & Cultural Strategic Planning Committee is to make recommendations to Town Council on the role, if any, of Town Government and other entities in supporting the Island's Arts & Cultural Organizations.

Objective 1: Economic Impact: Determine whether the economic impact of the Arts and Cultural organizations is large enough for the Town or other entities to increase support through various methods.

Objective 2: Collaboration: Determine if the Town or other entities should play a role in furthering the collaborative efforts of the Arts & Cultural organizations.

Objective 3: Future Arts Community: Determine what the Arts and Cultural community would look like in the future (2030) and how to be as self-sustaining as possible.

Objective 4: Financing: Determine if the Town or other entities should financially support the Arts & Cultural initiative and in what areas (facilities, programming, or collaboration); and if so, how (method, distribution, amount, etc.)

See Appendix A: Scope of Work for the full statement of Objectives and questions that comprised the Scope of Work for the Committee.

B. Committee Process

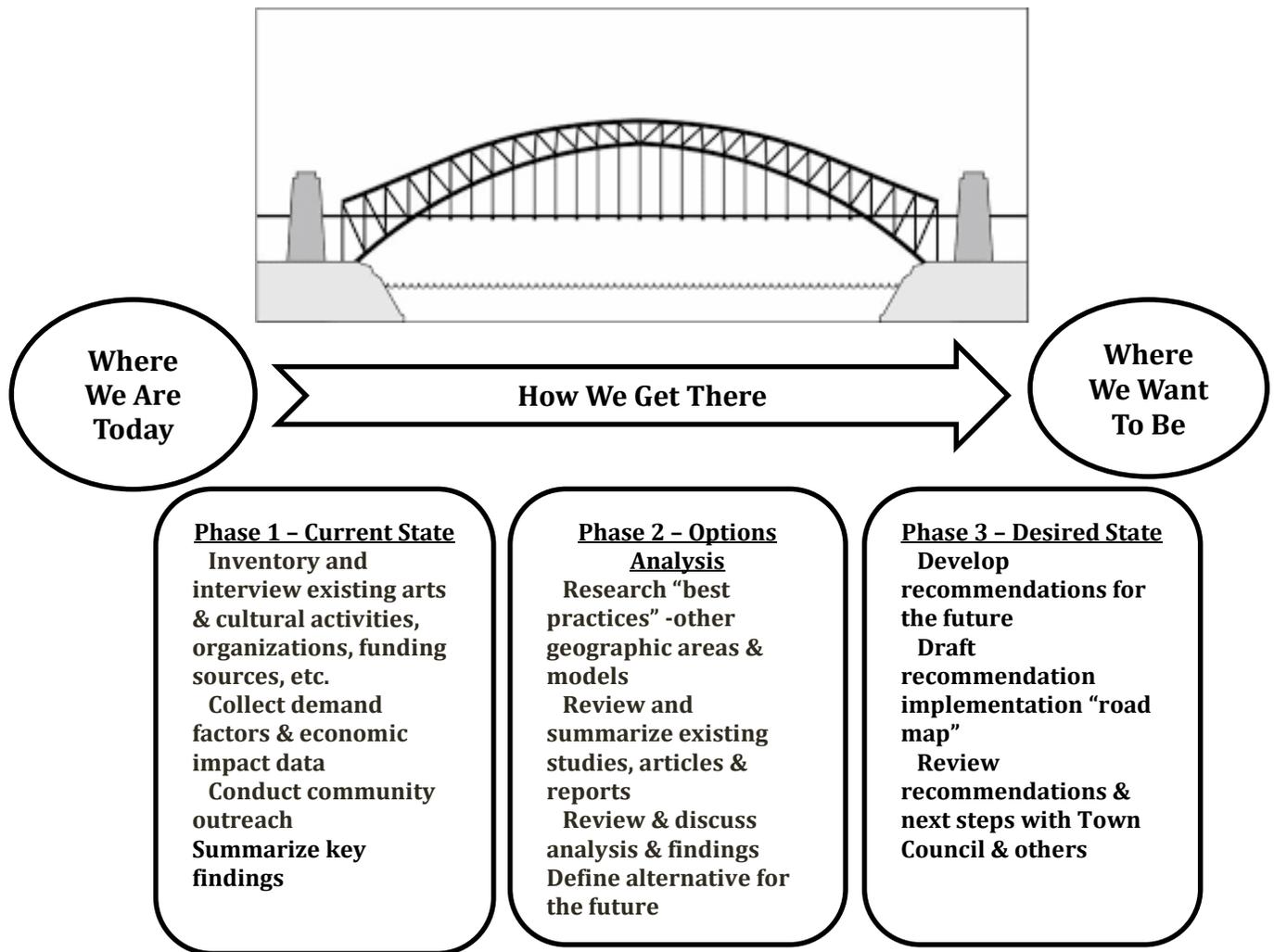
Our process strategy was to use all available material and studies previously performed on behalf of the Town, reports and articles, research about other towns with similar profiles which are recognized arts destinations, and to reach out for input to all elements of our community (e.g. age, ethnic and geographic).

Phase I – Current State

The Committee created a list of all known organizations on Hilton Head Island that were involved in Arts, Culture, & History (AC&H). The list was categorized into non-profit, for-profit, schools, and organizations that are associated with or service AC&H entities. These organizations were divided up among Committee members who were tasked with interviewing and surveying these entities. The list used to develop this analysis plan is contained in Appendix B and a full list of all of those individuals who were interviewed is contained in Appendix C.

Community outreach with the public (residents) was conducted by holding two community forums and by visiting venues where the diverse constituencies of our island could be reached. These included the Volunteers In Medicine (VIM) Latino Food Festival, Oak Grove Baptist Church and the Italian Festival.

Committee Process



Phase 2 – Options Analysis

Seven cities were selected for interviews; each a recognized arts destination. They were selected because they satisfied one or more selected criteria such as: in South Carolina; tourist cities; similar in size to Hilton Head Island; etc. The cities were Camden and York County in South Carolina; Breckenridge, Vail and Denver in Colorado; Sugarland, Texas and Milwaukee, Wisconsin. We spoke to government officials and Cultural Arts organization executives. Each was asked a similar set of questions to understand issues such as

economic impact assessment, funding methods, marketing, issues and suggestions for best results.

The Committee reviewed numerous articles and reports from major universities, survey firms, arts, culture and business consultants, Comprehensive Plan reports from Town government, and reports written for Hilton Head Island by citizen groups or consultants. The Committee divided the task of reading the reports and each reader created a summary and reported back to the Committee on key elements of the documents. The list of documents and websites that the Committee reviewed is contained in Appendix D.

The Committee analyzed all of the available material and developed a list of possible recommendations.

Phase 3: Desired State

Each of the possible recommendations was discussed on the basis of cost, the organizations that would be responsible for implementation, and resulting benefits. The Committee developed a PowerPoint presentation to present to Town Council at their annual workshop, which was moved from its previous December date to November.



IV. Current State Analysis

Hilton Head Island has a significant number of Arts, Cultural and Historical organizations, especially given the size of the island and its population. 2.5 million visitors a year play a significant role in support this vibrant asset. We counted more than 32 non-profit, 36 for-profit, more than 6 schools and hundreds of musicians, artists, writers, sculptors and other creative individuals involved in our arts and cultural community. In addition, there are a number of organizations such as the Community Foundation, the Arts & Cultural Council and others who serve the arts community.

These organizations operate without support from the Town Government. Some receive state ATAX grants.

A. Overview of Existing Arts & Cultural Organizations

Overview of Current State of Non-Profits on HHI

During our review of Hilton Head Island non-profit organizations, we interviewed and/or received surveys from 23 representatives of our island's largest non-profits. Representing a diverse makeup of arts and cultural organizations, the respondents described the current state of the arts community in which:

- Organizations are collaborating where possible in order to promote arts and culture and appeal to a wider audience. They share resources such as staffing and storage space.
- Groups are willing to collaborate even more and a hope that the Town would support more partnership amongst arts and cultural organizations, including for-profit and non-profit.
- Individual support for these organizations through sponsorship dollars and volunteer hours worked is significant. Just 10 of the non-profits, ranging from the smallest to largest, reported over 1,500 volunteers with over 40,000 hours of volunteer time. In addition, annual donations from individual donors to these organizations exceed the amount that these organizations receive from ATAX grants. (See Section IV. E below for additional information on individual donors.) Taking into account the island's population, this demonstrates that Hilton Head Island residents desire and support the existence of diverse and plentiful arts and cultural organizations.
- Those receiving ATAX funding are grateful for that support and consider it essential to their operations.

Conversely,

- The organizations are competing for limited private and business funding. Many rely on volunteers to complete essential business tasks, leaving them unable to pursue other activities that lead to growth.

- Most organizations feel that the current Designated Marketing Organization (DMO) (i.e., Hilton Head Island-Bluffton Chamber of Commerce) is not focusing on our arts and cultural assets when promoting the island to visitors.
- The Town lacks a common calendar that includes all organizations and targets both visitors and area residents.
- Lack of signage and restrictive signage regulation contributes to promotion issues.
- Some organizations are unable or unwilling to go through the ATAX process due to lack of human capital for completing the application or because the programming the organization presents does not fit the criteria for this funding. As such, respondents stated that the current use of only ATAX funding is not sufficient support for our island's arts and cultural organizations.

Although the venue issue was outside the scope of our research, many organizations stated that they have experienced limitations both on the type of programming presented and the collaborations pursued due to a lack of a suitable and affordable venue. Even some writers from the Island Writers' Network were concerned about space to share their work with the public. This is an issue for poetry readings and discussion groups and talks about their work.

The representatives of the non-profits researched were open to the idea of a Town supported entity (i.e., Office of Cultural Affairs--OCA) that would both promote and assist the efforts of island arts and cultural organizations. Some needed help includes assistance with grant writing, assistance with advertising and promotional support and identifying and being the agent for collaboration opportunities. An OCA could work with the DMO to ensure promotion of arts and culture occurs and is presented in the most effective way. The organizations do not want to compete with this entity for funding, as that would put a strain on available resources.

Overview of Current State of For-Profits on HHI

The "For Profit" segment of the Arts economy is very broad including musicians ranging from classical to popular music, many visual artists, writers, dancers, and performance artists and supporting professionals. It is difficult to know exactly how many of artists exist in each segment of the arts community, but we estimate that it is well over 400. The issues of marketing and venue are a common thread in the concerns expressed in all feedback from these artists and businesses.

Musicians

The variety of musicians on the island ranges from bands playing Southern Rock, Classic Rock n' Roll, and Jazz, to individual musicians playing piano or guitar to family-friendly entertainers and even chamber musicians. In addition there are composers, voice teachers, music teachers, several recording studios, a music store and other music professionals who support this segment of the arts.

A large portion of the For-Profit music scene is located in restaurants, bars and hotels on the island. Interviewed musicians estimated that the annual entertainment budget at these venues easily exceeds \$3 million. Since many of these groups are local musicians, those dollars go right back into the local economy. Many of these musicians have followings that extend well beyond the island. Some groups are mostly event-oriented performers playing at community events, galas or large private parties.

Lastly, we have a nationally recognized jazz club that holds a unique place on the island in that it features both guest musicians from all over the country as well as local talent. It enjoys a broad fan base extending across the South and the East Coast and operates all year long. It is widely recognized as one of the leading small venues for jazz in the country.

The feedback received from all these groups fell into several key issues:

1. Marketing & Communications:

In general, musicians felt ignored by the Town and the Chamber. They believe that the branding and marketing of Hilton Head Island needs to be expanded to recognize the arts and cultural assets that we have and that our promotional materials are missing a significant sector of the population. Further, with better advertising, we could bring more tourists during the off seasons. Those who entertain at restaurants and hotels depend on those establishments to advertise their events and activities and the large venues did a good job of letting the public know where and when they are scheduled to perform.

2. Venues:

The issue of venues brought about the most divergent viewpoints from the music community. Some felt that a large expensive venue would be difficult to fill and too costly for the music community to afford. They favored inexpensive, outdoor venues with temporary bandstands. Others felt that the expense of such a bandstand (ca. \$50,000) and the assembly/disassembly make them difficult to use. There are a number of possible existing venues on the island that are usable, but are difficult to schedule or too expensive to rent and do not have sufficient seating for bringing in acts. It was suggested that a large multi-purpose venue might be a solution since it would broaden the potential users and substantiate investment of tax dollars.

3. Central Coordination:

The interviewed musicians favored the idea of a central advocate for the arts. It was felt that a central source of information with a full calendar of music events would be very helpful. Also, right now we have dozens of businesses advertising via their individual mailing lists independently. Imagine what a joint effort could do.

The Committee concluded that Hilton Head Island needs to find a way to expose this rich source of entertainment to those who are already planning to be on the island as well to those who are considering visiting our island.

Visual Arts

Visual Arts is another significant sector of the for-profit arts community. They would strongly support anything that shines a light on visual artists and art galleries.

Art Galleries:

There are 14 art galleries on the island that sell both locally created pieces of art and those produced elsewhere. A few of these galleries are well positioned in well-trafficked areas such as Harbour Town, Coligny Circle and Shelter Cove. Others are difficult to find on streets like Arrow Road, especially with town signage constraints, and can be easily missed by prospective buyers. Galleries requested a signage exception for the arts and a distinctive flag to fly prominently wherever there is an art or cultural location. It was also suggested that temporary signage such as banners are needed on Highway 278 when there are festivals being held to let visitors and residents know of an event in progress.

The visual arts community expressed many of the same concerns as musicians in terms of branding and lack of focus on small arts businesses from the Visitors & Convention Bureau (VCB). They had some specific issues regarding the target of the VCB advertising with respect to the focus on summer and families. Many galleries do a large percentage of their business with older people who tend to visit the island during the shoulder seasons. There is little focus by the VCB on these seasons. Also, the galleries would like to see more focus on the arts to entice summer visitors to visit their galleries. They also felt that the VCB website was “out of date” from a style perspective.

The galleries also described a number of examples of high quality printed media, which could go into hotels, condos and private rental properties as well as gallery maps previously produced by the Chamber of Commerce.

The Town also lacks an Arts Enclave where galleries are clustered within easy walking distance from each other. Gallery owners mentioned that, generally, art galleries prosper when they are closer together and customers can browse in multiple galleries. Art galleries also prosper better with a coordinated effort for openings and events such as Art Walks or Drives to draw patrons out for an evening or weekend of art appreciation. Given the scattered geographic locations, an art trolley carrying patrons would help facilitate transportation for these events. Collectively, art galleries and artists would benefit from an art source or art brochure or online listing that art patrons can check periodically to see all the art and art openings the island has to offer -- one source that has all the latest art news.

There is no physical central information place for visitors and locals alike to peruse brochures or obtain maps showing the arts community offerings.

Artists and Photographers:

There are over 200 local artists who paint, sculpt, weave and work in metal, fabric, beads, glasswork or found materials. Some sell their work in galleries while others have private clients or sell via the Internet. Perhaps the most unique is the Gullah-related art by Native Islanders, which includes music, history and visual art, especially their sweetgrass woven baskets. Gullah arts and culture get state and national attention. There are a number of professional photographers, videographers, filmmakers, graphic and digital artists on the island whose work encompasses both the Lowcountry and other subjects. Hilton Head Island artists also offer arts education in many art disciplines for all ages and skill levels.

Artists expressed a need for a shared affordable studio space—space that artists can use to collaborate, share ideas, plan projects, exhibit and more. Individual artists need to be included in the plans for an art enclave.

There is a strong desire by many visitors to take home a piece of art created on the island -- whether it is on canvas, a poster or a fine photograph. We need to help them find the store or gallery where they can find that special piece to take home.

Literary Arts:

The Island has a number of writers who live here full time or use Hilton Head Island as a base for their work. Numerous nationally and internationally known authors live on Hilton Head Island or are closely associated with the Island. There are also editors, magazine and newspaper writers – freelance and other; art book makers, book publishers, including an award winning one, etc. who live and work on the Island. While most writers work independently or with local publications, many do work outside of the Island.

