



**Town of  
Hilton Head  
Island**

**Office  
of Cultural  
Affairs**

**Strategic Plan**  
FY22 - FY24





# **FY22-24 Strategic Plan Town of Hilton Head Island Office of Cultural Affairs**

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# OCA Mission, Vision and Values

## Mission

Our mission is to promote and support Hilton Head Island as a vibrant and diverse island that is celebrated locally, regionally and nationally for the ways in which arts and culture enrich and enhance the community.

We use a broad definition of arts and culture. The definition includes the fine arts but also such creative expressions as traditional, ethnic, and folk art, music, the history and heritage of the island, landmarks, parks, and natural resources and sites.

The goal is for our definition of arts and culture to encompass our community's customs, beliefs and traditions.

## Our Vision for the Future

Hilton Head Island is recognized as a vibrant and distinctive destination known for its unique arts and culture assets that serve a diverse community and create a richer quality of life.

What will be different because of us?

- Hilton Head Island will be a destination of choice for artists as well as culture lovers.
- Arts and culture organizations will be strengthened because of professional development resources identified by the Office of Cultural Affairs.
- Resources will grow for the arts and culture organizations due to our promotional efforts.
- Hilton Head Island's public art offerings, both temporary and permanent, will be curated in a more intentional and frequent way.

## We Value

- A community that celebrates and supports its artists and cultural organizations
- The environment and natural resources
- The contributions of the Gullah community and its rich local history
- Accessibility to and awareness of our cultural assets
- Diversity and inclusion
- Lifelong learning
- Hilton Head Island's unique sense of place

# Economic Impact of the Arts

The arts and culture provide inspiration and joy to residents, beautify public spaces, and strengthen the social fabric of our communities. Nonprofit arts and cultural organizations are also businesses. They employ people locally, purchase goods and services from other local businesses, and attract tourists.

During fiscal year 2018, spending by both Hilton Head Island's nonprofit arts and cultural organizations and their audiences totaled \$39.1 million according to a local study by Americans for the Arts.

Direct Economic Activity	Arts & Cultural Organizations	Arts & Cultural Audiences	Total Industry Expenditures
<b>Total Industry Expenditures</b>	\$15,828,417	\$23,253,318	<b>\$39,081,735</b>

## Hilton Head Island

Hilton Head Island is the second largest barrier island on the east coast of the United States and home to almost 40,000 residents. Located in the Lowcountry, at the southern boundary of South Carolina, the Island has a beautiful natural environment and rich cultural history stretching back from Native American habitation and through the Revolutionary and Civil Wars.

The Island is approximately 12 miles long and 5.5 miles wide, with 34.5 square miles of area above the mean high tide water line. Thirteen miles of pristine beach fronts the Atlantic Ocean and Port Royal Sound. Vehicular access to the Island is via U.S. Highway 278.

# Document Organization

The content in the Cultural Affairs Strategic Plan includes a community vision specific to our existing arts and culture assets. It includes goals and implementation strategies to provide guidance for the volunteer members of the Arts Council of Hilton Head in partnership with paid Town staff working on cultural affairs.

The goals are aligned with the Town's **Our Plan** comprehensive plan's **Relentless Pursuit of Excellence** core value. According to the community, the Island is a unique and beautiful place that is worth protecting. It is evident the Town and the community seek and expect *Excellence*. The emphasis for this core value is community-focused and in celebration of the Island history, cultural and socio-economic diversity, and natural resources. The goal is centered on *Our Ideals of Excellence* and how to sustain excellence for our place, our people, and our planning and process.

The presentation of goals, strategies, and tactics in each core value chapter of **Our Plan** (in *Sections 3.0, 4.0 and 5.0*) supports the purpose of it as a policy guiding document. The goals define aspirations for the community into the future. Strategies and tactics for each goal provide more specific action items or plans for accomplishing the goals.

**Goal:** an aspiration; a desired outcome

**Strategy:** a plan of action

**Tactic:** a tool or action item

Many hours of volunteer and community dedication went into the formulation of these important and foundational components of **Our Plan** as well as the specific components of the Cultural Affairs Strategic Plan.

*\*Definitions used in this document for diversity and inclusion-related terms are found on the International City/County Managers Association (ICMA) [website](#).*



# Our Plan Ideals of Excellence

## To be a community that...

1. Is welcoming, inclusive, values diversity, safe, and people-focused.
2. Is recognized as an excellent place to live, work, and visit.
3. Preserves, values, and recognizes its history.
4. Attracts businesses and residents who identify with and appreciate the Hilton Head Island community's *Ideals of Excellence* and core values.
5. Is recognized as a best-in-class destination where visitors are welcomed and the economic impact of tourism is valued.
6. Protects the natural environment as a unique quality of our identity.
7. Prioritizes the greater good.
8. Attracts and maintains a diverse and multi-dimensional residential population, providing a competitive live-work option.
9. Recognizes the benefit and value of arts, culture, recreation, healthy living, and education for the community.
10. Fosters a collaborative, transparent, and inclusive environment when resolving concerns or planning for the future.
11. Considers sustainability as foundational to the Island's development and redevelopment of environmental and economic projects and policies.
12. Fosters a spirit of inspiration and leads by example.
13. Uses innovation and learning to continually develop and apply best practices and standards for processes and projects.
14. Continually adapts the Core Values and Comprehensive Plan to meet the needs of the present and the future.

