

**Hilton Head Island  
Economic Development Corporation**

**Tuesday, January 27, 2015  
9:00 a.m. – Palmetto Electric Community Room  
111 Mathews Drive  
Hilton Head Island, SC 29928**

*Note: Please park and enter through the back of the building*

**AGENDA**

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**As a Courtesy to Others Please Turn Off All Cell Phones and Pagers during the Meeting**

- 1. Call to Order**
- 2. Freedom of Information Act 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 Minutes from January 13, 2014**
- 4. Appearance by Citizens**
- 5. Presentation:** None
- 6. Executive Director Report**
- 7. Unfinished Business**
  - a. RBC Heritage Presented by Boeing HHIEDC partnership opportunities
  - b. Discussion of HHIEDC 2015-16 Operational Plan
- 8. New Business**
  - a. Hilton Head Island Economic Performance Dashboard
  - b. Metrics and evaluation tool (from Action 10.3.1)
- 9. Executive Session**
  - a. Discussion of matters related to potential economic development.
- 10. Adjournment**

**Please note that a quorum of Town Council may result if four (4) or more Town Council members attend this meeting.**

# Hilton Head Island Economic Development Corporation

## Minutes of Tuesday, January 13, 2015

**Members Present:** Maryann Bastnagel, Steven Carb, Carlton Dallas, John Joseph, Diana McKenzie, Steve Riley, Tom Upshaw

**Members Absent:** Ray Wenig

**Town Council:** Mayor David Bennett, Bill Harkins, John McCann

**EDC Staff:** Don Kirkman, Mary Ellen Tschupp

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**1. Call to Order:**

Chairman Upshaw called the meeting to order at 9:00 a.m. in the Community Room at Palmetto Electric on Hilton Head Island.

**2. Freedom of Information Act 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 Minutes from December 16, 2014.**

The minutes of December 16, 2014 were approved as presented.

**4. Appearance by Citizens.** Jim Collett, Chairman of the Information Technology Task Force, announced that the new cell tower is being installed at Hilton Head Plantation and should be operational within the next few weeks. The Task Force is in the process of developing their 2015 plan, which they will share with the HHIEDC Board when completed.

Council Member John McCann complimented HHIEDC Board member Steve Carb regarding the Poseidon Restaurant and its positive contribution to the Town of Hilton Head Island.

**5. Presentation:** none

**6. Executive Director Report:** Mr. Kirkman reviewed his monthly Executive Director Report, copies of which were distributed to members of the HHIEDC Board. Mr. Kirkman reported that the new HHIEDC office at 4 Northridge Drive is fully operational. Signage is expected to be installed by the end of January. He stated that he and Ms. Tschupp are using their hhiedc.com email addresses as their primary work addresses. ([dkirkman@hhiedc.com](mailto:dkirkman@hhiedc.com) and [metschupp@hhiedc.com](mailto:metschupp@hhiedc.com)) Mr. Kirkman noted that he and Ms. Tschupp recently met with Lucy Rosen of Smart Marketing and said that the EDC is now in a position where they can accelerate the build out of their website.

Mr. Kirkman also reported on the January 5<sup>th</sup> Healthcare Forum, organized by Representative Jeff Bradley with support provided by the HHIEDC. He said it was a very productive meeting where numerous ideas were both vetted and seeded. There was a discussion around wellness

and branding HHI as a wellness destination. The meeting was hosted by Hilton Head Health, which Mr. Kirkman cited as a great example of a wellness-focused company that is doing very well on Hilton Head Island, with significant renovations and expansions underway.

Council Member Bill Harkins, who attended the Healthcare Forum, agreed that the event was successful. He noted that three challenges were identified at the meeting that could negatively impact the growth of the healthcare sector on Hilton Head Island: a lack of Class A office space, a lack of available land, and the business license tax.

Mr. Kirkman asked Board members for their thoughts regarding what they think are important data points to be used in gauging the economic health of Hilton Head Island. He said that it is difficult to get an objective, data-driven answer to the question “How is Hilton Head Island economy faring?” because there is a lack of data on which to evaluate the economic performance of the Town of Hilton Head Island. He suggested that the economic dashboard be part of the January 27 HHIEDC Board meeting agenda. He also stated that he would like to move forward with a survey of existing business owners in the Town, and he asked the Board for their input regarding information they would like to capture from the survey.

