



**Town of Hilton Head Island**  
**Arts and Cultural Strategic Planning**  
**Committee Meeting**  
**August 17, 2015 at 3:00 p.m.**  
**CONFERENCE ROOM 3**  
**AGENDA**

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As a Courtesy to Others Please Turn Off/Silence All Mobile Devices During  
the Town Meeting

- 1) Call to Order**
- 2) FOIA Compliance**  
Public notification of this meeting has been published, posted, and mailed in compliance with the Freedom of Information Act and the Town of Hilton Head Island requirements.
- 3) Approval of the Agenda**
- 4) Approval of Notes –**
  - A. Re-approval of July 13, 2015 Regular Meeting
  - B. Approval of July 27, 2015 Regular Meeting
- 5) Presentation and Discussion**  
Hilton Head Island's music scene with John Cranford of Cranford Hollow band and others.
- 6) Unfinished Business**
  - A. Discussion: Remaining changes or additional information (since July 27<sup>th</sup>):
    - a. What questions do we need to ask of the groups identified on June 15<sup>th</sup>?
    - b. How to best engage Arts & Cultural groups and the Community (Other Constituencies)
    - c. Organizing to get the work completed.
  - B. Discussion: Review of research on Dropbox documents (i.e. what data is already available and how do we get the data?)
    - a. Committee members discuss the summaries they completed highlighting the Objectives/Questions addressed.
    - b. How the documents affect questions or plans for interviews
- 7) Adjournment**

Please note that a quorum of Town Council may result if a majority of their  
members attend this meeting.

**TOWN OF HILTON HEAD ISLAND**  
**Arts and Cultural Strategic Planning Committee Meeting Notes**  
**Monday, July 13, 2015**  
**3:00p.m. – Conference Room # 3**

Committee Members Present: Chairman Jane Joseph, Vice Chairman Maryann Bastnagel, Jim Collett, Meg Eberly, Janice Gray, Hannah Horne, Bob Lee, Lisa Snider and Ben Wolfe

Committee Members Absent: None

Town Council Present: Kim Likins and Lee Edwards

Town Staff Present: Jill Foster, Deputy Director of Community Development  
Kathleen Carlin, Administrative Assistant

**1. Call to Order**

**2. FOIA Compliance**

Public notification of this meeting has been published and posted in compliance with the Freedom of Information Act and the Town of Hilton Head Island requirements.

**3. Approval of the Agenda**

The committee **approved** the agenda as submitted by general consent.

**4. Approval of Meeting Notes**

The committee **approved** the meeting notes of the July 6, 2015 meeting as amended by general consent.

Chairman Joseph called the meeting to order and welcomed the committee members, members of Town Council and the public. Chairman Joseph began with a brief review of the upcoming meeting schedule. The next committee meeting will be on **July 27, 2015** at **4:00pm** in Conference Room # 3.

Ms. Jill Foster confirmed that Ms. Susan Simmons, Director of Finance, will make a presentation to the committee on Town revenues at the July 27<sup>th</sup> meeting. The committee's August 10<sup>th</sup> is cancelled due to the lack of a quorum. A meeting will be held instead on August 17, 2015 at 3:00pm in Conference Room # 3.

Chairman Joseph then presented a brief summary of the committee's previous meetings including the assignment of teams. The following teams were assigned at a previous meeting:

- 1) Arts & Cultural Organizations (including Music, Theater/Performance, Other and Cultural Organizations) Meg Eberly and Hannah Horne.
- 2) School Programs: Maryann Bastnagel and Ben Wolfe

- 3) For Profit - Galleries, Music, Other and Individual Artists: Jim Collett and Jane Joseph
- 4) Towns and Cities: Lisa Snider and Bob Lee
- 5) Public Residents: Janice Gray and Bob Lee
- 6) Public Visitors – Hannah Horne

## 5. Unfinished Business

### A. Discussion

- a. What questions do we need to ask of the groups identified on June 15<sup>th</sup>? (Note: includes data already available in other studies). Complete work that was not presented on July 6<sup>th</sup>.
  - b. How to best engage Arts & Cultural groups and the Community (Other Constituencies) Examples: focus groups; web-based survey, other outreach activities) (Note: includes identifying when each activity should occur so we can prepare a calendar).
- B. Discussion How should we organize ourselves to get this work done? (e.g., the engagement of the groups we have identified)

Ms. Lisa Snider reviewed the additional questions on marketing that she and Mr. Bob Lee added to the Towns/Cities interview questions as a result of the discussion at the July 6<sup>th</sup> meeting.