# Marketing & Communications

## **GOAL: Promote our Arts and Culture Assets.**

Destination tourism and retirement are two of the biggest drivers for the Island economy. Cultural tourism not only benefits our local economy but bridges gaps between vastly different communities and improves quality of life. This can include many activities such as attending events and festivals, visiting museums and tasting the local food and drinks. A deepened relationship with the Hilton Head Island-Bluffton Chamber of Commerce, local and regional partners, and media outlets will lead to Hilton Head Island being recognized as an arts and culture destination.

## **STRATEGIES:**

### **1. DEEPENING THE EXPERIENCE**

Expand the augmented reality offerings and digital experiences implemented at sites along the cultural trail to further engage residents and visitors and to track interaction with passive sites.

### **2. DIGITAL MARKETING**

Grow website visitors and social media followers through unique content development, digital ad buys, bi-monthly e-newsletter and online event promotions.

### **3. GULLAH CULTURAL PRESERVATION AND PROMOTION**

Through collaboration between the Office of Cultural Affairs, Historic Neighborhoods Preservation Administrator and Town Council, establish cultural districts and branding initiatives that begin on Hilton Head Island and can be replicated throughout the Gullah Geechee Corridor.

### **4. HERITAGE TOURISM**

Work with the Hilton Head Island-Bluffton Chamber of Commerce/Destination Marketing Organization to build a heritage tourism campaign prior to the 250th anniversary of the American Revolution. See Appendix 1 – Heritage Tourism Executive Summary.

### **5. MEDIA PROMOTIONS AND PUBLIC RELATIONS**

Promote local arts and culture events and public art offerings and expansion for local, regional and national media coverage to define Hilton Head Island as an arts and culture destination. See Appendix 2 - Office of Cultural Affairs Marketing and Communications Plan.

### **6. CRESCENDO EVENT PROMOTION**

Work with community partners to promote Crescendo events.

# Resource Provislon

**GOAL: Increase Resource Availability for the Community and Artists.**

Involvement in the arts is associated with gains in math, reading, cognitive ability, and verbal skill. Arts learning can also improve motivation, concentration, confidence, and teamwork along with the creative and critical thinking skills that are so highly valued in today's economy.

The Office of Cultural Affairs identifies resources for organizations' staff and board members, artists and educators wishing to further their skills and knowledge to support the local arts and culture sector.

## **STRATEGIES:**

### **1. PUBLIC SCHOOL ARTIST-IN-RESIDENCE PROGRAMS**

Assist the Arts Center of Coastal Carolina, Hilton Head Symphony Orchestra and the Island School Council for the Arts in expanding current in-school artist-in-residence programs. This includes researching available regional and national funding options to expand these offerings. See Appendix 3 - Executive Summary of the 2021 2D Artist-in-Residence program at Hilton Head Island High School.

### **2. COMMUNITY MURAL PAINTING**

Commission artists to paint murals at Hilton Head Island Elementary and Hilton Head Island High School. COVID cases pending, ideally these would be paint-by-number styles with student body participation.

### **3. TITLE ONE ART SUBSIDY**

Assist the Arts Council of Hilton Head in establishing a plan to subsidize the \$25 student fee for arts participation at the high school level. See Appendix 4 – Subsidy of Beaufort County School Fee for Arts Proposal.

### **4. PROFESSIONAL DEVELOPMENT RESOURCE IDENTIFICATION**

The Office of Cultural Affairs, in its effort to assist local arts and cultural organizations with its mission and goals of achieving an inclusive and multi-dimensional community, will provide on its website, as a matter of public record, a listing of external resources which may assist those organizations with the training topics listed in Appendix 5 – 2019 Professional Development Survey Results Summary.



## 5. ISLAND CULTURE PROJECT

Research establishing an Island wide, grade level cultural experience for every student on the Island to experience the same cultural field trip for each grade. This includes costs, organizational participation, school hurdles and funding options.





# Inclusive

## **GOAL: Foster an Inclusive Multi-Dimensional Community.**

Fully grasping the Vision of **Our Plan** entails addressing socio-economic trends of present day Hilton Head Island that could be more sustainable. It encourages the Island's progression into the future with a multi-dimensional, equitable, and diverse society.

### **STRATEGIES:**

#### **1. HISTORIC SITES AND CULTURAL PRESERVATION**

Support historic site preservation initiatives, cultural preservation initiatives, and the organization of cultural districts including but not limited to initiatives within the Gullah community and support for further telling of the Gullah history through mural installation at the Gullah Museum. See Appendix 6 - Town Approval and SC Arts Commission requirements for application.

#### **2. COMMUNITY DEVELOPMENT**

Work with community leaders to develop a multi-dimensional and inclusive database of local artists in all genres, with a special focus on underserved and emerging artists including but not limited to Latinx.

#### **3. ACCESS**

Develop a Seats for Citizens program to facilitate getting empty seats to performances filled with students, community volunteers and low-income residents.