Mr. Kirkman stated that the success of the HHIEDC will be largely dependent on building relationships with business leaders who were already familiar with Hilton Head Island, and leveraging those networks to identify economic opportunities for the Town. He said that one of the initiatives identified in the Action Plan was to build a database of individuals who could potentially assist the HHIEDC in its economic development efforts. The first phase of the effort would be to use the database for HHIEDC external communications, including an e-newsletter, and the second phase might involve a solicitation requesting active engagement as an “ambassador” of the HHIEDC. Several Board members expressed concerns about soliciting ambassadors without first having a simple, consistent message explaining the goals of the solicitation, and a formal request for permission to which the solicited ambassador could explicitly respond.

7. **Recognition of Mayor Bennett:** Chairman Upshaw welcomed Mayor David Bennett to the meeting. Mayor Bennett expressed appreciation for the service of the HHIEDC Board members, and he said that he strongly supportive of the efforts of the HHIEDC.
8. **Treasurer Report:** Mr. Joseph reviewed the December 31 financial statement, copies of which were distributed to the HHIEDC Board. He noted that the HHIEDC is halfway through the fiscal year and continues to be under projected budgets in virtually every expense category. He noted that delays in hiring staff would result in a significant year-end surplus in the personnel expenses line items.
9. **Unfinished Business:**
  - a. **RBC Heritage presented by Boeing HHIEDC Partnership Opportunities.** The two previously proposed sponsorship programs were discussed—The Patron Sponsor Package and the Calibogue Club. Chairman Upshaw asked Mr. Riley to follow-up with the RBC Heritage representatives and report back at the next Board meeting on January 27<sup>th</sup>. The Board agreed that it was important for Mr. Kirkman to be present and visible throughout the tournament, since there will be many visiting business and political leaders with whom he should be engaged as the HHIEDC representative.

**b. Town Council Economic Development Priorities** (from December 4-6 and December 18 Workshops). Mr. Kirkman reported on the Town Council's economic development priorities and distributed the Town Council's 2030 Vision and the 2015 policy and management priorities. He highlighted and expanded on the ones that clearly, directly impact the HHIEDC. He stated that the Town Council had not finalized their priorities, which were subject to change. Mr. Riley emphasized that the priority captions did not capture the breadth of the discussion or the body of work that will be required, and he cautioned against reading too much into the captions.

**c. Presentation of HHIEDC 2015-16 Action Plan.**

Based on previous conversations with Board members, Mr. Kirkman said that the operations-related portion of the Action Plan had been moved to a standalone document that he had captioned "HHIEDC Operational Plan, 2015-16," a copy of which was distributed to the Board. Mr. Kirkman requested the Board of Directors to approve/adopt the programmatic portion of the 2015-16 Action Plan presented.

Several Board members suggested refinements to the plan, which Mr. Kirkman was directed to incorporate. Board members discussed metrics, and it was agreed that the January 27 Board meeting would address metrics and measurements/tracking in the context of the dashboard described in Action 10.3.1. It was also suggested that the plan be updated as a rolling two-year document, as there may be a need to incorporate new opportunities as they arise. Mr. Kirkman stressed that the HHIEDC has an opportunity to work closely with the Chamber on a Hilton Head Island branding initiative in 2015. Mr. Dallas made a motion to approve the *Hilton Head Island Economic Development Corporation (HHIEDC) 2015-16 Action Plan*, with the changes discussed. Mr. Joseph seconded the motion, which passed unanimously.

*(Note: the final version of the document accompanies these minutes as an attachment.)*

**10. New Business:** none

**11. Executive Session.** The Board voted to go into Executive Session to discuss several economic development projects. No action was taken following the Executive Session.