Other For-Profit Arts Organizations

One of our local dance schools just celebrated its 30th year on the island. They teach over 250 students from ages 3 to 18 in their studios 6 days a week. They employ 7 talented teachers, all professional dancers, and use the American Ballet Theater National Training Curriculum. They had over 3,000 patrons in 6 performances at their 2015 holiday season program. Another studio combines circus arts and a fitness program for adults and children.

In 2015, a summer theater institute, formerly available only in Savannah, expanded to Hilton Head Island. With superior production values, and a 4-to-1 instructor-to-cast ratio, the program began its eighth year of providing musical theatre experience for both performers and technicians.

Overview of Input from the Schools on HHI

Hilton Head Island has 5 public schools including a high school, middle school, two elementary schools and an early childhood center. The Hilton Head Island School for the Creative Arts uses an arts-infused curriculum to promote academic achievement and life

skills. In addition, there are a number of private schools from Pre-K through high school, including the Heritage Academy that has one of their 3 focus areas in visual and performing arts. In addition, the Island School Council for the Arts (ISCA) does a great deal to support arts programs in local schools.

The Committee interviewed three schools, which revealed very similar common themes and opportunity areas. The individuals interviewed are listed in Appendix C:

Key Data Points:

All schools have an organization the mission of which is to support student arts initiatives (e.g., Arts Guild or Alliance). Collectively, the 3 schools have more than sixty arts & cultural events annually:

- HHI Christian Academy – 15+ events
- HHI High School – 25+ events
- HHI Preparatory School – 15+ events

All of these schools participate in island-wide arts events and contests such as Promising Picassos sponsored by the ISCA and programs like Junior Jazz. Most schools have an annual arts & culture participation fee (ranging from \$25 to \$125 per student) to cover supplies and other costs.

Opportunities for the Town or Other Entity Support:

Students would benefit if the Town or other entities could provide subsidies to support arts opportunities. These might include a venue subsidy to defray costs of renting larger venues such as the ACCC and Seahawk Center. A ticket exchange could be established to match students with available tickets to attend more performances at professional theaters.

Island schools would like the Town to consider partnership programs between arts organizations receiving ATAX or other funding sources and the schools. For example, organizations receiving ATAX or other funds could be required to have an outreach program to the schools.

The schools would like to see an arts advocate work with the schools and residents to provide opportunities for community engagement in school arts initiatives. For example, identify HHI residents who could donate skills in lighting, sound engineering or music for school events and facilitate donations of in-kind materials for costumes and sets for school performances. The schools would benefit from more advocacy for school arts and cultural events. Sponsoring a sand sculpture contest on the beach, as a school art competition and community event would benefit both the schools and the community.

Overview of Input from the Public

Interviews

We interviewed the following constituencies on the island using a two-page survey:

- Latino population at the VIM Latino Food Festival
- General public at the Italian Festival
- General public at two Community Forums
- Native Island population at Central Oak Grove Baptist Church, VIM Latino Food Festival, Italian Festival, Community Forums

Community Forums

Thirty people attended two Community Forum meetings. Most had ties to the AC&H community, but many were people who simply care about arts, culture or history. Ten percent of those attending were from the Native Islander community. Forum attendees represented a full range of ages from young parents and business people to retirees, the full diversity of the Island's demographics and working and retired members of community.

What we learned at Community Forums:

- **Town's Role**
Forum attendees believed that funding to market the island for its arts, culture, and history is the primary need, especially with the scarcity of corporate entities, and that it must be directed at both tourists and residents. They supported the idea of modification of ordinances when changes will better meet AC&H needs. There was a strong sentiment that making HHI an arts destination will improve the island's opportunity for a vibrant future for many reasons, including appealing to a wider demographic.
- **Collaboration**
Attendees believed that the Chamber/VCB should be called upon to administer an Arts & Cultural organization's Marketing Plan in concert with their DMO responsibilities. They believe that AC&H groups should continue to work together and emphasized the importance of ensuring that the Native Island community is fully engaged.
- **Office of Cultural Affairs (Advocate for the Arts)**
All comments about the creation of a central organization to work within the community supported this idea with the caveat that it must be staffed with experienced arts professionals to be effective. They saw the benefit of such an organization to reduce replication of same work across arts organizations. One of the components of the OCA mission should be re-granting to individual artists or arts organizations within the community. The OCA should be responsible for working with the AC&H organizations to apply for the Federal and State government and private foundation grants. Many of the attendees had positive experience with this type of activity in other communities.

- **Family Oriented Activities**
There was a great deal of support for expansion of family-oriented or child-centered activities built around AC&H themes.
- Although the topic of venue was not on the agenda, the need for Town Council to address venue issues was raised by many attendees (and in 2 unsolicited communications). Attendees felt that there were too many ad hoc, temporary venues for arts groups; the Town needs a large concert facility; and there is a need to create an “arts” area (arts enclave). It was suggested that the latter might be integrated into the Circle to Circle Committee work. Please see Appendix E for a full list of suggestions made at the Community Forums.

Surveys

Number of Survey Participants:

- Native Islander Church: 9
- VIM Latino Food Festival: 28 (Represents 50-75 people since many of the surveys were completed by one individual on behalf of a family or other group)
- Italian Festival: 75 (Also represents a considerably larger number of people since many of the surveys were completed by a member of a couple or family attending the festival together). The attendees at this event were the most diverse of all of the audiences we surveyed.
- Community Forums: 13 (many participants had given feedback in other meetings). The audience at these forums was also very diverse.

Following are 2 charts, which show the responses to 2 key questions in the survey. It is evident that across all groups, entry costs are not generally a deterrent to participation in events and that the respondents felt the Town should do more to support and expand Arts & Cultural Events.

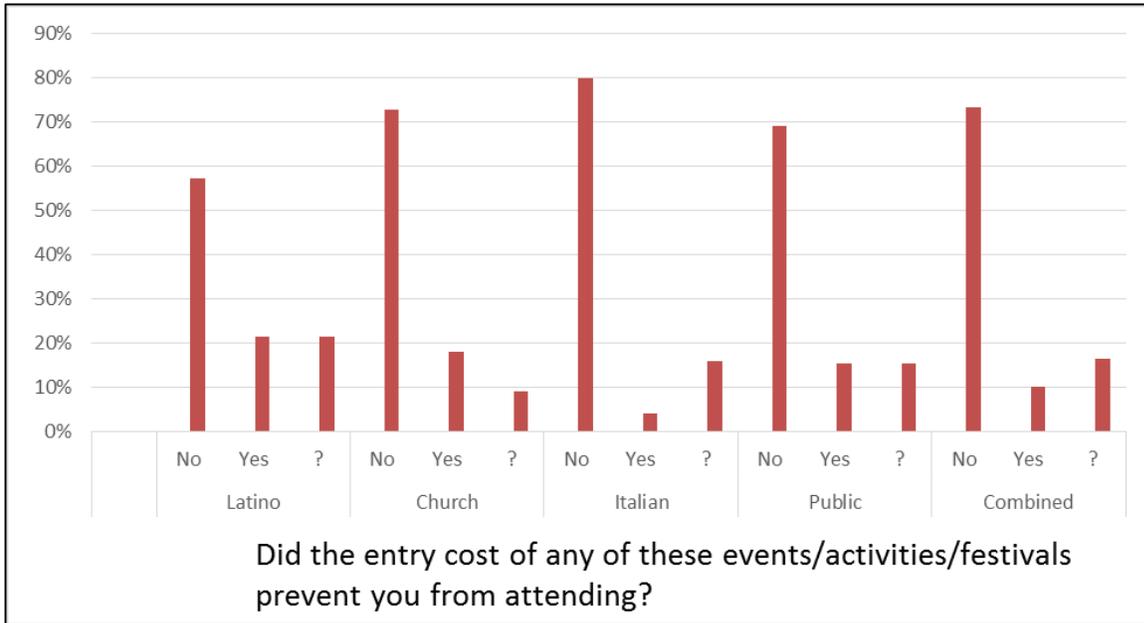


Figure 1: Survey data on entry costs

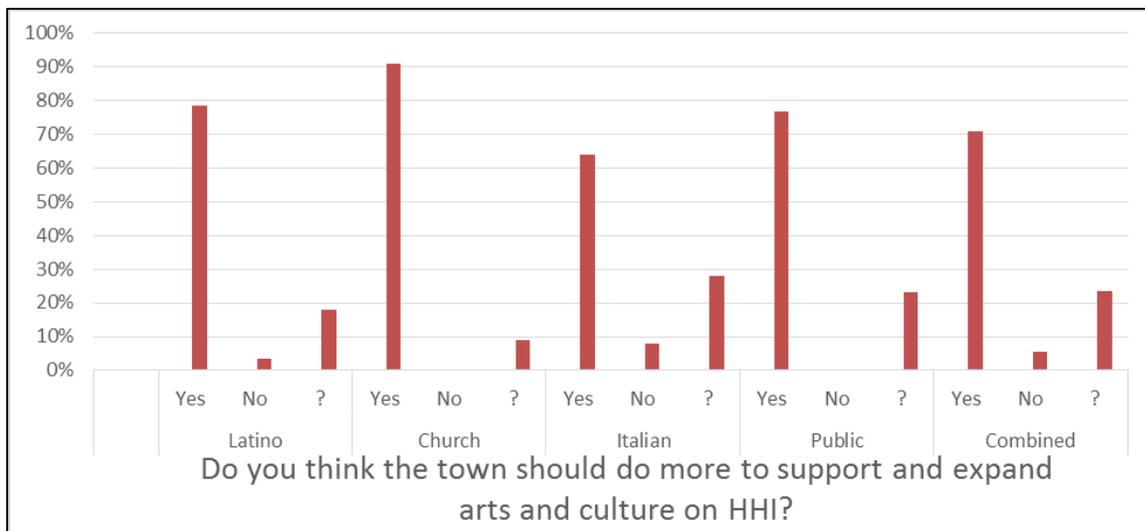


Figure 2: Survey data on Town support of Arts & Culture

Please see Appendix E for additional information from the Public surveys.

B. Economic Impact

While there are numerous tools for measuring economic impact, we chose the calculator designed by the Americans for the Arts, a non-profit organization. It is used throughout the country and is based on thousands of studies done on cities and organizations of all sizes. We also used it because we believe it is a good tool going forward to continue to measure the economic impact of our rich and varied arts and cultural community.

Briefly, the calculator is an input-output model that uses actual expenditures of arts organizations, estimated expenditures by audiences over and above the cost of a ticket, and the size of the community to calculate the resulting local and state revenue, additional revenues from the ripple effect, and the number of FTE (full-time equivalent) jobs. We believe the model results are very conservative. For a more thorough explanation of this tool, please see Appendix F.

Using this tool and the input of the largest 5 non-profit arts organizations and accounting for the significant impact that individual musicians and bands have on the island, the following can be said:

- Over \$21 million in total annual expenditures are made
- Of the \$21 million, \$10.1 million is spent by the audiences in activities associated with attending the event, excluding the ticket. It is important to note that this calculator only includes a portion of expenditures made by tourists. For example, if a person attends the theater one night but stays longer, this calculator only takes into account one night.
- 605 FTE are created: 296 in Arts and Culture, 253 from audience activity (hotels, restaurants, etc.)
- \$888,472 in local government annual revenue generated
- \$955,673 in state government annual revenue generated

Other studies reveal that cultural tourists spend more and stay longer than recreational tourists.

estate prices, it is nearly impossible to separate and then assign values to the varied reasons people buy on Hilton Head Island. However, we are confident in saying Arts & Culture is one of the top 5 types of activities in which visitors participate. And we know that many visitors eventually elect to buy and live on Hilton Head Island. For many retirees it is a significant factor in determining where they will retire. surveys also tell us that if a municipality did not offer cultural choices, half of the people would go to another town/city to attend, draining the local economy of their expenditures.

While we have be

On a cautionary not

C. Current Collaborative Efforts

There are numerous examples of collaborations between members of the AC&H communities, ranging from one-on-one partnerships to the Arts & Cultural Council of Hilton Head consisting of many for-profit and non-profit organizations. There have been a few instances of community-wide collaborations, such as the 350/30 Celebration in 2013, but none that are recurring events.

Although there are two Arts & Cultural representatives on the Chamber of Commerce/VCB's Marketing Council and a number of members of the Arts & Cultural community are members of the Chamber, there is no on-going, working relationship between the VCB and Arts & Cultural community. The VCB's mission of enhancing tourism

but not having a mission to reach residents sometimes supports the Arts & Cultural community's needs, but often falls short.

Collaboration between the Town and the Arts & Cultural community has been rare. However, the announcement of the Town's Arts & Cultural Mission Statement and the initiation of the Arts & Cultural Strategic Planning Committee have created a sense of optimism in the entire community about the intent of Town Council to take action in support of arts, culture and history.

See Appendix G for a List of Non-Profit Collaborations identified in our research.

D. Current Marketing of the Arts, Culture and History

Marketing by Individual Organizations

Individual organizations, whether non-profits, schools or commercial enterprises, manage and fund their own marketing and advertising. A number of the non-profit organizations receive funding from ATAX to cover some of these expenses based on their ability to draw tourists, but most are covered in the organizations' budgets. The amount of advertising is based to a great extent on each organization's ability to fund it. A second variable is the organizations' access to available and skilled resources to manage the marketing and advertising tasks. Financing and resources vary significantly by organization. In a few cases, several organizations have done joint advertising, such as in the US Airways magazine.

Advertising includes:

- Print Media: local newspapers, magazines and other publications
- Mailings: Letters, postcards, schedules, etc.
- Websites
- Social Media: primarily Facebook but includes Twitter, YouTube and others
- Emails to extensive mailing lists maintained by the individual organizations

Several print publications have print and online calendars. Individual organizations are responsible for sending their event information to these publications, some of which charge a fee or give weight to advertisers. This results in many calendars, each with a different subset of the full list of information on Arts & Cultural events, but no single calendar with all of the events. Recently the Arts & Cultural Council of Hilton Head created a website (www.hiltonheadartsdaily.org) with a calendar for their members. Although their membership is growing, it is still a subset of the full arts, cultural and history community in Hilton Head Island.

Role of the Chamber of Commerce

The Hilton Head Island – Bluffton Chamber of Commerce is the Designated Marketing Organization for Hilton Head Island's Tourism marketing. As the DMO, the Chamber is

entitled to a designated portion of the 2% State Accommodations Tax that the Town receives back from the South Carolina Department of Revenue for tourism advertising. In addition the DMO applies for a portion of the Supplemental ATAX grants that are made available from the 3% Town of Hilton Head Island Accommodations Tax (1/3 of the 3% is dedicated to Beach Re-nourishment). The remainder of the funds from both the State and Town ATAX are divided among organizations that qualify for tourism funding based on state ATAX laws. These include festivals, special events and arts and cultural activities.

The development of the Hilton Head Island Marketing Plan for the spending of accommodations tax dollars by the DMO begins in January each year. There is an all-day retreat for the internal Visitors and Convention Bureau staff of the Hilton Head Island-Bluffton Chamber of Commerce. In mid-January, a hired facilitator leads the VCB staff and the 13-member Marketing Council during an all-day meeting to develop short and long term goals. Subsequently, the staff takes those recommendations and develops a draft version to present in the March meeting of the Marketing Council, which offers feedback. The Plan is then finalized, based on those recommendations and input. On May 25th, the final Marketing Plan and Budget is submitted to the Town of Hilton Head Island. The Town's Accommodations Tax Committee reviews the plan in a public meeting. The ATAX Committee recommendation of funding is then given to Town Council for approval.

Marketing Council members rotate every two years on a staggered basis. The current members of the Hilton Head Island-Bluffton Chamber of Commerce's Marketing Council are listed at the end of Appendix G.