# Public Art

## **GOAL: Build a Connected and Collaborative Community through Public Art.**

Public art is a distinguishing part of our public history and our evolving culture. Public art humanizes the built environment and invigorates public spaces. It is now a well-accepted principle of urban design that public art contributes to a community's identity, fosters community pride and a sense of belonging, enhances the quality of life for its residents and visitors, and creates a heightened sense of connectivity.

Public art encompasses many forms: permanent sculptures, temporary installations, murals in public spaces, and interactive art experiences. Our permanent public art collection, temporary public art, and creative placemaking programs tell all of our residents and visitors that we are a place that cares about who we are, what we do, and where we come from.

### **STRATEGIES:**

#### **1. DEVELOPMENT**

Create a small, permanent pathway exhibit similar to a mini High Line to further connect art with recreation, connect the community, and deepen experiences for residents and guests.

#### **2. CREATIVE PLACEMAKING INITIATIVES**

Grow the annual HHI Lantern Parade participation annually. Identify new financial sponsors for the event and non-profit community outreach partners.

#### **3. COLLABORATION**

Encourage and facilitate residents and visitors to collaborate around common values and celebrate the realization of shared objectives through the co-curation Community Creates application process.

#### **4. QUALITY OF LIFE**

Improve the Island aesthetic and engagement opportunity for residents by managing the annual temporary sculpture exhibit and additional permanent art collection commissions. Incorporate public art with new capital improvement projects. See Appendix 7 for Public Art Masterplan.





# Annual Crescendo Celebration

**GOAL: Expand the Crescendo Festival to be Recognized as a Regional Attraction.**

The Crescendo Celebration is organized in honor of October's National Arts and Humanities month, and highlights and showcases the vast array of arts, culture and history organizations, individual artists, performers, and authors residing and working on Hilton Head Island.

The month-long celebration features more than 100 unique arts and cultural programs, concerts, theatrical productions, museum and gallery exhibits, lectures, poetry readings, dance performances, historical tours, hands-on arts experiences, and educational offerings. Crescendo's programmatic and promotional aspects align with the regional value of **Our Plan** by presenting artists from across the Southeast, partnering with local and state agencies to identify funding sources and by marketing the events to drive-time markets to offer exposure and opportunity for our local artists and arts organizations.

## **STRATEGIES:**

### **1. MARKETING AND PROMOTIONS**

Grow Crescendo attendance through local and tourism marketing initiatives and expanding partnership opportunities with the Hilton Head Island-Bluffton Chamber of Commerce Visitor and Convention Bureau.

### **2. PROGRAMMING**

Create one new signature event annually for the festival in addition to the opening celebration and Lantern Parade.

### **3. CULTURAL TOURISM**

Grow Crescendo brand recognition through strategic media buys and promotions in 50+ mile markets.

### **4. PLANNING**

Draft long-term strategy for the future of Crescendo (next 3 years).

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## **FY22-24 Strategic Plan Appendices**

### **Appendix 1 – Heritage Tourism Executive Summary**

Supportive of Marketing & Communications Goal - Heritage Tourism Strategy

### **Appendix 2 – Office of Cultural Affairs Marketing & Communications Plan**

Supportive of Marketing & Communications Goal – Media Promotions and Public Relations Strategy

### **Appendix 3 – Public School Artist-in-Residence Programs**

Supportive of Resource Provision Goal – Public School Artist-in-Residence Programs Strategy

### **Appendix 4 – Title One Art Subsidy**

Supportive of Resource Provision Goal – Title One Art Subsidy Strategy

### **Appendix 5 – 2019 Professional Development Survey Results Summary**

Supportive of Resource Provision Goal – Professional Development Resource Identification Strategy

### **Appendix 6 – Town Approval and SC Arts Commission Requirements for Cultural District Designation**

Supportive of Inclusive Goal – Historic Sites and Cultural Preservation Strategy

### **Appendix 7 – Public Art Master Plan Summary**

Supportive of Public Art Goal – Quality of Life Strategy



**FY22-24 Strategic Plan Appendix 1**  
**Office of Cultural Affairs Marketing & Communications Plan**

Supportive of: Marketing & Communications Goal

Strategy 4 – Heritage Tourism

## Appendix 1 – Heritage Tourism Strategy

### Cultural-Heritage Tourism Consortium Executive Summary

We envision a heritage tourism experience for guests featuring world-class sites and services, developed through a collaborative, strategic approach to collectively leveraging our cultural heritage assets.

The overarching goal of the Cultural-Heritage Tourism Consortium (CHTC) is to provide a forum for dialog among cultural-heritage service providers to identify collaborative opportunities and priorities and to develop a strategy to promote the cultural-heritage assets on the Island.

Goals and desired outcomes of the consortium include but are not limited to:

- Develop shared goals and priorities for cultural-heritage tourism service providers
- Provide ranked priorities for Town of Hilton Head Island- Office of Cultural Affairs and Destination Marketing Organization marketing of Hilton Head Island as a cultural-heritage tourism destination
- Identify common interests/concerns/needs to increase potential for meaningful local collaboration
- Develop shared standards cultural-heritage tourism services (purpose of content, quality of interpretation, guiding principles, etc)
- Prioritize support and promotion to help further develop assets on the Island including but not limited to Historic Mitchelville Freedom Park, Gullah Museum, Coastal Discovery Museum/Santa Elena, Zion Cemetery and the Hilton Head Island History Park



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- Leverage existing assets including signage, bike pathways, public parks and trolley system to support cultural-heritage tourism.