**12. Adjournment.** There being no further business, the meeting adjourned at 10:50 a.m.

Respectfully submitted:

Mary Ellen Tschupp  
Marketing Coordinator/  
Executive Assistant

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G. Thomas Upshaw, Chairman

# Hilton Head Island Economic Development Corporation (HHIEDC)

## 2015-16 Action Plan

Final: Adopted January 13, 2015

### Job Creation and Capital Investment

*Background: Two nearly universal goals of economic development organizations are job creation and new capital investment, which adds tax base and tax revenues to state and local governments. New business formation, existing business retention/expansion, and new business attraction in the Town of Hilton Head Island (the "Town") are all part of the core mission of the HHIEDC, as is attracting new capital investment to the Town.*

#### **Goal 1. Identify Barriers to New Business Attraction and Existing Business Retention and Expansion on Hilton Head Island and Provide Recommendations to Address such Barriers**

Strategy 1.1: The HHIEDC will identify existing impediments to job creation and new capital investments.

Action 1.1.1: Utilizing the existing business survey described in Action 3.1.2, the HHIEDC will compile survey results to determine if there are any issues consistently identified by existing companies as barriers to business growth, hiring and capital investment. The HHIEDC will present the survey results to Town Council.

- Responsibilities: HHIEDC staff
- Mileposts: Survey conducted 1Q15; results compiled/Town Council presentation 2Q15
- Budget: \$0

Action 1.1.2: The HHIEDC will perform a survey or otherwise conduct research on municipal business license fee structures in South Carolina and Georgia and prepare a comparative analysis with business license fees imposed by the Town of Hilton Head Island.

- Responsibilities: HHIEDC staff (in consultation with Town Finance staff, MASC and GMA)
- Mileposts: Survey conducted 1Q15; comparative report 2Q15
- Budget: \$0

Action 1.1.3: The HHIEDC will perform a survey or otherwise conduct research on development impact fee structures in South Carolina and Georgia and prepare a comparative analysis with development impact fees imposed by the Town of Hilton Head Island.

- Responsibilities: HHIEDC staff (in consultation with Town Community Development staff)
- Mileposts: Survey conducted 1Q15; comparative report 2Q15
- Budget: \$0

Strategy 1.2: The HHIEDC will recommend elements of an economic development “tool kit” that could be used by the Town to support its economic development goals.

Action 1.2.1: The HHIEDC will provide recommendations to the Town Council regarding tools and incentives that the Town of Hilton Head Island could develop to encourage business formation, existing business expansion and new business recruitment.

- Responsibilities: HHIEDC staff
- Mileposts: Recommendations presented to Town Council 4Q15
- Budget: \$0

## **Goal 2. Support an Entrepreneurial Ecosystem that Encourages new Business Formation and Existing Business Retention and Expansion on Hilton Head Island**

Strategy 2.1: The HHIEDC will add value to existing organizations that provide support to entrepreneurs and small businesses on Hilton Head Island.

Action 2.1.1: The HHIEDC will maintain a current resource directory describing the capabilities of all Hilton Head Island, lowcountry, state and federal resources that are available to assist entrepreneurs and small business owners/principals; such resource directory will be integrated into the [www.hhiedc.com](http://www.hhiedc.com) website and be available online.

- Responsibilities: HHIEDC staff; Ray Wenig; Smart Marketing
- Mileposts: Resource directory completed 2Q15; integrated into website 3Q15
- Budget: \$0

Action 2.1.2: The HHIEDC will communicate regularly with entrepreneurial and small business support organizations having Hilton Head Island jurisdiction to offer assistance and support; the HHIEDC will refer prospects to other agencies/organizations as appropriate.

- Responsibilities: HHIEDC staff
- Mileposts: Initial communication 1Q15; quarterly electronic communication thereafter
- Budget: \$0

Strategy 2.2: The HHIEDC will catalyze entrepreneurial activities on Hilton Head Island.

Action 2.2.1: The HHIEDC will organize, convene and provide staff support to an entrepreneurial task force designed to identify strategies to promote new business enterprises on Hilton Head Island. This initiative should specifically address customized strategies to encourage women and minority entrepreneurs.