Also, updates to the questionnaires presented at the last meeting by Vice Chairman Maryann Bastnagel for the Schools interviews and Ms. Hannah Horne for the Non-Profit Arts Organizations were discussed.

### Questions for Not for Profit Organizations:

Mr. Jim Collet presented the questions for the For Profit Arts organizations. The committee agreed that social media will become more and more significant in Arts businesses getting their marketing messages out. The committee discussed modifications to this set of questions including the role of a marketing organization and adding more revenue data (seasonal, on line vs. local) and data on volunteer employees. The committee agreed that we should ask these organizations to contribute ideas for funding a Town/Arts awareness effort.

Chairman Joseph will summarize the role of a Cultural Affairs office for the committee to help in discussions with the public and arts organizations.

The committee agreed to focus discussions with these organizations on their 'Current State' and getting to their 'Desired State' (3 -5 year timeline). We should ask about their growth strategies and target market (island vs. visitors, age groups)

Mrs. Kim Likins discussed the need to reach the island's diverse audiences. The committee agreed that demographics data such as the questions used by the Cultural Planning Group in their survey should be included in all questionnaires.

The committee discussed ways to reach gallery owners, musicians, etc. Small interviews are recommended (e.g. An interview with gallery owners initiated by a letter to the owners inviting their input.)

Public Comments - Mr. Walt Graver suggested a survey structure of preliminary introductory level questions followed by more detailed lower level questions.

Questions for the Public:

Ms. Janice Gray presented questions for the Public based on a list of questions used by the Not for Profit team. The committee suggested that the public would not be in a position to answer many of the questions. Although this set of questions could be an educational tool for the community (e.g. about ATAX), our inquiry should be focused on questions about the resident's quality of life. We need to understand how the Arts and Cultural offerings would benefit families and local small businesses; what they participate in now; and what they would like. We should ask what they consider missing from the arts and cultural offerings.

The committee discussed considering the economic impact of other like-sized cities and towns. The committee needs 'real data' vs. 'feeling data.'

Ms. Snider agreed to write a scripted introduction for our interview sessions so that we have a consistent message about the committee.

**6) New Business**

A. Discussion: How should we identify what data is already available and how do we get the data?

Chairman Joseph discussed the availability of much research and previous reports which can help the committee to complete their work more effectively. Before setting up interview meetings, the committee should understand the data that is already available. Chairman Joseph recommended that committee members take some of the documents that are available and identify the parts of the document that answer our SOW questions. The members agreed and Chairman Joseph will make the assignments. Chairman Joseph requested that team members complete their documents by the next committee meeting and that she will develop a form for use in this effort.

Chairman Joseph stated that the key data will be financials. We need to know how to measure economic impact and how much things will cost. Further discussions on this issue included the difference between ATAX and a Hospitality Tax and the value of interviewing young adults (what do they do? What would they like to do vis a vis the arts and cultural activities). In reviewing how to measure ROI for the arts, several points were made:

- Is it really possible to measure ROI for the arts? This is very difficult but there are many formulas available. Measuring actual results over a time period is one effective way.
- How important is this from the Town Council's position? It is very important. Mr. Edwards noted that arts impact can be measured but it is also about enriching the

lives of residents and visitors.

- If we recommend some type of Office of Cultural Affairs (based on past studies, this might be something we need), we should look at it becoming self-sustaining (its expenses covered) as measured by the revenue that comes into the town from the OCA driving visitors and attracting new people.

Mrs. Likins stated that she would like to share a document that was presented at the last Circle to Circle Committee meeting. The presentation states that the Millennial generation will drive change in the future. We need to find ways to bring the Millennial generation to Hilton Head Island. The committee agreed that if *we build it they will come*. Ms. Mary Briggs shared an article from *Arts Reach* about ways to grow the Millennial arts audience which will be put in Dropbox.