Desired Partners include but are not limited to:

- Historic Mitchelville Freedom Park
- Coastal Discovery Museum/Santa Elena Center
- Gullah Museum
- Heritage Library (Zion Cemetery and Ft Mitchel)
- Hilton Head Land Trust (Ft Howell)
- Sea Pines Resort (Sea Pines Shell Ring and Stoney-Baynard Ruins)
- Greenwood Development (Leamington Lighthouse)
- Gullah Heritage Trail Tours
- Hilton Head History Tours; Heritage Library
- Town of Hilton Head Island Office of Cultural Affairs
- Hilton Head Island/Bluffton Visitors and Convention Bureau
- Palmetto Breeze Trolley



## **FY22-24 Strategic Plan Appendix 2**

### **Office of Cultural Affairs Marketing & Communications Plan**

Supportive of Marketing & Communications Goal

Strategy 5 – Media Promotions and Public Relations

## Appendix 2 – Office of Cultural Affairs Marketing & Communications Plan

### Introduction

The basic goals of this plan are to build awareness of and engagement with the Town of Hilton Head Island’s art, culture, history, and entertainment assets. The plan will have two objectives:

1. To reach residents and second homeowners to engage with the vast array of assets on the island; and
2. To attract tourists and guests with an interest in culture and heritage tourism.

The long term goal is to achieve the Town’s vision for Hilton Head Island to be recognized as an arts and cultural destination.

### Mission Statement

Our mission is to promote and support Hilton Head Island as a vibrant arts and cultural destination that enriches our diverse community.

### Our Vision for the Future

We envision recognition for Hilton Head Island as a vibrant and distinctive destination known for its unique arts and culture assets that serve a diverse community and create a richer quality of life.

### Our Core Values

- A community that celebrates and supports its artists and culture organizations
- Hilton Head Island’s unique sense of place
- Accessibility to and awareness of cultural assets
- Life-long cultural learning
- Diversity and inclusion
- The contributions of the Gullah community and its rich local history
- The environment and natural resources
- Collaboration between cultural assets and other community interests

### GOALS

This plan is designed to be a working document addressing both short-term and long-term needs of promoting Hilton Head Island's arts and cultural assets.

#### Short Term Goals

- Improving access to on-island cultural offerings via a dedicated web presence, social media, and community outreach
- Educating and engaging residents and visitors regarding cultural offerings to encourage support and participation
- Build a partnership with the Chamber of Commerce and Vacation and Convention Bureau to incorporate additional art and culture messaging in their overall marketing of the island
- Increase social channel following and web traffic by 10%

#### Long Term Goals

- See an expansion of the shoulder season (heads in beds) that can be linked to strategically produced arts and culture events
- Develop brand and message for the Office of Cultural Affairs and community that it supports
- Research and grow foundation and corporate grant support to grow Office of Cultural Affairs initiatives

### TARGET AUDIENCES

The population of Hilton Head Island is close to 40,000, while more than 2.8 million visitors arrive annually and thousands of workers commute onto and off the island daily. Bluffton and surrounding areas are growing rapidly, all of which means the potential for larger audiences for artists and arts organizations on Hilton Head Island.

- **Full- and part-time residents:** Our primary audience, especially over the next year, will be full-time and part-time residents. There is a strong core of vocal supporters of the arts, and additional residents can be accessed through POAs and partnerships with civic organizations.

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- **Diverse Audiences:** The story of Hilton Head Island can't be told without the rich heritage of its Gullah community – including Mitchelville – taking center stage. Every effort should be made not only to celebrate that story from the past, but to engage and support cultural activities of today's Gullah population. Additionally, Hilton Head's largest minority population, the Lantinx community, will wield increasing influence in the years to come, and it should be a priority for the Office of Cultural Affairs to engage and embrace them through the arts.
- **Visitors:** As we know from great data provided by the Hilton Head Island/Bluffton Chamber of Commerce, the Hilton Head Island visitor is an affluent traveler and the decision makers skew female. In data provided in the 2017 Tourism Summit hosted by the Hilton Head Island/Bluffton Chamber of Commerce, consultants Destination Analysts determined the Hilton Head visitor to be:
  1. A more intense planner;
  2. More connected while traveling; and
  3. Explorers who value arts and culture.

The Office of Cultural Affairs will look to engage messaging around arts and culture that piques the interest of the Hilton Head Island visitor.

- **Arts and Culture Organizations and Artists:** With nearly 70 such entities on the island, the vast majority of which operate at an extremely high level, we must provide a clarion call, rallying point and hub for artists, musicians and event makers on Hilton Head Island. Most communities spend great time and money trying to attract the types of and quality of artist and cultural organization that we already have on the island. Now let's work to support this community so that they continue to grow. It would be a great loss for the island if any of

## Office of Cultural Affairs FY22-24 Strategic Plan Appendices

our high level organizations chose to relocate to another town or area.