- Responsibilities: HHIEDC staff, Maryann Bastnagel, Carlton Dallas, Diana McKenzie, Ray Wenig
- Mileposts: Identify participants 1Q15; convene first meeting 2Q15; quarterly meetings thereafter
- Budget: \$2,000 annually (meals, etc. for meetings)

Action 2.2.2: The HHIEDC will organize and sponsor an annual Hilton Head Island entrepreneurial summit for service providers, existing entrepreneurs and individuals interested in starting a new business on Hilton Head Island.

- Responsibilities: HHIEDC staff, in conjunction with other service providers
- Mileposts: Organizing committee designated 3Q15; monthly meetings beginning 4Q15; summit 2Q16
- Budget: \$5,000 FY15-16

### **Goal 3. Retain and Expand Existing Hilton Head Island Businesses**

Strategy 3.1: The HHEIDC will provide assistance to existing HHIEDC companies.

Action 3.1.1: The HHIEDC will create a structured existing business call program focused on unique (not organically connected to the HHI economy) companies located on Hilton Head Island to offer and provide assistance, and the HHIEDC will keep a current database of existing business calls and assistance and services provided.

- Responsibilities: HHIEDC staff
- Mileposts: 4 calls quarterly on ongoing basis
- Budget: \$500 annually

Action 3.1.2: The HHIEDC will undertake an electronic survey of existing Hilton Head Island businesses to gather information on issues and challenges facing existing Island businesses.

- Responsibilities: HHIEDC staff; John Joseph and other board input
- Mileposts: Survey instrument developed/distributed 1Q15; results compiled 2Q15
- Budget: \$2,500 FY 14-15

Action 3.1.3: The HHIEDC will convene a forum for representatives of existing unique companies to share their experiences of doing business on Hilton Head Island with HHIEDC staff and board representatives.

- Responsibilities: HHIEDC staff and board
- Mileposts: Identify invitees 1Q15; host event 2Q15
- Budget: \$1,500 FY 14-15

Action 3.1.4: The HHIEDC will promptly respond to representatives of existing companies who seek the assistance of the HHIEDC and offer support as appropriate.

- Responsibilities: HHIEDC staff
- Mileposts: Ongoing
- Budget: \$0

#### **Goal 4. Attract new Businesses to Hilton Head Island**

Strategy 4.1: The HHIEDC will be recognized by state, regional and local business service providers, Town staff, and the general public as the primary point of contact for individuals and companies seeking to locate a new business on Hilton Head Island.

Action 4.1.1: The HHIEDC will promote its role as the primary point of contact for companies seeking to evaluate Hilton Head Island as a potential business location, and the HHIEDC will provide current, relevant and helpful information and assistance to company representatives.

- Responsibilities: HHIEDC staff and board
- Mileposts: Ongoing
- Budget: \$1,500 annually

Strategy 4.2: The HHIEDC will leverage existing Island talent and networks to enhance the Island's economic development efforts.

Action 4.2.1: The HHIEDC will create a database of corporate executives connected to Hilton Head Island (primary residents, second home and timeshare owners and/or frequent visitors) who can add value to the Island's economic development efforts.

- Responsibilities: HHIEDC staff and board (to leverage word of mouth referrals), Realtor® network
- Mileposts: Design database and initially populate 1Q15; ongoing database development through research and referrals
- Budget: \$0

Action 4.2.2: The HHIEDC will create a program to enlist the assistance of those in the database to support the goals and program of work of the HHIEDC.

- Responsibilities: HHIEDC staff and board
- Mileposts: Initial outreach/communication 3Q15; hospitality event 4Q15
- Budget: \$3,000 FY 15-16

Strategy 4.3: The HHIEDC will identify and pursue marketing and outreach strategies to attract the interest of companies in locating on Hilton Head Island.

Action 4.3.1: The HHIEDC will identify opportunities to promote Hilton Head Island to targeted corporate targets and site location consultants representing clients that may be aligned with Hilton Head Island's land uses and values. These efforts may include attending conferences and trade shows and other direct business-to-business outreach.

- Responsibilities: HHIEDC staff
- Mileposts: Chamber Business Expo 1Q15; Food and Wine Festival 1Q15; RBC Heritage 2Q15; Concours d'Elegance 4Q15
- Budget: \$15,000 annually

Action 4.3.2: The HHIEDC will materially contribute to the successful recruitment of new businesses to Hilton Head Island.