E. Current Funding by Individual Citizens, Businesses and Other Organizations

Using 5 major island arts organizations (Coastal Discovery Museum, Hilton Head Symphony Orchestra, Arts Center of Coastal Carolina, Art League of Hilton Head, and the Hilton Head Choral Society) in our sample, the following was determined. Forty-seven percent (\$3.3 million) of revenues of the combined budgets of these 5 organizations are derived from contributions. This is an impressive number by any measure. The bulk (62%) of these contributions is from individuals and small businesses. While Hilton Head Island is growing, this level of individual donations on an annual basis cannot be expected to grow significantly. This sector has been generous by any standard. Hilton Head Island does not have the luxury of large corporate donors, although small and medium businesses are supportive, especially acting as sponsors and with in-kind donations. It should be noted that ATAX contributions to these five account for 12.4% of the budgets. (For more on ATAX, see Section IV.f. Funding).

F. Issues and Challenges

Leadership

The AC&H organizations each have their own leadership, volunteer and staff who are focused on running their individual organizations. As pointed out in several Town Consolidated reports, there is no individual or organization that represents all of the AC&H organizations. This results in no one being responsible for creating a vision for AC&H to be integrated in the Town's Vision, and no identified strategy or individual responsible for executing a strategy. Further, there is no one responsible for looking for new community level AC&H opportunities. There is no one independent of the island's organizations who is available to advise the Town Council on issues related to the Arts, Culture and Historical sites and events on the island.

Marketing and Communications

The only two organizations that market Hilton Head Island's AC&H have missions that are limited. The Chamber's VCB, using ATAX funds dedicated to attracting tourists, markets only to visitors. The Marketing plan developed by the VCB in conjunction with the Marketing Council is focused on beach, sports, and restaurants. Town Council has not been actively involved in setting the vision or branding of the island with the Marketing Council, and though the AC&H sector has been part of the branding, it has not been considered a priority. Most of the marketing is focused on the high season for tourists with little attention paid to shoulder seasons, which in many cases are better for galleries and other arts and culture businesses. The Arts & Cultural Council of Hilton Head represents its members, which include many but not all of the AC&H organizations. Their recent addition of a website and calendar is a step towards expanding their marketing activities. There is no organization with the mission of marketing AC&H as a sector to Island residents.

The most significant communications issue expressed by residents, visitors and the AC&H organizations is the need to see all that is available on the island in a particular timeframe. A consolidated event calendar would allow individuals to plan for the future, and better assist visitors to the island or residents expecting guests. Individuals do not have a convenient way to view the range of activities without going to numerous magazines and websites and often cannot find information on events in the future. It would also aid all AC&H organizations in planning events and minimizing conflicts in schedules.

Funding

Currently, public funding consists primarily of a portion of the ATAX monies being granted to various arts and cultural organizations that apply for grants for marketing, projects or operations. For example, in 2014, the Town authorized \$1,090,171 in State ATAX funds to be granted to arts and cultural organizations and events. Additionally, the Town of Hilton Head Island pays for installation, insurance and maintenance of a piece of public art from a designated donor fund managed by the Community Foundation of the Low Country. This occurs every other year, and has resulted in 5 pieces of art purchased by the Public Art Fund and donated to the Town's growing collection. Working on an overall plan for the placement of this art is a task we believe logically belongs with an Office of Cultural Affairs and a board of directors in partnership with Town staff.

When considering other potentially available monies there are two sources. First, a line item in the Town government budget dedicated to supporting something similar to an Office of Cultural Affairs. Many communities establish this line item as a percentage of their budget. This does two things: first, it sends a message from the government that arts and culture are important; and second, it establishes a *reliable* source of funding. A second funding source could be a special tax or fee, the proceeds of which would be used solely to fund arts and culture. We would recommend considering this source once the benefits of the town's involvement in arts and culture becomes evident by the work of an OCA.

In the course of our research we became aware of grant pools for which we could apply to be used at the Town's discretion, including grants from the SC Arts Commission, the NEA, ArtPlace America and others that are available specifically to communities to create "arts places" etc. Though some of our larger non-profit organizations have secured some of these grants, there is no one who is missioned to represent the Town to try to secure funding from this type of grant process for smaller non-profits or for our community as an entity. An OCA Director and described later could oversee the process of identifying logical grants and applying for them.

To increase the awareness of the vibrant arts and culture community on Hilton Head Island, it is envisioned to hold an event celebrating this community, as done in many communities we researched. And while it can and would be done with the intention of being profitable, it would be done primarily to raise awareness.

While realizing that this section addresses public sources of funds, research revealed numerous private/public projects. For example, construction of performance venues and bike trails enhanced with art and interpretive signage could be achieved with this approach. It also brings the community together to achieve a common goal. This requires an equal partnership in commitment.

Venues

A number of organizations, including the schools, mentioned venues as an issue for their organization. The types of concerns were:

- Finding space that was the appropriate size for their event
- Finding space that had the type of needed physical characteristics (e.g., acoustics, lighting, type of seating, location of seating, climate control, etc.)
- Finding space that is convenient for customers or attendees (e.g., parking, location, etc.)
- Funding the costs for the available space
- Scheduling problems for events or rehearsal

V. Research Findings

A. Findings from Document Research and Interviews

Information in the following Sections B through E was derived from a combination of interviews, newspaper articles, industry publications, and online publications. We found a great willingness to share successes in terms of programming, organizational structure, collaboration, funding, public and private support, political concerns, and reasons for supporting expansion of the arts and civic benefits.

We found that our Town has assets that with minimal direction and planning could grow into a substantial and complementary industry alongside the recreation and vacation industries that are so well known. We found that other cities with a significant retirement community are using arts and culture on a standalone basis to attract visitors and retirees. We found examples of communities combining sustainability education and practices with recreation through interpretive bike trail designs. We found industries incorporating art into their business solutions in innovative and inaugural ways (health, for example). All of these examples and many more can be found in the library of documents compiled by this committee. (See Appendix D.)

We also found many examples of exciting and compelling websites with creative calendars to inspire our proposed website and calendar. Here are a few:

- www.breckcreate.org in Breckenridge, CO
- www.artscharleston.org in Charleston, SC
- www.pcsarts.org in Park City/Summit County, UT
- www.paducahmainstreet.org in Paducah, KY
- www.artscalendar.com in Broward County, FL
- www.denverarts.org in Denver, CO

B. Results of Interviews with Other Cities

The committee selected a number of towns to conduct both telephone and face-to-face interviews regarding their support and strategy for arts and culture. These towns included Columbia, SC; Camden, SC; York County, SC; Vail, CO; Breckenridge, CO; Denver, CO; Sugar Land, TX, and other cities on particular issues (e.g. Milwaukee, WI and Paducah, KY). These towns were selected because of similar characteristics to Hilton Head Island in terms of economic base (i.e., tourism revenues); population size; political similarities (i.e., tax base); and arts and culture offerings.

Our research found a number of common themes generated from surveys of these towns. With regard to factors that influenced arts and culture funding, we noted that these towns:

- Valued the increase in the quality of life resulting from a vibrant arts and culture community;
- Believed their community became more attractive to people and businesses relocating there;
- Generated a positive economic impact, both in terms of the spending impact of the arts and culture businesses themselves, and in the direct spending of the general public attending arts and cultural events beyond simply the ticket price.

With regard to the various forms of support by these towns to insure a vibrant arts and culture community, we found many common elements of direct support, including:

- Creation of arts and culture offices that promote and brand the local arts and culture industry;
- Direct financial support for arts and culture offices through line-item budget and hospitality and accommodation tax allocations;
- Providing business training to local arts and culture organizations to help improve their bottom lines;
- Creation of an arts district;
- Creation and maintenance of an arts and culture calendar;
- Building and maintaining arts and culture venues;
- Providing visible support for festivals.

We noted a number of funding mechanisms employed by town governments to support their arts and culture communities, including:

- Hospitality and accommodation tax allocations to individual arts and culture organizations;
- Public/Private collaborations;
- Line item budget spending for the creation of arts districts and arts and culture offices;
- Special, voter-approved arts and culture taxes;
- Facility fees on tickets sold in municipal owned venues.

With regard to the structure of arts and culture in these towns, our survey revealed a number approaches used by municipalities, including:

- Creating a separate, town-funded office of arts and culture to promote and brand local arts and culture communities;
- Creating an advisory committee to review arts and culture grants for approval by town governments;
- Acquiring and placing public art by town government;
- Building and maintaining municipal-owned performance/exhibition venues.

The results of our survey indicated a number of troublesome issues experienced by arts and culture communities, including:

- Unreliable funding caused by changes in government administrations resulting in inconsistent approach to arts and culture support;
- Competing demand for a limited pool of financial resources;
- Building a venue without a reliable endowment for maintenance and upkeep;
- Defining expectations for arts and culture “success”;
- Developing active support and participation of all arts and culture constituents.

At the same time, many arts and culture communities experienced numerous successes, including:

- Making arts and culture a priority initiative;
- Experiencing successful public/private programming collaborations;
- Publishing both online and print arts and culture calendars;
- Insuring public funding of an arts and culture office to build brand awareness;
- Encouraging local community foundation funding support for arts and culture programming.

In planning for the future for arts and culture, the towns in our survey suggested a number of possible initiatives, including:

- Building a performing arts venue, with an endowment to provide funds for fixed expenses and future capital costs;
- Adding more public art for community enjoyment;
- Providing additional arts and cultural educational opportunities.

C. Quality of Life Benefits

Communities with rich arts and cultural offerings are more cohesive. A University of Pennsylvania study demonstrated that a high concentration of the arts in a city leads to higher civic engagement, more social cohesion, higher child welfare and lower crime and poverty rates.

Arts spark creativity and innovation. The Conference Board reports that creativity is among the top 5 applied skills sought by business leaders with 72 percent saying creativity is of high importance when hiring.

Arts improve academic performance as evidenced by the higher GPAs and standardized test scores (and a 40% lower drop-out rate) of students with an education rich in the arts. This is true regardless of socio-economic status.

D. Economic Benefits

Economic benefits generated by arts and cultural organizations are numerous and significant. According to the Bureau of Economic Analysis, Arts and Cultural Organizations

as a business generate \$699 billion in GDP or a 4.9% share of the US economy: greater than tourism, agriculture or transportation. Also, this industry directly supports 4.7 million jobs.

Additionally, beyond the cost of the event (tickets, refreshments at the event), attendees also spend, on average, \$24.60 on items such as hotels, restaurants, transportation, etc., thereby supporting more jobs.

Cultural tourists stay longer and spend more. Fifty-nine percent of non-local arts and cultural attendees report that the primary reason for their trip was to attend that particular arts/culture event.

E. Measurements

The Americans for the Arts Economic Impact Calculator is the most widely used calculator to estimate the impact of the AC&H sector for a particular non-profit or geographic area. The calculator uses total expenditures and participation at performances to calculate the ripple effect of those dollars spent on household income and full time equivalent jobs supported by the sector as well as local tax revenue and state tax revenue. For a fee of \$5,500, Americans for the Arts will do a local study to calculate actual measurements as a baseline for measurement of trends for the future.

There are several other measurement vehicles available to measure the effect of AC&H. One is the SMU National Center for Arts Research (NCAR) Arts Vibrancy Index, which measures the extent of a community's AC&H assets. It measures supply, demand and public support on a per capita basis.

Another tool that is similar to the Americans for the Arts Calculator in concept is the Regional Dynamics (REDYN) modeling engine available through the Strom Thurmond Institute at Clemson University.



VI. Desired State Analysis

The broad goal of the Town is to make Hilton Head Island a recognized arts destination to improve the future outlook for the island in several areas:

- Positive Economic Impact by improving tourism, growing an already existing economic sector which provides jobs and tax revenue to the Town and providing an environment that attracts new businesses
- Quality of Life of Residents: Broaden the opportunity of adults of all ages and of students to experience art, cultural and historical offerings on the island.

To reach this goal, the following areas need to be addressed.

A. Leadership (Advocate for the Arts)

To meet its objective of making Hilton Head Island an arts destination, the Town needs a skilled professional arts management executive to be the advocate for the Arts, Cultural and History organizations with the objective of maximizing benefits to the entire community of Hilton Head Island. This individual would:

- Facilitate the creation of a community vision for Arts, Culture and History and working with the Town government to integrate it into the Town's Vision.
- Develop a plan to move the community towards that Vision.
- Work with the AC&H community and Chamber/VCB to increase the priority of this sector in the branding and marketing of the island. This would keep residents informed and increase Cultural Tourism. (see VI.B below)
- Explore joint marketing strategies to attract, retain and diversify audiences.
- Work in collaboration with the Arts, Cultural and History community to create a communications hub and calendar, which allows residents, visitors and the AC&H community to share the full range of information about events and organizations.
- Facilitate writing of grants to strengthen the AC&H community and individual artists.
- Work across the community to ensure that all constituents in the community have access to arts, culture and history organizations and events
- Facilitate new events and activities to showcase the AC&H organizations and provide for the enjoyment by the community.
- Act as an advisor to Town Council and Town government staff on AC&H issues.

A proposed organization, the Hilton Head Island Culture & Arts Network (HHICAN), composed of a volunteer board would act as an advisory committee to the new Arts & Culture Executive. Staff support for investigation and writing grants would be an important addition to the Network.

See Appendix H for information about the composition of the volunteer board, details on the credentials for the Executive position and budget estimates for the Network and staffing positions.

The potential for maximizing the value of the existing Arts, Cultural and History assets is enormous. A strong leader who has experience and contacts across the arts and cultural community will allow us to achieve our goals more quickly and more effectively.

B. Marketing

The branding and marketing of Hilton Head Island should be modified to expand the focus on AC&H along with beach, golf and restaurants. We are fortunate to have a broad range of assets on which to capitalize. We should maintain our focus on core values such as environmental stewardship and sustainability, sports and our beautiful beaches, but we can expand that vision to include AC&H. We have an opportunity to be world class all year, in all seasons, in all weather and in more hours of the day and, in the process, add enriching experiences for our residents and guests. These core values are highly compatible and can enhance each other.

The Chamber's VCB and the AC&H community (represented by the HHICAN advocate) need to be working more closely to ensure that the Chamber's HiltonHeadIsland.org website is reflecting the current status of the AC&H community and that the material is presented in a way that facilitates searching for events and activities.

The use of social media must be expanded and used more effectively by the individual arts organizations, but more importantly, as part of a central communications hub, which provides a showcase for the entire AC&H community. A part time administrator to assist the HHICAN Executive would provide the support for social media and PR administration for the AC&H community.

C. Other Collaboration

There are certainly opportunities for Arts, Cultural and History organizations to foster additional partnerships. The most important collaborations that we believe will make a significant difference are the Town and VCB working more closely with the Arts, Cultural and History community. The creation of a leadership position to advocate for the Arts will facilitate this collaboration and benefit the entire community.

Our short-term focus should be to move our own community forward first.

There are a number of collaborative partnerships that can be explored in the future to enhance the strength of our island as an Arts & Cultural destination. Adding more arts and cultural elements to the existing major island festivals and events would be the easiest to implement.

Another level of effort would be to create new concerts and festivals, especially ones that

include multiple organizations from the community, representing different arts or cultural disciplines and different ethnic groups.

In the long term, we should be looking at collaborations with the Town of Bluffton and the City of Beaufort, which are developing their own Arts & Cultural assets as well as looking for opportunities to partner with institutions like University of South Carolina-Beaufort (USCB), Savannah College of Arts & Design (SCAD), and the Technical College of the Lowcountry (TCL).

We could also examine some new and innovative collaboration between other business sectors and AC&H. One example is the pairing of art and medicine. There is a significant amount of research and new businesses focused on using art and music to improve outcomes in hospitals, address problems of aging and dementia, better support children with disabilities, and much more. We could build on initiatives already underway in this budding field.