### TACTICS

#### 1. Social Media/E-marketing

In 2017, marketing consultants hired by the Town to support the arts and culture recommendations, Rawle Murdy, established the Experience Hilton Head Facebook page. As a Facebook page with the same name was already established by a local web-zine and the Hilton Head Island/Bluffton Chamber of Commerce hosts a member support page, Signature Experiences, it was decided to change the Office of Cultural Affairs Facebook page name to CultureHHI to be consistent across all branding mediums. Additionally, an Instagram account was also established in late FY18, @Culture\_HHI and the #culturehhi has been infused across all social media posts.

#### Pay for Play

Organic reach via social media platforms is limited due to shifts in the algorithm that is set-up to reward paid support on Facebook and Instagram. To stay relevant, CultureHHI has planned for a paid social program to support content created for e-promotions. Our social campaigns prioritize driving traffic back to the CultureHHI.org website, along with growing our audience, engagement, and event attendance at Island arts and culture events.

#### Social Focus:

- **Facebook:** Facebook is our most active channel. The plan is to incorporate original content with a focus on incorporating Facebook Live video at cultural events and offering “behind the scenes” coverage, sharing and enhancing partner-generated content shared by artists and organizations in the cultural community, co-op partnerships and events, and targeted page promotions to both a local audience and drive-time markets.
- **Instagram:** The primary focus will be sharing event based images and video from cultural events on the island through Instagram

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stories and Instagram Live video. Secondary will be identifying influencers in the market to incorporate the #culturehhi into their posts.

- **Culture HHI Website and Newsletter:** The new Culture HHI webpage will be a comprehensive one-stop shop for arts and culture on the island. Artists and Cultural Organizations will each have a landing page networking back to their own web and social media presence and a full calendar of arts and culture events will be maintained. Additionally, we will be focusing energy on telling the story through our blog articles, creating unique “behind the scenes” and “meet the artists” editorial style entries that will also be used to feed content to our e-news. Our bi-weekly e-newsletter will be content driven and promote engagement between our readers and events occurring on the island. Content will be targeted by interest groups that subscribers will opt into.

### **Social Tactics**

Social’s primary role will continue to be the distribution of our articles. To keep things fresh, to drive engagement, and to try new things, we will also implement:

- Local content creation: Leveraging the voices of local influencers to create video content and write blog posts to ensure a uniquely “Hilton Head Island” voice and expand our reach.
- Facebook Live and Instagram Story interviews. Already scheduled are Public Art Pop-Up Performances by Swampfire Records artists in August and September to promote the upcoming Public Art Exhibit; Public Art Exhibit Artist Installation coverage; Arts Education partnerships to cover Island School Council for the Arts programming with Hilton Head Island schools.
- Other content and engagement tactics will be determined as we are able to track interest and response rates while we grow the audience and learn trends.

### **Social Metrics**

It's critical that all online marketing that is deployed to drive exposure for Hilton Head Island is based on driving conversions for its partners, and exposure for the destination. Social content initiatives will be viewed both on its own and holistically, as each strategy should work together to achieve overall digital marketing goals.

- E-news: tracking open rates and click through rates, and continuously improving campaign performance over time by tweaking content and timing. The growth of the list size will also be tracked and we will look to increase the list by 10% each year.
- Social channels: Individual posts will be tracked based on engagement (Likes, Shares, Comments) and by tracking traffic driven to the Culture HHI website. Tracking trends around these metrics will help determine the best way to adjust content and increase conversions throughout the year. Additionally, Page Likes and Follows will be tracked and we will develop content based on analysis of engagement levels.
- Website: Analytics tracking traffic to the Culture HHI website and from the Culture HHI website to other arts and culture websites and social media posts will be tracked to measure engagement.

## **2. Media**

### **Earned Media**

With limited media buying resources, the Office of Cultural Affairs must rely heavily depend on earned media/public relations to build awareness of arts and culture on Hilton Head Island. This will be a two-pronged effort:

- the local market; and
- drive time markets.

The year will include ongoing media relations with key editors, journalists, influencers and publishers to target press pitches for their respective interests, locations, and audiences. This will be executed



## Office of Cultural Affairs FY22-24 Strategic Plan Appendices

in partnership between the Office of Cultural Affairs and the Town's new Director of Communications to keep important outlets apprised of news, human interest stories, and featured arts and culture events.

For the local market, targets will include the Island Packet, Hilton Head Monthly, Local Life, CH2/CB2, WSAV, WHHI, GPB, WJWJ, and partnerships with the SC Arts Commission.

Drive time markets will include Columbia, Charleston, Greenville, Charlotte, Atlanta, Jacksonville, Augusta, and Asheville to start. Analysis after the first year by tracking ink in regional publications and radio coverage will determine where to invest time in subsequent years.

### **Paid Media**

With limited financial resources for media buys, the Office of Cultural Affairs must rely heavily on earned media/public relations to build awareness of arts and culture on Hilton Head Island, but occasionally purchased media may be necessary to get the message out.

### **Print**

In larger communities, print media no longer carries the same weight it once did, but the Hilton Head community subscribes to the local newspaper at a higher rate than larger communities with 46% of island households subscribing to the print edition of the newspaper. In addition to the Island Packet or other local magazines, program ads in local arts event programs will be added when the affordability and opportunities arise.