- Responsibilities: HHIEDC staff and board
- Mileposts: TBD as part of tracking/metrics discussion (Action 10.3.1)
- Budget: Will depend on tracking/metrics decision

## **Economic Development “Product” and Infrastructure**

*Background: Every business enterprise requires a real estate solution. Currently, the Town of Hilton Head Island lacks “Class A” office buildings, office parks and quality buildings suitable for the types of businesses that Hilton Head Island desires. In addition, there is little available land on which to construct the building improvements needed to advance the Town’s economic development goals. Hilton Head Island also lacks infrastructure (including sewer, paved roads, and telecommunications infrastructure) to certain geographic areas and at a level/quality that can support many desired economic development activities. Finally, Hilton Head Island also has a very high average housing cost that is unaffordable to many workers and families, and the Island has few undeveloped parcels large enough to support the construction of affordable “workforce” housing.*

### **Goal 5. Help Identify Real Estate Solutions for Entrepreneurial Enterprises, Expanding Hilton Head Island Companies and New Companies Considering HHI as a Business Location**

Strategy 5.1: The HHIEDC will be a portal through which prospects can receive current and accurate information about real estate solutions to support their business enterprise.

Action 5.1.1: The HHIEDC will identify commercial Realtors® and leasing agents who sell and/or lease commercial and office properties and will convene a meeting with such representatives to explain the goals and objectives of the HHIEDC and solicit the active assistance of the commercial real estate stakeholders.

- Responsibilities: HHIEDC staff
- Mileposts: Initial outreach 1Q15; host event 2Q15
- Budget: \$1,500 FY 14-15

Action 5.1.2: The HHIEDC will develop an inventory of developable land for new residential and non-residential construction; this will include working with the Town of Hilton Head Island Community Development staff to identify Town-owned parcels that are potentially available for sale or lease, as well as working with private property owners of developable tracts of land to determine their development potential for multi-family and non-residential use.

- Responsibilities: HHIEDC staff, working with Town Community Development staff
- Mileposts: Review existing Town property inventory 1Q15; research 2Q15-3Q15; final report 4Q15
- Budget: \$0

Action 5.1.3: The HHIEDC will develop the capability to quickly access information on existing non-residential Hilton Head Island buildings that are available for sale or lease or that contain vacant offices for lease or sale (if condominiums).

- Responsibilities: HHIEDC staff, in conjunction with commercial Realtors®
- Mileposts: Ongoing
- Budget: \$0

**Goal 6. Help Ensure that Adequate Infrastructure is in Place in Locations that will Serve Business Clients and Promote Economic Development Goals**

Strategy 6.1: The HHIEDC will assist the Town of Hilton Head Island and other public agencies to help support the expansion of infrastructure Island-wide.

Action 6.1.1: The HHIEDC will make Town representatives aware of properties (land and/or buildings) that could provide significant economic development opportunities that are underserved with sewer and/or road infrastructure, and the HHIEDC will work with the Town, Beaufort County, public service districts and other appropriate agencies to assist in developing strategies for infrastructure expansions and/or improvements to those parcels.

- Responsibilities: HHIEDC staff
- Mileposts: 4Q15
- Budget: \$0

Action 6.1.2: The HHIEDC will work with the Information Technology Task Force and other entities, including the Town and telecom utility providers, to accelerate the construction of fiber networks and cellular towers on Hilton Head Island.

- Responsibilities: HHIEDC staff; Maryann Bastnagel; Steve Riley
- Mileposts: New cell tower construction—timetable to be set by ITTF
- Budget: \$0

Strategy 6.2: The HHIEDC will support efforts to expand air service to Hilton Head Island.

Action 6.2.1: The HHIEDC will work with Beaufort County, the Beaufort County Airports Board and its professional staff to expedite lengthening the Hilton Head Island Airport runway to 5,000 feet.

- Responsibilities: HHIEDC staff
- Mileposts: Ongoing; runway extension to be completed by 4Q17
- Budget: \$0

Action 6.2.2: The HHIEDC will support Hilton Head Airport and the Savannah/Hilton Head International Airport in their respective efforts to attract new air service and expand service from existing commercial carriers.