Public Comments - Mr. Walt Graver explained that the CVHH consultant was measuring actual ROI by revisiting 6 of the 16 towns in their original study. Ms. Kathie Bateson presented information on economic impact including reference to the Americans for the Arts formula, the Chamber's method to measure and the need for a third party to make sure all organizations are using a consistent measurement formula. She also discussed findings from the Arts Center's recent survey.

## 6. Adjournment

The meeting was adjourned at 4:35p.m. by general consent.

Submitted By:

Approved By:

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Kathleen Carlin  
Administrative Assistant

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Jane Joseph  
Chairman

**TOWN OF HILTON HEAD ISLAND** DRAFT  
**Arts and Cultural Strategic Planning Committee Meeting Notes**  
**Monday, July 27, 2015**  
**4:00p.m. – Conference Room # 3**

Committee Members Present: Chairman Jane Joseph, Vice Chairman Maryann Bastnagel, Jim Collett, Meg Eberly, Janice Gray, and Ben Wolfe

Committee Members Participating by Phone: Lisa Snider

Committee Members Absent: Hannah Horne, Bob Lee

Town Council Present: Kim Likins, Tom Lennox and Bill Harkins

Town Staff Present: Jill Foster, Deputy Director of Community Development

**1. Call to Order**

Chairman Joseph called the meeting to order and welcomed the committee members, members of Town Council and the public.

**2. FOIA Compliance**

Public notification of this meeting has been published and posted in compliance with the Freedom of Information Act and the Town of Hilton Head Island requirements.

**3. Approval of the Agenda**

The committee **approved** the agenda as submitted by general consent.

**4. Approval of Meeting Notes**

The committee **approved** the meeting notes of the July 13, 2015 meeting by general consent.

Chairman Joseph began with a review of the upcoming meeting schedule. The next committee meeting will be on **August 17, 2015 at 3:00p.m.** in Conference Room # 3. A motion was **made, seconded, and passed** by general consent to add the following meetings to their schedule: September 28<sup>th</sup> at 3:00pm; October 12<sup>th</sup> at 3:00pm; and October 26<sup>th</sup> at 3:00pm. The complete schedule is now:

**August 10<sup>th</sup> at 3pm – Cancelled**

**August 17<sup>th</sup> at 3pm added**

**August 24<sup>th</sup> at 4pm (Maryann Bastnagel will chair)**

September 9<sup>th</sup> at 3pm (Wednesday)

September 21<sup>st</sup> at 4pm

September 28<sup>th</sup> at 3pm (added)

October 5<sup>th</sup> at 3pm

October 12<sup>th</sup> at 3pm (added)  
October 19<sup>th</sup> at 3pm  
October 26<sup>th</sup> at 3pm (added)

## **5. Presentation and Discussion—Susan Simmons, Director of Finance**

Chairman Joseph introduced Ms. Susan Simmons, Director of Finance, who spoke on the Town's ability to collect revenues for the arts. She discussed the pros and cons of several funding options if the committee recommended the creation of an arts and cultural umbrella organization.

**ATAX funds:** Although some arts groups receive ATAX funds, Ms. Simmons does not believe ATAX could be a funding option for it, per state law.

**General Funds:** These funds receive revenues via taxes. In order for the arts to be funded via these funds, some other line item would have to be cut since there are no extra monies in these funds. The state has limited the town's ability to increase these revenues via new taxes. It was also pointed out that since non-profit organizations are exempt from paying some taxes, they do not contribute much in the way of tax funds.

**Fees:** Ms. Simmons indicated that a fee could be one avenue for fundraising, as the state does not limit this technique as much as it does in raising taxes. Staff cautioned the Committee that a fee must have a nexus between what it funds and how it is collected. We would also want to be able to collect the fee locally and have it recycle back into the community, not be sent to the state for distribution.

It was discussed that the Town can raise money easier for capital building costs, but we are limited on how to raise money for operating costs. Many grants do not allow for operating costs. It was suggested that the Town could do loans to arts groups if a revenue source could be established.

There was also a discussion on how the Town's affiliated agencies (e.g. Island Recreation Association, LRTA, Coastal Museum, Public Art Committee, USCB, etc.) are funded.