### **Digital**

Digital would be the best paid channel to use in drive time markets due to the higher frequency of engagement, the greater ability to target, and the ability to track success.

### **Media Metrics**

Similar to our social content initiatives, our media efforts will be viewed both on a standalone basis and holistically, as a key layer to the overall marketing mix.

## Office of Cultural Affairs FY22-24 Strategic Plan Appendices

- **Earned Media:** Tracking impressions from third party media mentions, publication of articles, or appearances on television or radio will be our most basic measurement. Organic and referral traffic to the Office of Cultural Affairs website and social media channels through media inclusion will be the strongest measurements available to the success of the media placement.
- **Paid Media:** Paid media analytics will be determined as we explore outlets for paid advertisements. Print vs. digital and local vs. out markets will determine the metrics that we will be looking for.

### 3. **Grassroots Marketing/Community Engagement**

The local Hilton Head Island community is motivated by word of mouth marketing. Buzz can be created by layering the social media and e-communications efforts with paid and earned media and then paired with grassroots efforts. How we position our message by targeting events, civic organizations, and residential communities is an important tactic in reaching the local community.

#### **Partnerships**

Building strong community partnerships with local civic, religious, and business partners is key to getting the message out within the local community. E-news and social media trades with local businesses, presentations at meetings for civic organizations and business associations, newsletter articles for POAs and local business associations, developing relationships with the local concierges and restaurants to spread the message to island guests.

#### **Street Team**

Being present at events is a great way to target specific interest groups and demographics. We will have a presence at local events with a team of trained volunteers. Volunteers will have marketing materials to distribute at local festivals, community events, and arts events across the island throughout the year. In addition to messaging the work of the Office of Cultural Affairs and promoting

art and culture activity on the island, the street team volunteers will also be encouraging mailing list sign-up to encourage engagement with other communication efforts and proactively work to reach e-news goals. Volunteer Office of Cultural Affairs docents or ambassadors will also have a presence at art and culture events specifically to augment the customer service aspect of the experience.

### **Getting Creative**

The greatest asset that artists have is the ability to get creative. Including our brand and message in the community in creative ways can build impressions, create awareness, and drive traffic to our online outlets. Examples of these tactics could include: Culture HHI branding of businesses where arts happen with window sticker designation; coasters at restaurants and bars directing traffic to culturehhi.org; pop-up performances in public spaces on the island or at events; community engagement events to create art as a group. The opportunities are truly endless.

### **Grassroots Metrics**

Grassroots initiatives are critical to engage the local community in a cost effective manner, but can be a little more difficult to track. Grassroots tactics will be evaluated on a case by case basis, but also as a part of the overall marketing plan. Each touch point with the community should help reach goals in other areas particularly social/e-marketing goals.

- **Partnerships:** tracking click through rates and referral traffic to the Office of Cultural Affairs website and social channels will determine the success of POA and business newsletter and social inclusion. Visibility gained through presentations, either ours or others during webinars, events, conferences, or meetings is invaluable.
- **Street Team:** Individual engagement will be tracked by mailing list sign-ups, collateral distributed, and feedback received by event producers.



## **FY22-24 Strategic Plan Appendix 3**

### **Public School Artist-in-Residence Program**

Supportive of Resource Provision Goal

Strategy 1 - Public School Artist-in-Residence Strategy

## **Appendix 3 – Public School Artist-in-Residence Program**

### **Executive Summary of 2021 2D Artist-in-Residence Program at Hilton Head Island High School**

Hilton Head Island High School’s leadership has agreed to host a nationally acclaimed artist to work with its students. Artist Amiri Farris was selected to serve as the artist-in-residence. Payment for his work was secured through a grant from the Community Foundation of the Lowcountry.

In Fall 2021, the artist in residence will work with Hilton Head Island High School students teaching about mural arts. During the month-long residency, the artist will guide each student in designing a small mural. The murals will be juried by Town Council or designee and Beaufort County School District Superintendent or designee. Ten murals will be selected for reproduction and display at appropriate locations across the Island. Benefits of this program will include a sense of pride for participating students in seeing their art displayed in the public domain.

Once the winning murals are selected, permits for placement will be sought through the Town’s Design Review Board. Upon approval, the murals will be printed and installed. Following installation, a digital scavenger hunt will be created to keep the community engaged with the art and help promote the work of student artists.



## **FY22-24 Strategic Plan Appendix 4**

### **Title One Art Subsidy**

Supportive of Resource Provision Goal

Strategy 3 - Title One Art Subsidy Strategy

## Appendix 4 - Subsidy of the Beaufort County School Fee for the Arts Proposal

Drafted - June 1, 2021

**Background:** The Advocacy Committee, a subcommittee of the Arts Council of Hilton Head (a 501c3) has designated Education as a key area for advocacy. One issue that surfaced early in the committee's work is the \$25 fee for all high school students on Hilton Head Island. Finding a funding source to relieve students of this fee is an action on the committee's 3 year strategic plan.

### **Issue:**

All students at Hilton Head Island High School (HHIHS) are charged a \$25 fee to take art courses at the school. All students are required to take an art course as a prerequisite for graduation. The Advocacy Committee supports this requirement and have other actions in our strategic plan to encourage students to get more involved in the arts. We are concerned, however, that a significant number of students cannot afford to pay this fee or find it a burden. Therefore, the committee is committed to finding a revenue source that can subsidize this fee. We understand that this needs to be an ongoing resource that is approximately \$25,000 per year.