D. Vision for the Future of HHI Arts & Culture

What will AC&H look like in the future? What do young people want? Every person to whom it is posed could answer this obviously daunting question differently. However, the most responsible way that this Committee can answer it is by presenting the trends we see today in our community and beyond. We're living in a world that is high on options. When it comes to investing their dollars, and more importantly time, people are now very selective in the recreational endeavors they choose. A specific example would be the American viewing habits of network television. Fifteen years ago, NBC's *Friends* was appointment television. People generally made time for this show every Thursday at 8pm. Ten years ago, *Friends* went off the air with a large percent of their viewers watching it on their Tivo system at home. Over half of the honorees at this year's Emmy Awards were for television shows that currently are only available online and are released one entire season at a time. This television example is relevant because it is a direct parallel with the way many consumers of AC&H could enjoy the local offerings on Hilton Head Island in the future. Many people want instant gratification and on their own schedule. And with some outside-the-box thinking, adequate effort and planning, Hilton Head Island's AC&H can to appeal to this audience.

Before discussing what the AC&H future might look like, it is important to address the issue of public Internet access. While this topic is not a part of our scope of work, many ideas about the future of the AC&H offerings will depend upon Internet access for success. Public wireless Internet access is a critical element to garner the support and engagement of younger generations such as the technology-savvy Millennials.

Future Forecasts

History and Culture:

Touring is being revolutionized by technology driven, at-your-own-pace, self-guided tours. These types of tours are commonplace in larger cities and newer museums, and are being integrated in historical sites. These updates appeal to many people, but especially the younger generation, who greatly value the freedom from group touring and its more rigid scheduling.

Moving forward History and Culture institutions should continue to integrate more hands-on experiences that relate to their sites. Younger generations, like their predecessors, love the opportunity to participate in an activity that can become a great memory, and perhaps more importantly to some, a fun Instagram post. It should be assumed that much of the technology integration and hands-on experiences needed for a historical site can also be applied to the visual arts community. Live-streaming and social media are popular methods of igniting interest among younger generations, and that translates into ticket revenue.

Arts:

The future for visual arts within our community is not bound geographically like historical sites. The ideal goal, as suggested by visual artists within our community, would be an arts enclave, a central location for interested customers to be able to drop in to visit several galleries at a time is an art enclave. An art enclave matches the needs of artists for affordable studio space with the desire of a city to revive an area or repurpose unused industrial or warehouse space. Besides addressing these needs, it assures artists of not being “driven out” of an area due to gentrification, assuring a community of having a stable arts “industry”. If history is any indication, these areas attract additional businesses such as restaurants, coffee shops, and the like. The financing for this is generally a public/private effort. Examples include Nashville, Tennessee, Breckenridge, Colorado, and St. Petersburg, Florida. On Hilton Head Island, an arts enclave could be in one location or even two, split on the north and south ends. Given some degree of artistic license from the Town, our creative artists could potentially bring life to vacant or deteriorated building. Imagine the old bowling alley as an arts marketplace and meeting point for all. (See Arts Enclave in VII.B. of Recommendations).

Discussions about the future of the performing arts almost always include the need for a larger, more appropriate Performing Arts Center for our world-class symphony orchestra, choral society and forum for foreign policy discussion. Future planning for the arts on Hilton Head Island requires this problem to be resolved. The effort needs Town support because it is unlikely that a single organization will be able to lead or fund this endeavor. Depending on specifications, this venue could also serve groups that currently struggle to afford rent and favorable performance dates at existing venues. With an additional venue option, there would also be opportunities to bring in larger regional and national acts that require more seats to afford their service and greater technical capacity than any current performance venue can accommodate on the island.

In regard to national acts, Hilton Head Island could be the home of a very successful music festival weekend. These occur up and down the East Coast, many times on a variety of stages set up on the beach. Large national acts are drawn to these events and in some cases

many thousands of people attend, generating millions of dollars in brand new revenue for the local economy. For example, a similar festival in Ft. Lauderdale called Tortuga Music Festival in 2015 allowed country music fans the opportunity to hear seven bands a day over a two-day festival, all of which took place on the beach. This is the type of forward thinking arts planning that could generate new revenue for the island and would be an immediate way of promoting our island as a destination for the arts and artists.

Because the delivery and content of AC&H is changing rapidly, the need for an experienced arts and cultural director is underscored. In addition to the above mentioned trends, communities of all sizes are allocating resources to hire the manpower and establish a framework for developing and implementing a plan to broaden access to cultural assets and to grow an important economic sector. Setting a vision for the island and implementing it with professionals ensures that we lead in enhancing and expanding our assets instead of playing from behind.

Other ideas for the future:

- Focus on family oriented activities where parents and grandparents can enjoy AC&H with their children. These can include plays, puppet shows, interpretive trails, a film festival, and visual arts shows, all appropriate for a diverse age group and taking place in the afternoon.
- Establish a youth-arts conservatory or performance training facility bringing together aspiring visual artists, musicians, dancers and actors. This could become an elite performer-training program comparable to the International Junior Golf Academy (IJGA) and Van der Meer Tennis Academy.
- Develop more of our island's historical sites beyond just the Civil War and post-Civil War eras. Begin with signage on bike paths highlighting Native American sites, pre-Revolutionary War and Revolutionary War eras, and even the Great Hurricane of 1893, creating a "History Trail".
- Encourage/require all new construction of commercial space to include art of some type in the building or grounds.
- Live stream symphony or theater productions into schools and retirement centers. It's happening now in many mid-size towns and cities.

E. Economic Impact: How would we determine ROI? What would ROI be?

To establish a baseline and maintain consistency of approach, we would continue to use the Americans for the Arts calculator mentioned earlier. In the near future, it would also be informative to have a study done by that organization specifically on Hilton Head Island. It would not only reveal additional information, but it would also give us a measure of the calculator relative to the more in-depth study. Because we have so many visitors to the

island, we suspect that the revenue produced by other activities and directly attributable to these activities is understated when using the basic calculator.

We also have an opportunity to work more closely with the VCM and the Chamber of Commerce to determine more specifically the role that Arts and Culture plays in visitor selection of Hilton Head Island as a destination and a place to invest in real estate and/or live.

Equally important to measuring any Return On Investment (ROI) in the traditional sense is the measurement of the contribution to an enhanced quality of life that arts and cultural organizations and events provide to all citizens and visitors. For example: are our lives better because of the Coastal Discovery Museum? Because of the Hilton Head Symphony Orchestra visiting our schools and because of its multi-performance schedule? Because of the Choral Society and Art League of Hilton Head? Because of performances by local singers like Gregg Russell and the many other musicians? Because of the Public Art scattered over the island? Because of the variety of art created here? Because of the many writers who live on the island? Because of the rich and varied productions of the Arts Center of Coastal Carolina? Because of the festivals celebrating various cultures? Because..... Of course we are. Picture Hilton Head Island without the above and it is a very different place.

F. What should the Town be funding?

The AC&H organizations are generally self-supporting and, although some of the organizations have specific financial issues, this Committee is not recommending that the Town take on the responsibility of operational support for individual organizations beyond what is being granted via ATAX. The Committee believes that funding should be focused on the following:

- The Hilton Head Island Culture & Arts Network (HHICAN), which includes a full time professional arts management executive, part time support for marketing and social media for the entire arts community, and part time support for grant writing. Funding would include salaries and appropriate benefits, office space and equipment and other expenses. See Appendix H for additional details and a proposed budget.
- Funding or other assistance to help facilitate the planning and implementation of one or more art enclaves. This could include subsidized space/buildings, assistance in securing low interest loans for refurbishing space or the use of ATAX funds.
- Marketing funds in addition to ATAX to promote the entire Arts, Cultural and History sector. The Town should work with the new HHICAN and the VCB to determine how the funds can be split most effectively between these organizations to achieve the Town's objectives.
- The Town needs to facilitate the resolution of many of the venue issues that have been mentioned earlier in this report. Funding of venues in communities that have

a vibrant arts and cultural environment is typically a public/private partnership. We believe that the Town should move towards this type of arrangement as it works with the Arts, Cultural and History communities on the venue issues.



VII. Recommendations

Based on our analysis, the Arts & Cultural Strategic Planning Committee makes the following recommendations to the Town Council:

A. Town Communications

The Town should support Hilton Head Island as an Arts & Cultural destination by elevating it in Town communications.

- Integrate Arts, Culture & History into the Town’s Visioning process
- Direct the DMO to elevate Arts, Culture & History in their Marketing strategy.
- Feature Arts, Culture & History more prominently in all Town communications
- Town Council members should continue their visibility at Arts, Culture & History celebrations. It is important to the organizations and attendees to see their participation, as it clearly delivers the message that “the arts are important.

B. Hilton Head Island Culture & Arts Network (HHICAN)

The Town should support and fund the Hilton Head Island Culture & Arts Network.

Characteristics of HHICAN

1. Led by a full-time, experienced Arts Management Director
2. Governed by a volunteer Board of Directors
3. Missioned to develop, advocate and market Hilton Head Island’s rich and diverse AC&H enterprises and establish the Island as a premier arts & cultural destination
4. HHICAN acts as a facilitator; not an operations or program manager. (i.e., the “Power of Collaboration”)
5. Long-term commitment of funding and town support includes personnel and operating costs, consulting services, small grants, programming support (e.g., Arts Enclave) and branding/marketing.

Tasks of the Director:

Create an arts, cultural and history vision that complements the Town’s vision

Elevate the profile of AC&H offerings to residents and visitors via a comprehensive marketing and communications program.

1. Integrate into Hilton Head Island branding and marketing efforts including targeted marketing programs (DMO; VCB).
2. Facilitate a “one stop shop” hub for information about the AC&H community, products and services.
3. Conduct a “Day for the Arts” or other events to promote the AC&H community to residents and guests.

Establish and promote the Island as a premier arts and cultural destination

1. Obtain SC Arts Commission Cultural District status.
2. Create one or more Arts Enclaves
3. Develop & facilitate a signature arts and culture event
4. Recommend amendments to ordinances to better accommodate AC&H community requirements.

Integrate arts & culture into the daily “fabric” of Island life

1. Formalize a partnership between schools and AC&H community to provide greater exposure to the arts for students and support school-based arts and cultural programs.
2. Expand the variety and number of public art displays (e.g., art along bicycle paths; art in parks and beach access areas).
3. Enable AC&H resources and opportunities across the diverse island population.
4. Integrate Arts & Culture into existing and new Town festivals.

Develop a plan to identify additional funding and measure program progress

1. Explore & apply for grants and other private/public funding vehicles.
2. Research & design a measurement system to track progress, including economic impact, arts vitality, etc.

C. Venue Issues

The Town should address the venue issues impacting a significant number of Arts, Cultural and Historical organizations.

1. Although not in scope of this Committee’s Objectives, the constraints imposed on Art, Cultural and Historical organizations by the lack of appropriate venues was a common theme in our research.
2. The Committee recommends that Town Council support a research effort to address venue issues & challenges and define a path forward.

D. Other Recommendations

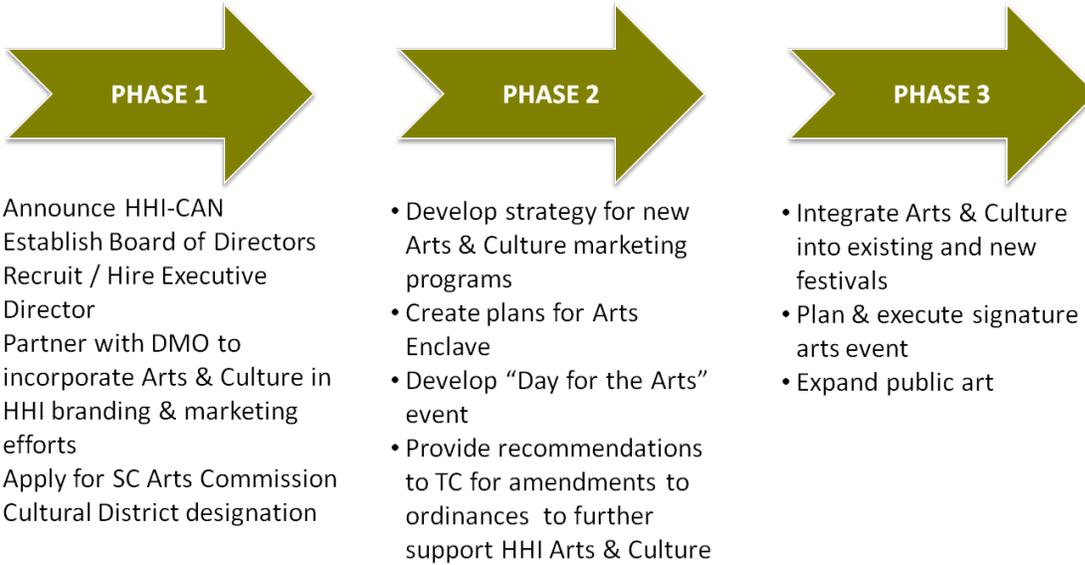
The Arts community should be working with the Designated Marketing Organization from the beginning of the DMO’s preparation of the Marketing Plan to be presented to the ATAX Committee to ensure that the marketing efforts for the Arts, Culture and History are sufficiently funded.

E. Recommendation Timeline

The ability to implement the above recommendations will depend on the speed with which the Hilton Head Island Culture & Arts Network can be created and staffed. The Roadmap shown below contains the major initiatives in our recommendations and constitutes activities that will take several years to roll out. The actual phasing will likely be revised

when the HHICAN and Executive Director develop a joint plan in concert with the Arts & Cultural community. Some of the specific actions may be revised to take advantage of the expertise and experience of the new executive; however, we believe that the basic priorities of this roadmap will move our community forward.

Roadmap – A Phased Approach for Success



VIII. Appendices

Appendix A: Scope of Work and Matrix of Scope of Work vs. Final Report

Arts and Cultural Strategic Planning Committee Scope of Work

Town Arts and Cultural Mission Statement
To support the advancement of Hilton Head Island as a rich and diverse arts and cultural destination that enriches the lives of our residents and guests.

Goal: Determine the role if any of Town Government and other entities in supporting the Island's Arts and Cultural Organizations.

Objectives

Economic Impact Objective: Determine whether the economic impact of the Arts and Cultural organizations is large enough for the Town or other entities to increase support through various methods.

- What is the economic impact of the arts and culture to the Island?
- If the Island's residents financially support the arts and culture organizations through tax dollars how can their ROI be determined?
- If the town decided to continue to only fund the arts and cultural organizations through existing ATAX funds what would be the negative consequences and / or lost opportunities?

Collaboration Objective: Determine if the Town or other entities should play a role in furthering the collaborative efforts of the Arts and Cultural organizations.

- Evaluate current collaborative efforts of the Island's arts and cultural organizations and make recommendations for enhancement and growth of these opportunities both locally and regionally.
- How can the town best support the arts and cultural collaboration efforts?
- Would the arts and cultural organizations along with the Island at large benefit from the creation of an Arts and Cultural Commission or Office of Cultural Affairs? If so, what would be its primary mission, who would it report to and how would the organization best operate?

- Would it be beneficial if the town’s designated marketing organization created and administered a coordinated marketing plan to support the mission of HHI becoming an Arts and Cultural Destination?
- How could the town partner with local and regional educational institutions (USBC, TCL, and SCAD), communities (Bluffton, Beaufort, and Savannah) and interest groups (biking, culinary, and history) to support the Island’s arts and cultural mission?

Future Arts Community Objective: Determine what the Arts and Cultural community would look like in the future (2030) to be as self-sustaining as possible.

- How will arts and cultural programming change over the next 15 years?
- What types of art and cultural programming will future x and y generations most likely embrace?
- How should current Island arts and cultural programming be changed or enhanced to meet future demands of residents and tourist?
- Is there specific programming that the town should create, fund and / or oversee to help achieve the arts and cultural mission? (Such as new initiatives, special events, etc.)

Financing Objective: Determine if the Town or other entities should financially support the Arts and Cultural Initiative and in what areas (facilities, programming, or collaboration); and if so, how (method, distribution, amount, etc.).