The Committee was reminded that many agencies and organizations are demanding more of Town government, causing more of a financial strain on the Town budget. Ms. Bastnagel pointed out that the 2014 Cultural Planning Group's report showed the local philanthropy efforts were drastically below the national effort. The Committee should concentrate on raising more money via by telling a better story as to why people should donate to the arts on Hilton Head Island (e.g. arts programs and events raise property values, increases economic development, etc.)

Ms. Simmons suggested the Committee could campaign Town Council to make the arts a priority and to set aside funds from the General Fund for the arts.

Chairman Joseph summarized to the Committee that we need to determine what the Town really needs to have and what it costs, then take that to the Town Council for prioritization.

## **5. Unfinished Business**

Chairman Joseph reviewed a few documents located in Dropbox:

**OCA Summary--** Chairman Joseph asked that members read the draft in Dropbox and

send her questions or editorial comments. She reminded the members that the purpose of this document is to ensure that committee members could explain what an OCA is when interviewing constituents to answer our SOW question and that an OCA was not a recommendation yet.

**Introduction to Questions for Interviews**—the verbiage prepared by Lisa Snider was reviewed. Members will add specifics for their constituents and meetings as needed.

**Community Information—Schedule and Deliverables**—Chairman Joseph pointed out the milestones in the document, prepared by Maryann Bastnagel and how it would help the committee to meet an early November Town Council Workshop date. She asked members to study this chart and suggest any additions for it.

**List 3--Speakers for future meetings--** The Committee discussed how to reach out to various organizations in List 3 and what should be the best manner for communicating with them. It was emphasized that the Committee should give them opportunities to speak about their mission, what they do, how they are organized, and their passion. It would give the committee a chance to ask questions and have a dialog with them. It was also mentioned that the representatives should speak for the organization, not as an individual.

Ideas for speakers included:

- a. Organizations on our Constituents list (e.g. One-on-one interviews with some of the main arts/cultural organizations). Rich Speer representing the Arts Center and Eric Esquivel from La Isla were suggested. The three largest revenue organizations are: Arts Center, Symphony and Coastal Discovery Museum. The next three are the Art League, Sandbox and Choral Society.
- b. One or two representatives from the For Profit Gallery meeting
- c. One or two representatives from the For Profit Musicians meeting
- d. One or two representatives from the schools

Chairman Joseph asked the members to read List 3 in Dropbox and send her names of other organizations that should be included, especially arts-related type groups. She will make a list and we will review it for action at the next meeting.

### **Review of the Public Constituency Questions**

Janice Gray reviewed the types of Meetings that could be held for this constituency and the types of questions that would be asked for each group:

- a. Two outreach meetings for the general public at well-known locations (i.e., Palmetto Electric meeting room).
- b. Surveys conducted at two key festivals in September (Latino on the 12<sup>th</sup>; Italian on the 19<sup>th</sup> from 11-4 at Honey Horn)
- c. Meetings at local minority churches
- d. A suggestion was made that it might be helpful to attend meetings that Town Council members have with their constituents.
- e. Another suggestion was to contact the USCB Hospitality Event group (Kathy Olivetti)

It was emphasized that minority groups (Native Islander, Hispanic, ethnic groups) and

younger-aged groups need to be reached, as efforts by the Cultural Planning Group consultants received a large amount of feedback from the higher income, older, non-minority community residents. Other key groups not previously surveyed that we need to reach are musicians, art galleries and schools.

It was also discussed as to whether surveys/meetings should focus on only Hilton Head Island zip code areas or include regional areas such as Bluffton. It was agreed that we should get opinions from non-islanders at festivals but should record their zip codes in the demographics.

Kim Likins pointed out that a translator should be available for interviews with the Hispanic community.

Chairman Joseph requested that during the next 3 weeks Committee members should:

- Decide exactly how they are going to reach their constituencies, dates for meetings, and draft surveys or letters for interviews that each group needs to do. Continue to contact people to set up interviews. The Committee will review progress at the next meeting.
- Complete the sheets in Document Forms that summarize Articles and reports in Dropbox. These should identify what is in each document that is pertinent to the Committee and posted in the Document Contents FORMS in the ACSP Committee Work Products file.

Public Comments – There were none.

## 6. Adjournment

The meeting was adjourned at 6:00 p.m. by general consent.

Submitted By:

Approved By:

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Jill Foster  
Deputy Director

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Jane Joseph  
Chairman