### **Benefits of Arts Education:**

Multiple research studies done over the past 20 years, including a large meta-analysis of 62 studies that was done by the Arts Education Partnership have noted significant benefits by students who engage in the study of the arts. These include the following:

**Improved academic performance:** Students who participate in the arts both in school and after school demonstrate improved academic performance, more community service and lower dropout rates regardless of socioeconomic status. Young people working in the arts for at least 3 hours /day for 3 days each week throughout one academic year were:

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- 4 times more likely to have been recognized for academic achievement
- 3 times as often being elected to class office within their schools
- 4 times more like to participate in a math or science fair
- 3 times more likely to win an award for school attendance
- 4 times more likely to win an award for writing an essay or poem

**Expanding the Mind:** Various art forms benefit students in different ways:

- Drama helps with understanding social relationships, complex issues and emotions; improves concentrated thought and story comprehension.
- Music improves math achievement and proficiency, reading and cognitive development; boosts SAT verbal scores and skills for second-language learners.
- Dance helps with creative thinking, originality, elaboration and flexibility; improves expressive skills, social tolerance, self-confidence and persistence.
- Visual arts improve content and organization of writing; promote sophisticated reading skills and interpretation of text, reasoning about scientific images and reading readiness.
- Multi-arts (combination of art forms) helps with reading, verbal and math skills; improves the ability to collaborate and higher-order thinking skills.

**Preparing Students for the Workplace:** Schools and employers rank a degree in the arts among the most significant indicator of a job candidate's creativity and innovation skills. Creativity is one of the top three personality traits most important to career success, according to U.S. employers. Teaching creativity develops critical thinking skills, engages students and fosters innovation. It is critical for problem solving and of primary concern of employers when hiring.

**Advantages of Arts Learning Continues over Time:** Low socioeconomic students who are highly engaged in the arts are more than twice as likely



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as their peers with low arts involvement to earn a bachelor's degree. They had higher occupational aspirations, obtaining better jobs with higher pay and more responsibility, more promotion opportunity and more employee satisfaction. They also demonstrated more civic engagement and civic-minded behavior showing strong advantages in volunteerism and voting. The benefits to art-engaged disadvantaged students are measurable and unparalleled. These studies demonstrate that arts education helps close the achievement gap, improves academic skills essential for reading and language development and advances students' motivation to learn.

“Public opinion is in strong favor of the arts as well. 93% of Americans believe that the arts are critical for a well-rounded education. In fact, more than half of Americans rate the importance of the arts as a ten on a scale from one to ten. The public also overwhelmingly sees the connection between participation in the arts and improved academic achievement, as well as the positive correlation between studying the arts and improved social and emotional skills.”

**Conclusion:** Research indicates that arts programming for K-12 students is of the utmost importance, for their short-term and long-term success. Students demonstrate positive growth in academic achievement and behavior. They develop critical skills that improve their lifelong ability to read, write, and communicate effectively and the likelihood that that they will go to college and get a good job.

The arts don't discriminate based on age, race, gender, or any other measure. The arts can quite literally be the lifeline they need to make long-lasting improvements to their life.

Note: Information on Benefits of Arts Education is from the Arts Education Partnership and American's for the Arts

**Funding Options:** There are several funding options that the committee would explore:

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1. Apply for a grant of \$50,000 from the Community Foundation of the Lowcountry to fund the first two years of the program and then explore alternative sources for ongoing funding.
2. Approach one or more large business organizations on the Island that might be willing to source all or a portion of the required amount. These would include Sea Pines, SERG, etc.
3. Approach one or more of the large non-profits on the Island such as the Rotary organizations.
4. A local annual fundraising event
5. "Adopt a Student" program (1,000 volunteers for \$25 each)
6. Link this need to the larger action of identifying a continuous resource stream to support the arts on the Island

Note: we believe that applying for a grant does not meet the long-term need for funding.

### **Plan:**

1. Document the issue and possible solutions to begin a conversation with Beaufort County School District leadership.
2. Discuss the idea with Superintendent Dr. Frank Rodriguez prior to discussions with HHIHS. Modify the proposal as required.
3. Discuss the plan with HHIHS Principal. Modify the proposal as required.
4. Identify a long-term funding source.
5. Keep up with the issue in the event that the fee requirement changes.



## **FY22-24 Strategic Plan Appendix 5**

### **Professional Development Survey Results Summary**

Supportive of Resource Provision Goal  
Strategy 4 - Professional Development  
Resource Identification Strategy

## Appendix 5 - 2019 Professional Development Survey Results Summary

A survey regarding professional development needs was sent to 177 arts administrators and individual artists in mid-2019. Responses were received from 54 individuals, primarily arts administrators. Survey participants were asked to select all professional topics of interest. Respondents chose 0 – 11 topics each.