- What is the town’s financial threshold available to support the arts and cultural mission?
- What funding sources can be used to support the arts and cultural mission?
- How financially self-sustaining should the arts and cultural organizations be?
- To what degree do the citizens and businesses of our community contribute to the arts and cultural organizations and how does this compare to similar communities? Are there ways to increase support?
- How are arts and cultural organizations funded in other towns (government funds, university support, endowment, special taxes, etc.)? What specifically does each funding source support (facilities, programming, marketing, etc.)?
- What are the best means for the town to financially nurture the Island’s arts and culture environment?
- In what areas (facility, operations, marketing, grants, etc.) does it make the most sense for the town to financially support the arts and cultural organizations and to what extent?

Expectations:

1. Monthly update reports will be provided to the Community Services Committee.
2. Presentations to the Community Services Committee will be made upon request.

3. A final report will be provided to the Community Services Committee upon completion of the sub-committee's defined objectives.
4. The sub-committee's work will be completed in the timeframe determined by the Community Services Committee.

Final Report:

1. There should be a section of the report making recommendations for each of the defined objectives.
2. The final section of the report should indicate the resolution to the Goal: The role if any of Town Government and other entities in supporting the arts and cultural organizations.

General Information:

1. Discussion should include both profit and non-profit arts and cultural organizations.
2. The issue of performing venues should be discussed only within the context of the objectives. The CSC is not seeking information specific to facility usage, programming, design or funding.
3. The sub-committee should be knowledgeable of the work taking place by the Heritage Tourism Task Force and work in concert with these efforts.
4. If the sub-committee determines a need for a consultant this request must be formally presented to the CSC and may or may not be approved based on funding.
5. If the sub-committee finds certain issues arise that merit consideration but do not fall within the defined objectives, they should document them and request direction from the CSC. If they feel certain issues should be addressed at a future time they should be documented and so noted in the final report.

Matrix of Scope of Work vs. Final Report

Goal: Determine the role if any of Town Government and other entities in supporting the Island's Arts and Cultural Organizations.

Objective/Question	Report Section(s) Numbers & Titles
	Primary response. Additional discussion/responses may be found in other sections of the report.
<i>Economic Impact Objective: Determine whether the economic impact of the Arts and Cultural organizations is large enough for the Town or other entities to increase support through various methods.</i>	
<ul style="list-style-type: none"> • What is the economic impact of the arts and culture to the Island? 	<ul style="list-style-type: none"> • V. D. Research Findings, Economic Benefits • Appendix F. Americans for the Arts Calculator
<ul style="list-style-type: none"> • If the Island's residents financially support the arts and culture organizations through tax dollars how can their ROI be determined? 	<ul style="list-style-type: none"> • VI.E. Desired State Analysis, Economic Impact: How would we determine ROI? What would ROI be?
<ul style="list-style-type: none"> • If the town decided to continue to only fund the arts and cultural organizations through existing ATAX funds what would be the negative consequences and / or lost opportunities? 	<ul style="list-style-type: none"> • The essence of this question is addressed by the entire report.
<i>Collaboration Objective: Determine if the Town or other entities should play a role in furthering the collaborative efforts of the Arts and Cultural organizations.</i>	
<ul style="list-style-type: none"> • Evaluate current collaborative efforts of the Island's arts and cultural organizations and make recommendations for enhancement and growth of these opportunities both locally and regionally. 	<ul style="list-style-type: none"> • IV.C. Current State Analysis, Current Collaborative Efforts • VI.C Desired State Analysis, Other Collaboration • VI. A, B, D and other sections of the report
<ul style="list-style-type: none"> • How can the town best support the arts and cultural collaboration efforts? 	<ul style="list-style-type: none"> • VI. Desired State Analysis • VII. Recommendations
<ul style="list-style-type: none"> • Would the arts and cultural organizations along with the Island at large benefit from the creation of an Arts and Cultural Commission or Office of Cultural Affairs? If so, what would be its primary mission, who would it report to and how would the organization best operate? 	<ul style="list-style-type: none"> • VI. A. Desired State Analysis, Leadership (Advocate for the Arts • Appendix H: Hilton Head Island Cultural & Arts Network (HHICAN)

<ul style="list-style-type: none"> • Would it be beneficial if the town’s designated marketing organization created and administered a coordinated marketing plan to support the mission of HHI becoming an Arts and Cultural Destination? 	<ul style="list-style-type: none"> • VI.B. Desired State Analysis, Marketing • VII. A.&B. Recommendations, Town Communications and HHICAN • VI.C. Other Collaboration and other sections of the report
<ul style="list-style-type: none"> • How could the town partner with local and regional educational institutions (USBC, TCL, and SCAD), communities (Bluffton, Beaufort, and Savannah) and interest groups (biking, culinary, and history) to support the Island’s arts and cultural mission? 	<ul style="list-style-type: none"> • VI. C. Desired State Analysis, Other Collaboration • VI. D. Desired State Analysis, Vision for the Future • IV. Current State Analysis (All Sections) • Appendix E, Public Surveys & Forums, Community Forums
<p><i>Future Arts Community Objective: Determine what the Arts and Cultural community would look like in the future (2030) to be as self-sustaining as possible.</i></p>	
<ul style="list-style-type: none"> • How will arts and cultural programming change over the next 15 years? What types of art and cultural programming will future x and y generations most likely embrace? 	<ul style="list-style-type: none"> • VI.D Desired State Analysis, Vision for the Future of HHI Arts & Culture
<ul style="list-style-type: none"> • How should current Island arts and cultural programming be changed or enhanced to meet future demands of residents and tourist? 	<ul style="list-style-type: none"> • VI. Desired State Analysis
<ul style="list-style-type: none"> • Is there specific programming that the town should create, fund and / or oversee to help achieve the arts and cultural mission? (Such as new initiatives, special events, etc.) 	<ul style="list-style-type: none"> • VI. Desired State Analysis • VII. Recommendations
<p><i>Financing Objective: Determine if the Town or other entities should financially support the Arts and Cultural Initiative and in what areas (facilities, programming, or collaboration); and if so, how (method, distribution, amount, etc.).</i></p>	
<ul style="list-style-type: none"> • What is the town’s financial threshold available to support the arts and cultural mission? 	<ul style="list-style-type: none"> • The understanding of the Committee is funding recommendations are within the Town’s financial threshold.
<ul style="list-style-type: none"> • What funding sources can be used to support the arts and cultural mission? 	<ul style="list-style-type: none"> • IV. F. Current State Analysis Issues and Challenges (Funding)
<ul style="list-style-type: none"> • How financially self-sustaining should the arts and cultural organizations be? 	<ul style="list-style-type: none"> • The Committee’s focus was on the aggregate economic benefit of AC&H to the Island. Financial

	circumstances of individual organizations were not addressed.
<ul style="list-style-type: none"> To what degree do the citizens and businesses of our community contribute to the arts and cultural organizations and how does this compare to similar communities? Are there ways to increase support? 	<ul style="list-style-type: none"> IV. E. Current State Analysis, Current Funding by Individual Citizens, Businesses and Other Organizations
<ul style="list-style-type: none"> How are arts and cultural organizations funded in other towns (government funds, university support, endowment, special taxes, etc.)? What specifically does each funding source support (facilities, programming, marketing, etc.)? 	<ul style="list-style-type: none"> V.A&B. Research Findings, Findings from Document Research and Interviews and Results of Interviews with Other Cities
<ul style="list-style-type: none"> What are the best means for the town to financially nurture the Island’s arts and culture environment? 	<ul style="list-style-type: none"> VI. Desired State Analysis VII. Recommendations
<ul style="list-style-type: none"> In what areas (facility, operations, marketing, grants, etc.) does it make the most sense for the town to financially support the arts and cultural organizations and to what extent? 	<ul style="list-style-type: none"> VI. Desired State Analysis VII. Recommendations

Appendix B: List of Organizations: Arts, Culture, History, Schools, Other

The following list was compiled in June 2015 and was used to develop an interview and survey strategy for the committee. It is not intended nor does it represent all of the Arts, Cultural and History organizations on Hilton Head Island. To the committee's knowledge, such as list does not exist.

ARTS ORGANIZATIONS		ACC HH	Contact Name	Title
Music (7)				
	Dixieland Jazz Society of Hilton Head	x		
	Hilton Head Barbershoppers	x	Zig Palagyi	n/a
	Hilton Head Choral Society	x	Glenn & Linda Neff	President
	Hilton Head Shore Notes	x	Saye McClanahan June Somers Caroline McVitty	Director Chairman
	Hilton Head Symphony Orchestra	x	Mary Briggs	President & CEO
	Junior Jazz Foundation	x	Lois Masteller	
	Performing Arts Consortium		Geneva Griz	President
Theater/Performance (4)				
	Arts Center of Coastal Carolina	x	Kathy Bateson	President & CEO
	lean ensemble Theater	x	Blake White	President & Artistic Director
	Main Street Youth Theater	x	Sherry Sternitzke Phyllis Neville Tara Warthen Jim Bradshaw	Board Chairman Board Member Treasurer Building Owner
	Seahawk Theater Guild	x	Steven McMurtry	Board Chairman
Other (7)				
	Art League of Hilton Head	x	Janice Gray	President & Treasurer
	Camera Club of Hilton Head		Al Heacox	President
	Hilton Head Dance Theater (Uses VPAC location)	x	Lori Finger	President

		Island School Council for the Arts	x	Patti Mauer	President
		Island Writers Network	x		
		Embroiderers Guild of America, Lowcountry Chapter			
		Palmetto Quilt Guild			
CULTURAL ORGANIZATIONS (8)					
		Beaufort County Historical Society	x	Not HHI - Collaboration Prospect	
		Bluffton Historic Preservation Society/ Heyward House Historic Center	x	Not HHI - Collaboration Prospect	
		Coastal Discovery Museum	x	Rex Garniewicz	Director
		Gullah Celebration		Charlie Young	Chairman
		Gullah Museum of Hilton Head		Louise Cohen	
		Heritage Library History & Genealogy Research Center	x	Linda Piekut, Iva Welton	President Marketing
		Hilton Head Institute	x		
		Mitchellville Preservation Project		Joyce Wright Randy Dolonak	Executive Director President
		Museum of Hilton Head Island		(not in business)	
		Sandbox Children's Museum		Caroline Rienhart	Director of Operations
		Lowcountry Civil War Roundtable			
SCHOOL PROGRAMS (6)					
		HH Prep Arts Guild			
		HH Band Booster Club			
		Hilton Head Christian Academy			

		Heritage Academy		
		HHI High School Out of the Blue & Seahawk Ensemble (choirs)		director
		HHIE School for Creative Arts	Gretchen Keefner	Principal
FOR PROFIT				
		Galleries (18)		
		Allaben Fine Art Gallery		
		Art Café		
		The Art of Sonja Griffin Evans/Gumbo Gallery		
		Camellia Art	Adrienne Kirsch Lively	Owner
		Endangered Arts Limited	Julie	
		Fastframe #326		
		Gullah Sweetgrass Gallery		
		J Costello Gallery	x	Judy Costello
		Karis Art Gallery		Maggie Karis
		Linda Hartough Golf Landscapes		
		Liz Delatore		Liz Delatore
		Morris & Whiteside Gallery	x	Jack Morris
				Peter Karis
		Muse Gallery Hilton Head		Hali Lookabaugh
				Owner
		Nash Gallery II		
		Picture This Gallery	x	Mira Scott
		Pink House Gallery		Nancy Voegele
		Red Piano Art Gallery, LLC		

		Smith Galleries, Inc		Wally Smith
		Music (6)		
		The Jazz Corner	x	Lois Masteller Martin Lesch
		Troubadours (Gregg Russell, Shannon Tanner)		
		Electric Piano		
		Local Bands		
		Deas-Guys		
		Headliners		
		Levon Stevens		
		Cranford Hollow		John Cranford
		Voices of El Shaddai		
		John's Music		
		The Sound - Recording & Music Production		
		Music Teachers		
		Other (12)		
		Southeastern Summer Theater Institute		Ben Wolfe
		Gullah Heritage Trail Tours		Emery Campbell
		Lydia Inglett, Ltd Book Publishing	x	
		IDEA Studio		Mark & Ginny Taylor
				Owners
		Art Café		
		Island Photographers		
		Move & Motion		
		Hilton Head Dance School		
		Needlepoint junction		Michele Kay

	Art & Yoga		Cindy Male	
	High Tide Beads		Steve Mardel	
	Silver Junction		Jim & Linda Saylor	
FESTIVALS (11+)				
	Burgers and Brews			
	VIM Latino Food Festival			
	Harbourfest			
	Harbour Town Lighthouse			
	Hilton Head Art Festival with Craft Marketplace			
	Hilton Head Island Italian Heritage festival			
	Hilton Head Island Motoring Festival and Concours d'Elegance			
	Hilton Head Oyster Festival			
	Jazz and Brew			
	Seafood			
	Wine and Food			
OTHER CONTACTS				
	ATAX		Robert Stenhammer	Chairman
	Brooks Center			
	94 Crestwood Drive, Clemson, SC 29631		Mickey Harder	Director
	Beaufort County		Gary Kubic	County Administrator
	Chamber of Commerce/VCB		Bill Miles	President & CEO
			Ariana Pernice	VP, VCB

	Community Foundation of the Lowcountry		Denise Spencer	President & CEO
	Community Vision of Hilton Head		Walter Graver	President
	Economic Development Corp.		G. Thomas Upshaw	Chairman
	Governor's School (Greenville, SC)			
	Arts & Cultural Council of Hilton Head		Kathy Bateson	President & CEO
	HHHS VPAC		Amanda O'Nan	Principal
	Island Recreation Center		Frank Soule	Exec Director
	La Isla Magazine		Eric Esquivel	President & Director
	Researcher		John Salazar	
	SC Arts Commission		Susan DuPlessis	Participation Program Director
	USC-B		Dr. Al Panu	Chancellor
	World Affairs Council		Lee Wilwerding Joan Lemoine	Board Chair Executive Director

Appendix C: List of Interviewees

Interviews/Presentations/Surveys

Name	Title	ACSP Presentation to ACCHH	Presented to ACSP Committee	Completed Written Survey	Interview/ Meeting
Non-Profits					
Mary Barrett	Publicity Chair, Lifelong Learning of Hilton Head Island	X			
Kathleen Bateson	President & CEO, Arts Center of Coastal Carolina, Arts & Cultural Council of Hilton Head, Chair	X	X	X	
Lou Benfante	Heritage Library			X	
Mary Briggs	CEO Hilton Head Symphony Orchestra		X		
Louise M. Cohen	Gullah Museum	X			
Marcia Cornell	Hilton Head Shore Notes			X	
Tom Crawford	Island Writers Network		X		X
Lori Finger	Hilton Head Dance Theater	X		X	
Charlene Gardner	Bluffton Arts District	X			
Rex Garniewicz,	President & CEO, Coastal Discovery Museum			X	
Peggy Gehraty	Palmetto Quilt Guild			X	
Paul Gibson	HH Choral Society	X			
Katie Girardi	Hilton Head Dance Theater	X			X
Janice Gray	President, Art League of Hilton Head	X	X	X	
Natalie Hefter	Coastal Discovery Museum	X			
Gabrielle Hoffman	Arts Center of Coastal Carolina, ACCHH , Island School Council for the Arts Board	X			
Elaine Lee	Hilton Head Shore Notes	X			
Robin Liebenberg (Elizabeth Robin)	Island Writers Network	X			X
Lois Masteller	Jr. Jazz Foundation	X			
Patti Maurer	Island School Council for the Arts	X		X	
Sansing McPherson	Island Writers Network	X			X
Glenn & Linda Neff	Hilton Head Choral Society		X		
Bill Neville	Seahawk Theater Guild	X			
Bill Newby	Island Writers Network				X
Pamela Ovens	Beaufort County Historical Society, ACCHH Secretary	X			