- Responsibilities: HHIEDC staff, in conjunction with two airport directors
- Mileposts: ongoing
- Budget: \$2,000 annually

## **Branding and Marketing**

*Background: Hilton Head Island enjoys a global reputation as a tourism destination, and substantial resources are provided to maintain Hilton Head Island's reputation as a world-class leisure destination. The Island is also recognized as an attractive retirement market. The Island is not currently widely recognized as a business location.*

### **Goal 7. Expand the Hilton Head Island Brand to Include Business and Economic Development**

Strategy 7.1: The HHIEDC will help brand Hilton Head Island as an attractive location for business.

Action 7.1.1: The HHIEDC will work closely with the Chamber of Commerce on a new branding strategy for Hilton Head Island that will promote Hilton Head Island as a business location.

- Responsibilities: HHIEDC staff and board; Chamber of Commerce staff and board
- Mileposts: to be negotiated with Chamber; goal to have brand report by 4Q15
- Budget: to be negotiated with Chamber (VCB funds are limited to tourism and hospitality branding, so other funds will be necessary to augment VCB funds)

Action 7.1.2: The HHIEDC will assist in developing a public and media relations effort to elevate the initiative nationally to raise awareness of the Island as an attractive business location.

- Responsibilities: HHIEDC staff and Chamber of Commerce staff
- Mileposts: ongoing after completion of branding report
- Budget: to be negotiated with Chamber

### **Goal 8. Develop Appropriate Marketing Tools and Resources to Promote Hilton Head Island as an Outstanding Business Location**

Strategy 8.1: The HHIEDC will develop marketing materials and disseminate information that promotes new economic development opportunities on Hilton Head Island.

Action 8.1.1: The HHIEDC will develop [www.hhiedc.com](http://www.hhiedc.com) as a powerful and information-rich resource for business representatives seeking information about operating a

business on Hilton Head Island, and the HHIEDC will continually update the information available on the website to keep it current.

- Responsibilities: HHIEDC staff; Smart Marketing
- Mileposts: 8-page site completed 2Q15; social media integration 3Q15; refinements ongoing
- Budget: \$15,000 FY14-15; \$25,000 FY 15-16

Action 8.1.2: The HHIEDC will develop effective marketing collateral materials and marketing tools to promote Hilton Head Island as a business location. These will include, at a minimum, a rack card/brochure, airport-related marketing products (e.g. kiosks and/or displays), and customizable sector-specific marketing materials.

- Responsibilities: HHIEDC staff
- Mileposts: rack card 1Q15; simple brochure 2Q15; airport displays 4Q15
- Budget: \$4,000 FY 14-15; \$8,000 FY 15-16

Strategy 8.2: The HHIEDC will identify sector-specific economic development opportunities for Hilton Head Island.

Action 8.2.1: The HHIEDC will lead an initiative to identify and cultivate businesses in the health care, medical and wellness sector.

- Responsibilities: HHIEDC staff
- Mileposts: Initial meeting 1Q15; subsequent meetings will depend on first meeting success and suggestions
- Budget: \$1,500 FY 14-15; \$2,000 FY 15-16

Action 8.2.2: The HHIEDC will identify other sectors that could align with the economic development goals of Hilton Head Island that could lend themselves to similar proactive initiatives and identify key stakeholders in those business sectors.

- Responsibilities: HHIEDC staff, with input from board and existing employers
- Mileposts: Initiate one additional sector target with initial meeting prior to 4Q15
- Budget: \$1,500 FY 15-16

## **Communications**

*Background: The HHIEDC must play a leadership role in raising awareness of economic development generally and the economic development needs of the Town of Hilton Head Island specifically among multiple constituencies, including residents, organizations and the Town Council.*

**Goal 9. Communicate Effectively Regarding Economic Development Issues Impacting Hilton Head Island and be Regarded as an Expert Resource on Economic Development Matters**

Strategy 9.1: The HHIEDC will raise public awareness and educate the public regarding economic development generally and on Hilton Head Island.