Zig Palagyi	Hilton Head Barbershoppers	X			
Rich Speer	Chairman of the Board of Trustees, Arts Center of Coastal Carolina		X		
Bill Schmitt	Camera Club of HHI, ACCHH Webmaster, Concours d'Elegance Motoring Festival	X			X
Sheri Sternitzke	Main Street Youth Theater, Board Chairman	X			
Carolyn Vanagel	President, Concours d'Elegance Motoring Festival				X
Iva Welton	Heritage Library History & Genealogy Center, ACCHH Vice-Chair	X			
Peg Weschke	Palmetto Quilt Guild	X			
Blake White	Artistic Director, Lean Ensemble Theater	X			
Joyce Wright	Mitchellville Preservation Project, president and president of the Gullah Geechee Consortium	X			
For Profit					
Lynn Alexander	Nash Gallery				X
Jean-Marie Cote	President Hilton Head Plantation Artists Assoc., The French Guy Photography	X	X		
John Cranford	Cranford Hollow Band		X		X
Kevin Eichner	Metal Arts Workshop				X
Maggie Karis	Karis Gallery				X
Michele Kay	Needlepoint Junction				X
Kelli & Martin Lesch	Jazz Corner				X
Martin Lesch	Musician		X		
Adrienne & Lloyd Lively	Camellia Art Gallery				
Cindy Male	Art and Yoga	X		X	
Carolyn Males	Writer	X			X
Steve Mardell	High Tide Beads				X
Pamela Ovens	Single Star (Voice Over Artist)	X			X
David & Sandy Randall	FastFrame				X
Gregg Russell	Musician, Entertainment Entrepreneur		X		
Jim & Linda Saylor	Silver Junction				X
Mira Scott	Picture This Gallery				X
Wally & Jean Smith	Smith Gallery				X
Levon Stevens	Musician				X
John Sturm	John's Music				

Donna Varner	Artist (Photographer)				
<u>Schools:</u>					
James Berry	Arts Department Chair, Hilton Head Christian Academy				X
Kathryn Ramseur-Riley	Arts Department Chair, Hilton Head Prep				X
Kimberlee Smith	Media Arts Chair, Hilton Head High School				X
<u>Other Organizations</u>					
Denise Spencer	President & CEO, Community Foundation		X		
Lee Wilwerding	President, World Affairs Council of Hilton Head		X		
	Strategic Planning Committee, Greater Island Council				X
	Arts & Cultural Council of Hilton Head Island	X			
Walt Graver	Community Vision of Hilton Head				X
Dan Castro	Community Vision of Hilton Head				X
Susan DuPlessis	SC Arts Commission, Regional Coordinator				X
Susan Simmons	Town Director of Finance		X		
Ariana Pernice	Vice President, Visitors & Convention Bureau, Hilton Head Island-Bluffton Chamber of Commerce				X
Charlie Clark	Vice President, Communications, Hilton Head Island-Bluffton Chamber of Commerce				X
Randy Cohen	VP of Research and Policy, Americans for the Arts				X
<u>Public</u>					
Katie Barrett	Director of Development at Volunteers in Medicine (for Latino Festival)			X (28/65)	
	Latinos Unidos Annual Food Festival to benefit VIM				
Paul Caimano	Italian American Festival			X (75)	
Pastor Louis Johnson	Native Islanders – Surveyed Central Oak Grove Baptist Church members			X (11)	
	Community Forum – 9/15			X (12)	X
	Community Forum – 9/21			X (20 +4 emails)	X
<u>Towns/Cities</u>					
Columbia, SC					X

Moe Baddourah	Councilman and Co-chair of the Art and Historic Preservation Committee				X
Libby Gober	Assistant to the City Council				X
Lee Snelgrove	Executive Director, OneColumbia				X
Kristin Cobb	Executive Director, Fine Arts Center of Kershaw County, Camden, South Carolina 810 Lyttleton St., Camden, SC 29020 (803.425.7676)				X
Debra Heintz	Executive Director, Arts Council of York County, York County, South Carolina 121 E. Main S., Rock Hill, SC 29730 (803.328.2787)				X
Robb Woulfe	President and CEO, Breckenridge Creative Arts, Breckenridge, Colorado				X
Lindsay Davis	Cultural Arts Manager, Sugar Land, Texas				X
Melissa Cook	Trail Manager, Wisconsin Department of Natural Resources, Milwaukee, Wisconsin				X
Jack Finlaw	Former Director of Theaters and Arenas, City of Denver, Denver, Colorado				X
<u>Vail, Colorado</u>					
Sybill Navas	Special Events Coordinator				X
Molly Eppard	Art in Public Places Coordinator				X

Appendix D: Resource Documents

Year	Report Title	Author	Pages
	Hilton Head Documents		
1985	HHI Comprehensive Plan	Town of Hilton Head Island	175
1991	HHI Comprehensive Plan	Town of Hilton Head Island	90
1999	HHI Comprehensive Plan	EDAW	214
2004	HHI Comprehensive Plan	Town of Hilton Head Island	219
2007	Performing Arts Facility Feasibility Study Phase I Report: Needs Assessment	Arts Consulting Group	149
2009	HHI Visitor Profile Study- Golf Island Responses	HHI-Bluffton Chamber of Commerce	70
2009	Performing Arts Center Case Studies and PAC Survey Summary Assessment & Results	Community Vision of Hilton Head	5
2009	PAC Survey	Community Vision of Hilton Head	3
2010	HHI Comprehensive Plan	Town of Hilton Head Island	125
2010	Town of HHI Comprehensive Plan Introduction & Vision Booklet	Town of Hilton Head Island	8
2010	Tourism Development Product Concept for the Lowcountry Region Strategy and Plan	Tourism Development International	124
2010	Mayor's Task Force Report on Future	Town of Hilton Head Island	109
2010	2009 HHI Visitor Profile Study – Golf Island Responses	HHI-Bluffton Chamber of Commerce	70
2012	Economic Development on Hilton Head	Economic Development Advisory Committee	20
2012	Town of Hilton Head Island Comprehensive Plan: Charting the Island's Future – from Here to 2030	Town of Hilton Head Island	18
2013	Community Foundation Survey (multiple documents)	Community Foundation	n/a
2013	Cultural Arts Strategic Plan & Implementation Guide	City of Sugarland, TX	78
2013	Estimated Impact of Proposed Hilton Head Island Performing Arts Center on Beaufort County, SC	Robert T. Carey Regional Transactions Concepts, LLC and John Salazar, Lowcountry and Resort Islands Tourism Institute	11
2014	Blueprint for an Office of Cultural Affairs for HHI	Citizens Alliance for Support of Arts and Culture	25
2014	The Town of Hilton Head Island: Report on A Comprehensive Performing and Cultural Arts Assessment and Strategic Plan –	Cultural Planning Group	43

	(Note: there are several attachments and supporting documents with this report)		
2014	Hilton Head Island Area Consumer Arts Demand and Demographics	Cultural Planning Group	39
2014	Visitor Profile Study 2013-2014: Canadian Market	John Salazar & Brian Canada	9
2014	HHI Arts Facilities Preliminary Working Plan	Arts Center of Coastal Carolina	44
2014	Community Vision of HHI: Today's Inspirations/Tomorrow's Legacy (Note: there are additional documents with survey information with this presentation)	Community Vision	36
2015	Hilton Head Island Tourism Industry	John Salazar	27
2015	The FYI on HHI Affluent Traveler	HHI-Bluffton Chamber of Commerce & USC-B Lowcountry and Resort Islands Tourism Institute	10
	2014-2015 HHI Marketing Plan	Hilton Head Island Visitor & Convention Bureau (VCB)	60
	Research Documents		
2003	Comprehensive Arts Plan: City of Covington, WA	Covington Arts Commission	43
2006	Economic Development and Smart Growth	International Economic Development Council (IEDC)	50
2008	Economic & Fiscal Impacts of the nonprofit Sector in SC	SCANPO, Prepared by Robert T. Carey	14
2008	Small Towns Big Ideas: Case Studies in Small Town Community Economic Development	UNC School of Government; NC Rural Economic Development Center	259
2010	Press Release: Economic Activity and Job Creation by Nonprofit Arts & Cultural Industry	Office of Cultural Affairs, Virginia Beach	3
2010	Economic Impact of Nonprofit Arts & Culture Orgs in the Greater Columbia Area, SC	Americans' for the Arts	2
2011	A Long Range Plan for the Arts in SC	SC Arts Commission	20
2011	Capitalizing on Arizona's Arts & Culture	Arizona Town Hall	260
2011	Arizona Annual Report	Arizona Town Hall	1
2011	Arts & Economic Prosperity IV: The Economic Impact of Arts & Culture Organizations & Their Audiences: National Statistical Report	Americans for the Arts	378
2011	Arts & Economic Prosperity IV: The Economic Impact of Arts & Culture Organizations & Their Audiences: National Statistical Report	Americans for the Arts	24

2012	Annual Report – FY 2012	Virginia Beach Arts & Humanities Commission	3
2013	BCA National Survey of Business Support for the Arts	Americans for the Arts	36
2013	Arts Mean Economic Revitalization: Arts Patrons Give Strong Support to Local Business – ICMA Article	Robert Lynch in Public Management Magazine	4
2013	The Arts are Definitely Good for Business – ICMA	Robert Lynch in Public Management Magazine	4
2013	Economic Activity Study of Metro Denver Culture	Colorado Business Committee for the Arts (CBCA)	1
2013	City of Sugar Land: Cultural Arts Strategic Plan & Implementation Guide	Lord Cultural Resources	78
2014	NCAR Arts Vibrancy Index: Hotbeds of America’s Arts and Culture	National Center for Arts Research at Southern Methodist University	29
2014	Denver Performing Arts Center Economic Impact Study	BBC Research & Consulting	17
2015	How Small Towns and Cities Can Use Local Assets to Rebuild Their Economies: Lessons from Successful Places	United States Environmental Protection Agency	43
2015	Arts Facts: Business Support for the Arts	Americans for the Arts	2
2015	Congressional Arts Handbook	Americans for the Arts	31
2015	A Decade of Arts Engagement	National Endowment for the Arts	116
2015	Community Macro Trends	Permar Circle to Circle Presentation	21
2015	Bloomberg Philanthropies Selected 4 US Cities to Receive Up to \$1 Million Each in Funding for Public Art Projects	artfixdaily.com	n/a
2015	When Arts and Culture Take Center Stage	Planning Magazine	4
2015	Trends in Philanthropic Giving	Arts Consulting Group	2
2015	Making a Place with Art (LinkedIn Blog)	Dean Barber	5
2015	ArtPlace America National Grant program	ArtPlaceAmerica	18
2015	Barry’s Blog – Art-Healing (a 5-part conversation)	Barry Hesseinius	37
2015	Study: Ways to Grow Your Millennial Arts Audience	ArtsReach Magazine: Eugene Carr	3
2015	Streaming the Future	ArtsReach Magazine: Eugene Carr	1
2015	NEA FY14 Grant List for SC	Americans for the Arts	2
	Colorado Creative Industries	National Governors Association	10
2015	UNC, Carolina Performing Arts Reveal Plans	Chapel Hill News	n/a

	for downtown Chapel Hill Arts Center		
2015	Memorandum: Bluffton Cultural District	Shawn Leininger, AICP, Growth Management Director	6
2015	Video Feature: Before the Music Festival, Know the Lineup and the Lyrics	New York Times	n/a
2015	Stores Suffer from a Shift of Behavior of Buyers	New York Times	n/a
2015	Efforts target bringing Beaufort County's past into the present	Beaufort Gazette	n/a
2015	UNC, Carolina Performing Arts reveal plans for downtown Chapel Hill arts center	The News & Observer	n/a
2015	2030 Comprehensive Plan for the City of Raleigh: Arts & Culture	City of Raleigh, NC	12
2015	When Arts and Culture Take Center Stage	Christine Kreyling Planning Practice Magazine	5
	Websites		
	Stampede Project http://www.hvartscouncil.org/category/news/page/2/	Hopewell Valley, NJ Arts Council	
	Bloomberg Philanthropies Selected 4 US Cities to Receive Up to \$1 Million Each in Funding for Public Art Projects http://www.artfixdaily.com/artwire/release/3574-bloomberg-philanthropies-selects-four-us-cities-to-receive-up-to-	ArtFix Daily	
	Music Capital of the North: Eau Claire, WI http://volumeone.org/musiccapital	Volume One	
	NYC Free Access to A&C http://www1.nyc.gov/office-of-the-mayor/news/447-14/mayor-de-blasio-nyc-municipal-id-give-access-1-year-free-memberships-33-the#/0	NYC	
	Reconstruction Era in Beaufort County, SC http://www.nytimes.com/2015/08/25/arts/park-service-project-would-address-the-reconstruction-era.html?emc=eta1	New York Times	
	Studio Space for Artists http://observer.com/2015/08/city-pledges-10m-to-non-profit-to-build-studio-space-for-artists/	Miami Observer	
	Grand Rapids – ArtPrize in a Week http://www.mlive.com/artprize/index.ssf/2015/09/artprize_seven_what_to_see_eat_and_more_in_the_seven_regions_over_seven_days.html	Michigan Live	
	Executive Director Position, Roswell Arts Fund http://jobbank.artsusa.org/jobs/7716918/execut	ArtsUSA Job Bank	

	ive-director-roswell-arts-fund/		
	Chattanooga Fast Internet http://www.nytimes.com/2014/02/04/technology/fast-internet-service-speeds-business-development-in-chattanooga.html?emc=eta1	New York Times	
	Hank Aaron Trail, Milwaukee, WI http://www.hankaaronstatetrail.org/more-art.html		
	Art does heal: scientists say appreciating creative works can fight off disease http://www.telegraph.co.uk/news/health/news/11403404/Art-does-heal-scientists-say-appreciating-creative-works-can-fight-off-disease.html	The Telegraph (UK)	
	Our Town Grants: Arts Engagement, Cultural Planning, and Design Projects - Grant Program Description - https://www.arts.gov/grants-organizations/our-town/arts-engagement-cultural-planning-and-design-projects-grant-program-description#main-content	National Endowment for the Arts	
	Ives Concert Hall, Danbury, CT http://www.ivesconcertpark.com/		
	Tapp's Art Center, Columbia, SC (includes Artists in Residence Program) http://www.tappsartscenter.com/	Tapp Arts Center	
	Ten Principles for Responsible Tourism http://urbanland.uli.org/industry-sectors/ten-principles-responsible-tourism/	Urban Land Magazine: The Urban Land Institute	

Appendix E: Public - Surveys and Forums

SURVEYS

Following are additional Figures showing survey data from the Public. They show what events and activities resident families on the Island participate in and prefer as well as preferences for communication about activities and events that are available. It should be noted that in conversations with the survey participants, they had a favorable impression of a community calendar if it had all of the AC&H information in one place. This is not evident in the data because people chose communication vehicles that they typically use now.