Action 9.1.1: The HHIEDC will convene an annual economic development symposium on Hilton Head Island.

- Responsibilities: HHIEDC staff and board
- Mileposts: Create organizing committee and initiate planning 3Q15; host event 4Q16
- Budget: \$1,000 FY15-16; \$8,000 FY 16-17

Action 9.1.2: HHIEDC staff and board members will contribute articles and letters to area publications to increase public knowledge of economic development.

- Responsibilities: HHIEDC staff and board
- Mileposts: one article/letter quarterly beginning 2Q15
- Budget: \$0

Strategy 9.2: The HHIEDC will communicate its mission, goals, objectives, activities and successes effectively with internal (HHI) audiences and stakeholders.

Action 9.2.1: The Executive Director (and HHIEDC Board members as appropriate) will seek opportunities to speak to Hilton Head Island and Lowcountry audiences to discuss economic development and to share the HHIEDC story.

- Responsibilities: HHIEDC Executive Director; Marketing Coordinator and board as opportunities present
- Mileposts: Minimum average one presentation monthly beginning 1Q15
- Budget: \$0

Action 9.2.2: The Executive Director (and HHIEDC Board members as appropriate) will present information on the activities of the HHIEDC and other related matters to the Town Council as requested.

- Responsibilities: HHIEDC Executive Director (and board/officers if requested)
- Mileposts: As frequently as Town Council requests
- Budget: \$0

Action 9.2.3: The HHIEDC will develop communication tools to regularly disseminate information about the organization and economic development on Hilton Head Island.

- Responsibilities: HHIEDC staff (with contributions by board members)
- Mileposts: Develop e-newsletter template 1Q15; distribute monthly beginning 2Q15
- Budget: \$0

Action 9.2.4: The HHIEDC will produce an annual report that captures the key activities and successes of the organization during the prior fiscal year.

- Responsibilities: HHEIDC staff (with contribution by board chair)
- Mileposts: Produce 3Q15 for 2014-15 year; annually 3Q thereafter
- Budget: \$2,500 FY 2015-16

## **Research and Data**

*Background: There is no consensus on the current condition of the Hilton Head Island economy, and there are no common data sets or accepted indicators that reflect the performance of the Town's economy in whole or within key economic sectors.*

### **Goal 10. Provide a Means to Objectively Evaluate the Economic Health of the Town of Hilton Head Island**

Strategy 10.1: The HHIEDC will be a resource for current economic information/data on the Town of Hilton Head Island.

Action 10.1.1: The HHIEDC will identify all relevant municipal-level economic and demographic data sets that are available for the Town of Hilton Head Island.

- Responsibilities: HHIEDC staff; USCB (Dr. John Salazar); C2ER
- Mileposts: Identification completed 2Q15
- Budget: \$2,500

Action 10.1.2: The HHIEDC or a partner agency will license appropriate research software to access and make available all such municipal-level information, or the HHIEDC will contract with a third party to maintain data and prepare customized data reports for the HHIEDC.

- Responsibilities: HHIEDC staff; USCB (Dr. John Salazar); C2ER
- Mileposts: 2Q15; ongoing thereafter
- Budget: \$5,000 FY 14-15; \$10,000

Action 10.1.3: The HHIEDC will be a repository (maintaining an online library/inventory) for information relevant to economic development on Hilton Head Island, including research reports, surveys, economic and business forecasts, and initiatives in other areas with relevance to Hilton Head Island.

- Responsibilities: HHIEDC staff and board
- Mileposts: ongoing
- Budget: \$0

Strategy 10.2: The HHIEDC will develop a means by which the Town's economic health/progress will be measured.

Action 10.2.1: The HHIEDC will identify key economic indicators that reflect the economic condition of Hilton Head Island.

- Responsibilities: HHIEDC staff and board
- Mileposts: 2Q15
- Budget: \$0

Action 10.2.2: The HHIEDC will create an economic health dashboard for the Town of Hilton Head Island that will allow an objective evaluation of the Town's current economic health and trends over time.

- Responsibilities: HHIEDC staff
- Mileposts: 4Q2015
- Budget: \$2,500

Strategy 10.3: The HHIEDC will create a tool to evaluate the success and effectiveness of the organization.