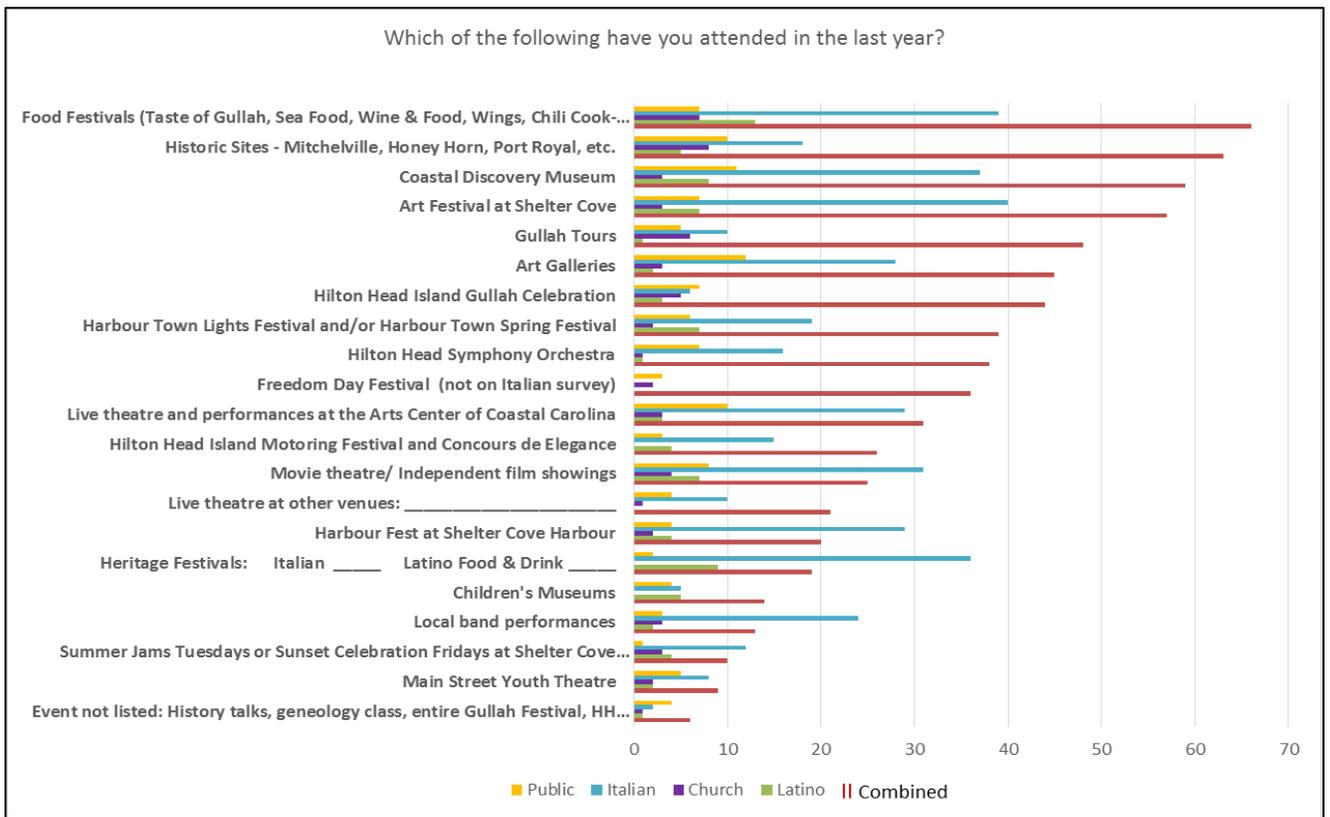


Table: Attendance at Events

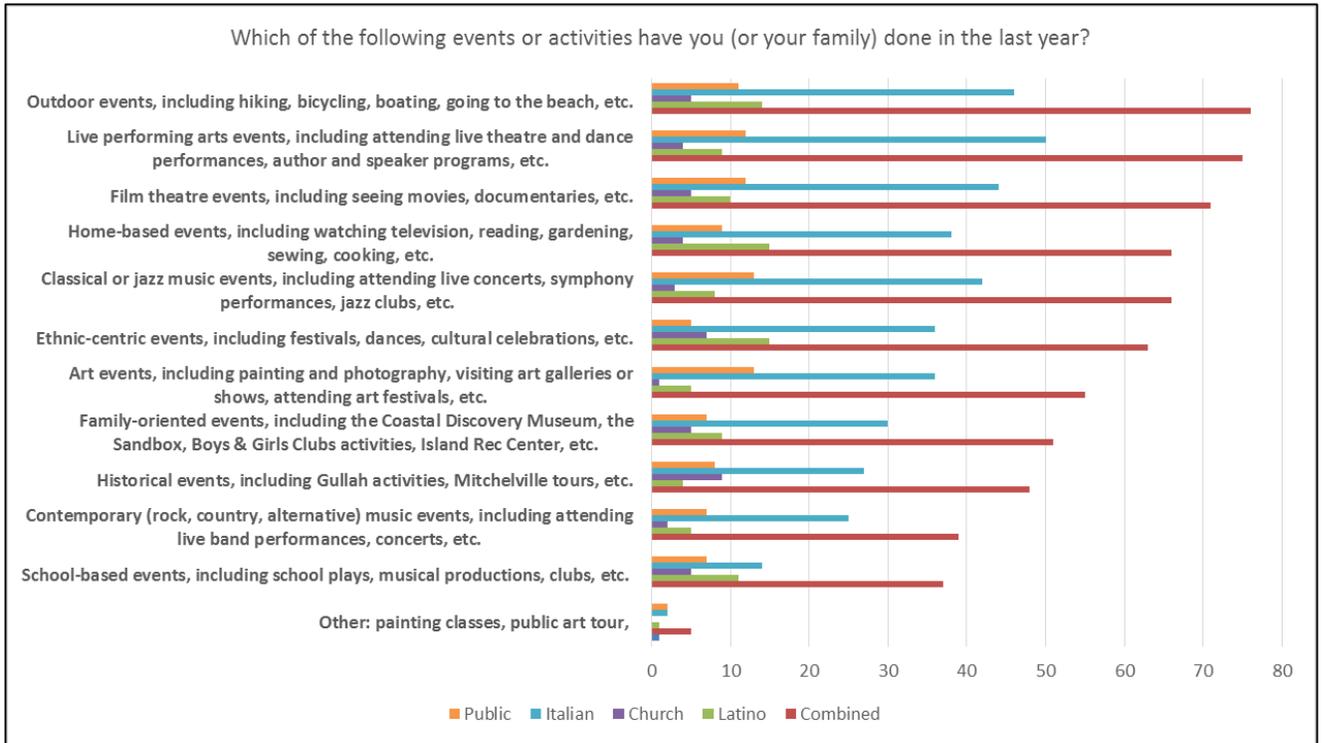


Table: Family Participation in Activities

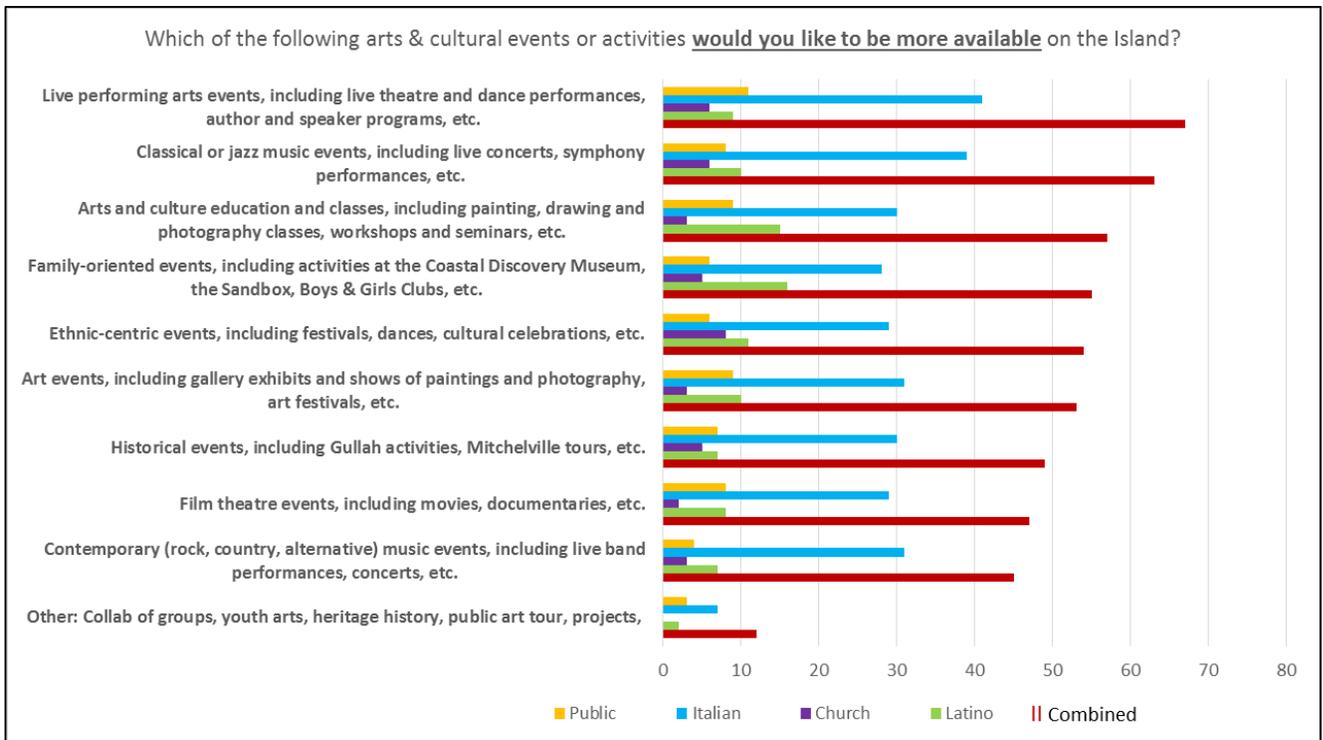


Table: Preferences for Availability of Arts & Cultural Events & Activities

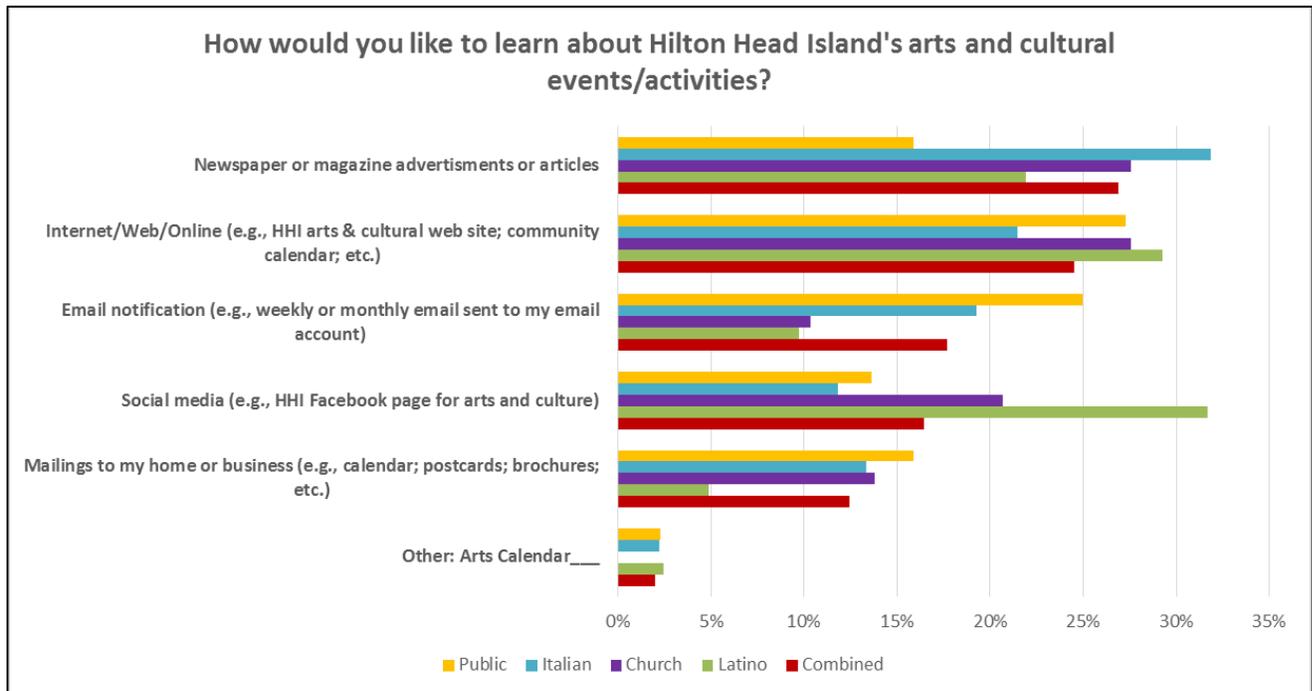


Table: Communication Preferences

COMMUNITY FORUMS

The Community Forum participants were asked to answer 4 questions about Arts & Culture and the Town’s role in supporting the Arts O& Cultural community. Following are the four questions and the responses provided by the participants.

Role of the Town - Question: *What do you think is the appropriate role of the Town of Hilton Head Island in supporting arts, cultural and history development?*

Collaboration - Question: *Are there additional ways that collaboration could improve our arts, culture and history offerings?*

Vision for the Future (5-10 years from now) - Questions: *Thinking ahead five to ten years, paint a picture of your vision of arts, culture and history in Hilton Head Island.*

Financing - Question: *Should the Town or other entities financially support the Arts and Cultural Initiative?*

Role of the Town:

- The town of Hilton Head needs to become better informed on the organizations and arts venues in the community. What does this community have to offer its residents? We need to concentrate on the people living on the island as well as tourists.

- Town board members would be more knowledgeable about the arts and would participate. They should not have the power to vote on funding when they have not personally seen a performance or heard a concert!
- Listen to the ideas and concerns of residents who are trying to preserve the historical sites on the island.
- Be open to outside-the-box thinking; This island is not simply Sea Pines and getting traffic to go there.
- Financial support directed to: 1. Operating support 2. Project support 3. Special events 4. Public arts program & arts education 5. Local ordinance modifications where necessary.
- The town should be part of structuring and funding the arts & cultural events on Hilton Head including promotions and support organizations that enhance visitors experience in all - arts, culture, and history.
- The town should invest in the development of attractions and artists to make this a regular destination or the choice of places to live.

Collaboration:

- Chamber of Commerce can be involved but should not create and administer a coordinated marketing plan; rather help support the efforts of the ACCHH.
- All various art and history groups must work together.
- Working together is essential. Collaboration is taking place among organizations now but can always be better, i.e. better marketing, etc.
- The town needs to be vibrant so artists can live and thrive while one or more financing organizations can independently or jointly utilize their talents. The individual organizations can figure that out.
- Do what it takes to engage the Native Island Community. Their AC&H are the essence of the island development as well as it's future. Collaboration will create a unity that is necessary.

Vision:

- I can see HHI becoming a greater arts & culture destination.
- Everyone loves the trees - keep the trees!
- Issue is to promote Arts/cultural destination in the cooler seasons.
- Improved Communications: Consider a unified communications campaign focusing on the diversity & availability of the arts on HHI: ID target audiences; start local; consider the most important markets where permanent & vacation visitors come from organizations available on HHI - simple set of links.
- Improved Communication: build a simple web site that first of all identifies the arts
- Improved Communication: Define the criticality of the Arts as a contributor to a rich, full, vibrant existence! This will appeal to those considering HHI as a permanent destination as well as those vacationing.

Finance:

- There are no corporations or foundations funding the arts. For sustainability and growth the arts cannot be solely supported by private donors.

- Yes, we need financial support for the arts/culture from the town.
- More support from the Chamber of Commerce in marketing the arts, culture and history. Town financial support beyond solely ATAX \$ is needed.
- VCB should be the umbrella org for an Arts/Cultural Committee or organization.
- Need strong public support. Very important that the town supports Arts & Culture in a more strategic & meaningful way. The Arts & Cultural initiative (ACSP) should be supported by the town and other entities.
- Yes. ATAX is one component. The Arts need more funds from the Town. Create an Arts commission and re-granting process!
- Yes! Institute a % tax for all the Arts! Performing, visual- a sales tax; public art - based on construction like other communities.
- Yes, absolutely (Note: there were 5 more of these)
- Yes, we have no corporate major business or University funding on HHI! The Arts need Town support!
- Yes, it is an investment to the sustained level of visitors to make the town prosper and new residents to live and retire.
- Yes, any vibrant, multi-dimensional community requires a rich mix of activities, including the Arts. Especially critical as HHI becomes more of a destination for younger residents.
- Yes, absolutely. There is a "draw" and a benefit to the end result.
- Yes, it will foster collaboration.
- Financing - Role of Town. Commit to a fundraising effort for a physical facility which can accommodate symphony as well as performance.

Funding:

- Get an earmark for the property tax to go into specific arts funding: "arts & cultural advancement funding". For this initiative to be successful, you have to garner support from Mayor and Town Manager and then go forth.
- ATAX has to be more flexible.
- Town should levy a percentage of tax for arts and culture like it does for schools. ATAX is not enough.
- Consider a united Performance Arts campaign.