Action 10.3.1: Using a combination of data derived from the actions described in Strategy 10.2, a regular review of the HHIEDC Action Plan and the creation of customized metrics specific to the activities of the HHIEDC, the HHIEDC will develop a dashboard or similar instrument to evaluate the effectiveness of the HHIEDC.

- Responsibilities: HHIEDC staff
- Mileposts: 1Q15
- Budget: \$0

## **Planning**

*Background: The Town will develop a 5-year update to its 10-year (2010-2020) Comprehensive Plan in 2015. In addition, the Town Council will participate in one or more planning exercises that will determine the Council's and Town's priorities for 2016 and beyond. Economic development will be an element of both planning efforts. Planning at the HHIEDC enterprise level will also be essential to the organization's short- and long-term success.*

### **Goal 11. Enhance the Economic Development Planning Efforts of the Town of Hilton Head Island**

Strategy 11.1: The HHIEDC will be a valued resource and partner in the Town's comprehensive planning initiatives, and the HHIEDC will play a leadership role in the Town's and County's economic development planning efforts.

Action 11.1.1: The HHIEDC will prepare (with Town permission and assistance) the draft economic development section of the 2015 HHIEDC Comprehensive Plan update.

- Responsibilities: HHIEDC staff, in conjunction with Town Community Development Department professionals
- Mileposts: To be determined by the Town Planning Commission/staff
- Budget: \$0

Action 11.1.2: The HHIEDC will prepare economic development recommendations to the Town Council as part of the Council's annual planning efforts, and the HHIEDC will provide additional assistance as requested by the Hilton Head Island Town Council.

- Responsibilities: HHIEDC staff, with board input
- Mileposts: Recommendations drafted 3Q15; adopted by board and submitted to Town Council 4Q15; similar timetable each year thereafter
- Budget: \$0

Action 11.1.3: The HHIEDC will collaborate with the Town, Beaufort County, other County municipalities, the Hilton Head Island-Bluffton Chamber of Commerce and other Town, County, regional and state organizations and agencies to ensure that the Town's and HHIEDC's goals are reflected in any multi-jurisdictional planning initiatives.

- Responsibilities: HHIEDC staff, Town staff, other organizations as appropriate
- Mileposts: ongoing
- Budget: \$0

Strategy 11.2: The HHIEDC will provide leadership to the Town Council, staff and citizens on community-wide visioning and planning initiatives.

Action 11.2.1: The HHIEDC will identify other communities that have undertaken similar grass roots planning efforts and compile information on their efforts.

- Responsibilities: HHIEDC staff, with input from board and Town Community Development staff
- Mileposts: 2Q15
- Budget: \$0

Action 11.2.2: If the HHIEDC identifies one or more other communities with strong similarities with Hilton Head Island (maturing resort communities seeking to proactively expand and diversify their economies), the HHIEDC will share best practices from the efforts of those communities with the Town Council and other community leaders. This could result in further dialogue to discuss a city visit or sister-city relationship.

- Responsibilities: HHIEDC staff
- Mileposts: 3Q15
- Budget: \$2,500 FY 14-15

Action 11.2.3: The HHIEDC will play a leadership partnering role in any community visioning and planning initiative in areas affecting the economic health and development of Hilton Head Island.

- Responsibilities: HHIEDC staff and board
- Mileposts: Depends on timing of visioning/planning initiative
- Budget: \$0

Strategy 11.3: The HHIEDC will continually plan for the future of the organization and economic development on Hilton Head Island.

Action 11.3.1: The HHIEDC will prepare a rolling two-year Action Plan and will update the plan annually and more frequently as needed.

- Responsibilities: HHIEDC staff and board
- Mileposts: Adopt 2015-16 plan 1Q 2015; adopt each subsequent plan 1Q each year
- Budget: \$0

Action 11.3.2: The HHIEDC staff will remain current in economic development best practices and will share information with the HHIEDC Board of Directors that will help inform the future direction of the organization.

- Responsibilities: HHIEDC staff
- Mileposts: ongoing
- Budget: \$0