Education & Children:

- Education centers for young and old.
- A youth-arts conservatory: A performance training facility bringing together aspiring visual artists, musicians, dancers and actors. This could actually become a destination for elite performer training program equal to that of the IJGA and Van der Meer Tennis Academy. A readily available venue could be the Arts Center facility if a new performance venue.
- INVOLVE THE SCHOOLS! KIDS ARE STARVING FOR IT!
- Programming for arts - visual and performing - needs to be offered to the schools. These packages offered yearly and schools purchase what they want. This is the model of URBAN GATEWAYS in Chicago.
- Children activities: Plays, afternoon teas, afternoon history, afternoon art.

- For youth: Film Festivals could be films featuring area residents or filmed here, etc.
- Need more family centered arts venues - theater, visual arts, etc.

OCA:

- Calendar of events including all charity events (for arts & cultural orgs); major cities do this.
- An office to collate information from all areas of the arts would be very helpful; especially someone expert in writing grants to work there.
- Agree with a central arts planning & coordinating agency or an Arts Commission - non-profit with Town funding, yes, cultural destination in positioning of Hilton Head
- Through an arts commission, the town can develop and facilitate a major arts and culture events/festival which can be self-sustaining.
- Through an Arts Council formed like other communities, the town can support programs, facilities and advancing efforts for the arts. Look at what the Mayor and Arts Council of Charleston have done for their city!
- The town of Hilton Head needs to establish an Arts Commission - as advisory body on the Arts to the town. It must be staffed by experienced Arts professionals!
- A major component of the arts Commission is to establish a re-granting process for new money garnered for HHI arts groups. There are major grants available at state and federal levels for re-granting to arts groups. The town and HHI Arts groups are missing out on hundreds of thousands of dollars!
- The town can fund staff and develop an advisory council to provide support for all of the arts groups in Hilton Head.
- Must have collaboration; not five similar groups doing the same thing. Need an OCA.
- Arts & Cultural Council expanded role;
- Yes to Arts commission to advise the town.
- One cohesive center or office to coordinate performance and event calendars. The Arts & Cultural Council of Hilton Head is an organization designed to do that. They could serve as advisors to such an office or center.

Facilities/Venues:

- Develop ONE area to encompass art galleries, clubs, etc. instead of it being spread out all over the island.
- How can arts be integrated into the Circle to Circle committee?
- There are too many "ad hoc" visual/"fine" arts presentations housed in temporary venues. We need one classic museum/arts center which every person buys in a blockbuster venture.

Ideas for an Arts Destination:

- Use USCB/Culinary school at Office Park/Pope as a collaborator in "Food Week" - needs to be more than local chefs that already participate in fundraising events
- Per "signature arts & cultural festival". There is no reason that HHI couldn't do a mini version of Spoleto: think a week of tons of different arts experiences umbrella'd under one Name/foundation!

- Utilize college students fully - HHI provides a valued opportunity for young artists to perform in front of a valued audience.
- Integrate lectures into the arts programs and author discussions into the plan. Understand that WACHH has a tremendous lineup but they are missing arts related topics and experts that can be utilized.
- Use new University of SC Hospitality School as a catalyst & destination for USC talent to perform on HHI.
- Tour opportunities (history, beaches, plantations).
- Tours into neighborhoods.
- Bike stops just for bikers
- Steamer service to Charleston, Madam Tussaud's Wax Museum, Boat Service to Beaufort and Penn School.
- Yes to a signature arts and cultural festival; accessible arts and cultural offerings for all; Focus more on youth arts/cultural activities.
- North end of Beach City Road set up like mini-Williamsburg.

The following are emails received from individuals who were unable to attend the forums:

“My husband and I bought a house on HHP 3 years ago, and are unable to attend the forum. We will be out of town.

The Arts Center is nice, but way too small. Since it looks like the island is trying to lure younger people to move here, I suggest a very large amphitheater that can hold 2-3,000 people, so that big name bands and artists can come. We are in our mid-50's, and tend to drive to Savannah and Charleston, along with flight destinations, in order to see our favorite artists.

It seems that older bands only perform on the island. We tend to patron The Rooftop because they offer music of today.

The island needs to broaden horizons in the music culture.

I live on HHI about 4-5 months a year... soon it will be full time... hopefully next year-“

“My wife and I see a few plays/concerts every year---

My suggestions: We need a larger venue --- or at least one that can float 1500-2500 people need to get younger in the selections or at least have a mix of shows. We should get some country artists to perform. “

Appendix F: Americans for the Arts Calculator

The Americans for the Arts Economic Prosperity Model IV:

The Americans for the Arts Economic Prosperity Model is a tool to estimate economic impact of individual nonprofit arts & cultural organization or an entire community. It is based on research findings from 182 study regions and over 9000 nonprofits and talked to many individuals in the audiences. They then constructed models based on the research tailored to communities of different size populations.

It uses a sophisticated economic analysis called input-output analysis to measure economic impact. It is a system of mathematical equations that combines statistical methods and economic theory. Input-output analysis enables economists to track how many times a dollar is “re-spent” or “ripples” within the local economy, and the economic impact generated by each round of spending and allows for “leakage” out of the community.

The formula calculates two sets of values:

1. Economic impact by the expenditures of Arts & Cultural Organizations themselves
2. Economic impact of Event Related Spending by Arts audiences (averages 22.47/\$100,000 of spending)

The model has two major inputs:

1. Annual Expenditures by Arts and Cultural organizations
2. Number of attendees at performances to arrive at the Event Related Spending value

For each of those inputs, the formulas calculate:

1. Full time Equivalent jobs (FTE)
2. Household Income
3. Local Government Revenue
4. State Government Revenue

The total of the two lines represents the Total Industry Impact.

ARTS & ECONOMIC PROSPERITY IV

ECONOMIC IMPACT OF THE NONPROFIT ARTS & CULTURE INDUSTRY > CALCULATOR

INFORMATION

STEP 1: POPULATION

Step 1: POPULATION of your community: Less than 50,000

STEP 2: TOTAL EXPENSES

Your Organization's TOTAL EXPENSES (please do not use commas): \$ 10891231

STEP 3: TOTAL ATTENDANCE (OPTIONAL)

TOTAL ATTENDANCE to your organization's arts events (again, do not use commas): 450000

TOTAL ECONOMIC IMPACT OF:

	<u>Total Expenditures</u>	<u>FTE Jobs</u>	<u>Household Income</u>	<u>Local Government Revenue</u>	<u>State Government Revenue</u>
Nonprofit Arts and Culture Organizations:	\$10,891,231	352.9	\$7,975,322	\$385,223	\$466,580
Nonprofit Arts and Culture Audiences:	\$10,111,500	252.8	\$5,608,086	\$503,249	\$489,903
Total Industry Impact:	\$21,200,731	605.7	\$13,043,408	\$888,472	\$955,673

DEFINITIONS

Total Expenditures:	The total dollars spent by your nonprofit arts and culture organization and its audiences; event-related spending by arts and culture audiences is estimated using the average dollars spent per person by arts event attendees in similarly populated communities.
FTE Jobs:	The total number of full-time equivalent (FTE) jobs in your community that are supported by the expenditures made by your arts and culture organization and/or its audiences. An FTE can be one full-time employee, two half-time employees, four employees who work quarter-time, etc.
Household Income:	The total dollars paid to community residents as a result of the expenditures made by your arts and culture organization and/or its audiences. Household income includes salaries, wages, and proprietary income.
Government Revenue:	The total dollars received by your local and state governments (e.g., license fees, taxes) as a result of the expenditures made by your arts and culture organization and/or its audiences.

Appendix G: Collaboration Efforts

The following table contains collaboration partnerships of some of the major AC&H non-profit organizations on the Island as examples of the level of collaboration among these organizations and other national, regional and local organizations. We have only listed those organizations that published this information but we understand that many other non-profits are partnering in the same manner.

Organization	Collaboration	Notes
Coastal Discovery Museum	Beaufort Country Historical Resources Consortium Coastal Museums Association Gullah-Geechee Cultural Heritage Corridor Smithsonian Institution Local Organizations use space for lecture series	Seeks out partnerships that benefit the CDM and cultural tourism
ACCC	Local: Art League of Hilton Head Arts and Cultural Council of Hilton Head Audubon Society Boys & Girls Club of Hilton Head Coastal Discovery Museum Concours d'Elegance Gullah Celebration Committee Gullah Museum Heritage Academy Heritage Library Hilton Head Choral Society Hilton Head Dance Theatre Hilton Head Elementary School Hilton Head High School Hilton Head Island Recreation Association Hilton Head Island Rotary Hilton Head Island/Bluffton Chamber Hilton Head Middle School Hilton Head Preparatory School Hilton Head School for the Creative Arts Hilton Head Symphony Orchestra Hospitality Industry Island School Council for the Arts Junior Jazz Foundation International Piano Competition Italian-American Club Jazz Corner Jazz Corner Main Street Youth Theater Mt. Calvary Missionary Baptist Native Island Business and Community Affairs Programs for Exceptional People Sea Island School for the Arts	

	<p>Regional: American Association of University Women Beaufort County Board of Elections Beaufort County School District Bluffton Okatie Rotary Boys & Girls Clubs of the Low Country College of Charleston School of the Arts Concours d'Elegance Savannah School of Art & Design South Arts USC - Beaufort</p>	
Art League	<p>Gullah Association Hilton Head Hospital Hilton Head Island senior center Beaufort County Library Starbucks French Bakery HHSO ACCC Gullah Celebration Seafood Festival HHHS</p>	
Heritage Library	<p>CDM Mitchellville Preservation Project Santa Elena Foundation SCAD, USCB, Clemson University Gullah- Geechee Consortium Area timeshares Local biking groups SC Historical Society Beaufort County Historical Society Towns within region Lowcountry Civil War Roundtable DAR, SAR</p>	
HHSO	<p>Art League Choral Society HHDT Lean Ensemble Arts Center SCAD Beaufort Symphony Youth Orchestra</p>	<p>Would like the Town to promote and tell of these partnerships between org's</p>
ISCA	<p>ACCC Art League Other org's involving youth-HHDT, MSYT, area schools, etc.</p>	
Island Writers Network	<p>Camera Club of HH Heritage Library Picture This Gallery CDM HH Public Library</p>	

Palmetto Quilt Guild	SCAD Other regional guilds as far as Jacksonville	
Concours	10 regional restaurants for event tie-in dinners (for ex Ombra, Hudson's, Long Cove Club) Westin Resort Shelter Cove Harbour Sonesta Resort	
HHD	ACCC HHSO ACCC	
Mitchellville Preservation Project	Westin Hotel and Spa Barony Marriott Heritage Library Foundation, Community Foundation of the Lowcountry, Hilton Head Island-Bluffton Chamber of Commerce Arthur E. Wiley American Legion Post 49 Penn Center Native Island Business and Community Affairs Association Coastal Discovery Museum Historical Black churches of HHI Meeting Dynamics, Inc. Home Depot Melly Mel's Catering The Greenery Club Car of Hilton Head Culligan Water Gullah-Geechee Ring Shouters, Habitat for Humanity Hilton Head Island Camera Club, Collum's Lumber, Inc.	

Chamber of Commerce, Vacation and Convention Bureau Marketing Council

The Chamber of Commerce, Vacation and Convention Bureau Marketing Council is a collaborative effort of business sector representatives including two from the Arts and Culture community. Current members are:

Chairman, Warren Woodard, large hotel
Gail Wargo, large hotel
Chris Bracken, large hotel
Chris Anselmo, select service hotel
Todd Brooks, Home & Villa
Meg Parker, Home & Villa
John Munro, Sea Pines

Joyln de Boer, sports & recreation (Tennis)
Katie Manley, Restaurants
Natalie Hefter, Arts & Culture
Lavon Stevens, Arts & Culture
Brad Marra, Sports/ Home & Villa
Greg DeLoach, Town Representative

Appendix H: Hilton Head Island Culture & Arts Network (HHICAN)

The Committee's recommendation is to create the Hilton Head Island Culture & Arts Network (HHICAN) with the mission to develop and market Hilton Head's rich and diverse AC&H enterprises and establish the Island as a premier arts & cultural destination. HHICAN would act as a facilitator and advocate for the HHI Arts & Cultural community. The ideal model is a 501(c)3 nonprofit organization. Staffing of the HHICAN would include a full time Executive Director. Part-time PR and Social Media administration and part-time Grants administration skills are also needed.

The HHICAN board would have 12-15 members, each serving a 3-year term so that 5 members would rotate off of the board each year. This number of members would serve several purposes:

- Provide the opportunity to have representation from the diverse communities within Hilton Head Island.
- Ensure that there are a broad set of skills and experience on the board to allow it to be successful. In addition to a strong interest and experience in Arts & Culture, this could include Marketing and PR, Social Media, Finance, Legal Skills, Technology and Project Management.

Executive Director Position:

The Executive Director position should be filled by an arts management professional. This executive would serve at the pleasure of the 12HHICAN, and facilitate town-wide cultural activities in all aspects of the arts. In addition to the duties listed in Section VI.A, the Executive Director would work with the town to identify and implement measurements and metrics to gauge the progress in elevating the AC&H sector.

QUALIFYING EXPERIENCE AND EDUCATION: A Bachelor's degree from an accredited college or university with major coursework in the arts or a closely related field and a record of success in arts leadership in private, public, and community organizations. This would include five (5) years of progressively responsible professional experience in a municipal arts agency, arts administration or a related field, of which three (3) years should be in a supervisory or managerial capacity.

DESIRED QUALIFICATIONS: The ideal candidate should have a background in art, dance, music, entertainment, theater, or another creative venue and a demonstrated knowledge of and passion for the arts.

- Visionary with skills and ability to achieve strategic goals
- Creative and innovative leader with the ability to energize, inspire, and motivate.
- Team player who can build consensus and foster collaboration with Arts & Cultural organizations, officials, the Chamber, granting agencies, the business community and the general public
- Ability to work successfully and respectfully with people from all cultural, ethnic and socioeconomic backgrounds.
- Experienced in building a new organization

- Outstanding interpersonal, written and oral communicator.
- Administrator with strong organizational skills,
- Change agent who will use data and metrics to drive improvement
- Passionate about the future success of Hilton Head Island and appreciative of the diversity in our community and arts and culture organizations
- Master's degree in fine arts, arts administration, business or public administration, or a closely related field.

Proposed Budget:

	FY17 Budget 1/2 year	FY18 Budget	
Personnel:			
Salary	\$45,000	\$95,000	Based on position similar to EDC Exec Director- salary range between \$80,000-\$140,000
Social Media/PR Administrator (PT)	\$11,500	\$12,000	\$15 x 15 hours/week= \$11,700
Grant Writer*	\$6,400	\$9,600	\$40 x 80/grant x 3 grants=\$9600
FICA	\$3,445	\$7,272	
Retirement-ICMA	\$8,550	\$9,025	
Medflex & Preventive	\$950	\$950	
Medical & Life Insurance	\$11,878	\$11,878	
Workers Compensation	\$195	\$195	
Dental & Disability	\$552	\$552	
Subtotal	\$88,470	\$146,472	
 Operating:			
Lease/Furniture	\$33,900	\$31,800	
Fixtures/Utilities			
Meetings & Conferences	\$3,000	\$5,000	
Travel	\$4,000	\$5,000	
Professional Dues	\$1,000	\$1,000	
Printing & Publishing	\$4,000	\$7,500	
Books, Subscriptions, Dues	\$1,000	\$1,000	
Office Supplies	\$3,000	\$4,000	
Palmetto Pass	\$500	\$900	
Insurance	\$2,200	\$2,200	
Workshop training	\$2,000	\$2,000	
Consulting Services:	\$7,000	\$11,000	
Website	\$5,000	\$5,000	
App	\$2,000	\$2,000	
 Subtotal	\$68,600	\$78,400	
 Total	\$157,070	\$224,872	