Most respondents (81%) selected 0 to 4 topics

- 0 topics selected = 11
- 1 topic selected = 8
- 2 topics selected = 10
- 3 topics selected = 9
- 4 topics selected = 6
- 5 topics selected = 1
- 6 topics selected = 1
- 7 topics selected = 3
- 8 topics selected = 1
- 9 topics selected = 1
- 10 topics selected = 3

<b>Training Topic</b>	<b>Number (%) Votes</b>	<b>Status</b>
Marketing	26 (48%)	To be scheduled
Development/Fundraising	21 (39%)	To be scheduled
Strategic Planning	19 (35%)	To be scheduled
Board Development	18 (33%)	To be scheduled
Volunteer Management	18 (33%)	To be scheduled
Leadership Communication	14 (26%)	Held
Design Thinking	11 (20%)	To be scheduled
Emotional Intelligence/Conflict Management	11 (20%)	To be scheduled
Accounting/Financial Management	11 (20%)	To be scheduled
Equity, Diversity, Inclusion	9 (17%)	Held



## **FY22-24 Strategic Plan Appendix 6**

### **Town Approval and SC Arts Commission Requirements for Cultural District Designation**

Supportive of Inclusive Goal

Strategy 1 - Historic Sites and Cultural Preservation Strategy

## **Appendix 6 – Town Approval and SC Arts Commission Requirements for Cultural District Designation**

Town Council approval of proposed Cultural Districts must be obtained prior to seeking approval by the South Carolina Arts Commission. Upon Town Council approval, recommended Cultural Districts will be presented to the SC Arts Commission through its application process ([SC Arts Commission Website](#)). The process includes, among other requirements:

- Creation of a cultural district steering committee whose members are representative of the cultural organizations and artists located in the district;
- Public hearings for the proposed district; and
- A resolution passed by Town Council approving the district and committing to establish it.

The SC Arts Commission defines a cultural district as a geographic area that has a concentration of cultural facilities, activities, and assets. It is a walkable area that is easily identifiable to visitors and residents and serves as a center of cultural, artistic, and economic activity. A cultural district may contain galleries, live performance venues, theaters, artist studios, museums, arts centers, arts schools, and public art pieces. A cultural district may also contain businesses like restaurants, banks or parks whose primary purpose is not arts, but that regularly make their spaces available to artists or create opportunities for the public to encounter the arts.

South Carolina currently has nine Designated Cultural Districts. Several of them are located along or near major arteries like I-20 (Camden, Congaree Vista, Florence), I-26 (Congaree Vista Downtown), I-77 (Congaree Vista, Lancaster, Rock Hill), I-85, Greenwood, Spartanburg (Spartanburg Downtown), and I-95 (Beaufort, Bluffton, Florence). These locations make them convenient places for residents and visitors to stop and take a break.



# **FY22-24 Strategic Plan Appendix 7**

## **Public Art Master Plan Summary**

Supportive of Public Art Goal

Strategy 4 - Quality of Life

## Appendix 7 - Public Art Master Plan Summary

Adopted by Town Council on 8/18/2020

Link to Full Document: [THE PUBLIC ART EXHIBITION ON HILTON HEAD ISLAND](#)

### **PUBLIC ART VISION STATEMENT**

Hilton Head Island is a unique blend of natural beauty, rich cultural heritage and environmentally sensitive design. This is a result of careful land planning and a continued focus on creating a built environment that respects this Lowcountry Island's natural setting while providing for the needs of our diverse community of residents and visitors. Therefore, it is the vision to provide public art that:

- Enhances our unique natural and cultural environment
- Reflects our community values
- Honors the diversity of our neighborhoods
- Is in context and harmony with its setting
- Is accessible to all our residents and visitors; and
- Promotes the vitality of our public spaces and pride in our community.

### **Definition of Public Art:**

"Public Art" is hereby defined as any work of art that is displayed in any publicly owned space or any privately owned space that is accessible for public viewing on a regular basis. The focus of the public art initiative can be both permanent installations and temporary art installations consisting either of visual art installations or participatory or performance-based initiatives.

### **Funding:**

Base funding shall be included in the Town general operating budget with the opportunity to secure funding from government, organizations, foundations, corporations, and individuals in support of the mission. All funds secured beyond the Town general operating fund will be managed as part of the Arts council of Hilton Head Fund administered by the Community Foundation of the Lowcountry.



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### Criteria For Selection of Public Art:

Public Art shall comply with the following criteria. Each criterion must be met for the artwork to be selected; however, the Town of Hilton Head Island's Office of Cultural Affairs will determine a scale of priorities in considering the criteria.

1. Adherence to the Vision Statement: Any piece shall be determined to be in compliance with each element of the Vision Statement in order to be selected.
2. Ability and Qualification of the Artist: The artist shall have sufficient experience and credentials.
3. Artistic Excellence: Each piece shall be of exceptional quality and enduring value with the highest degree of excellence in concept, design, execution and installation.
4. Innovation and Originality: Each piece shall demonstrate innovative design that takes into account its setting and the natural and cultural qualities of its specific location.
5. Safety, Durability and Maintenance Requirements: Each piece shall be created to withstand the conditions of its location and not create any hazards to the public or the need for extensive maintenance.
6. Feasibility: Each piece must be able to comply with budgetary requirements and Town Ordinances and Codes.

### Priority Action Plan:

#### 1. Park and Pathways Enhancement

It is the belief of the Office of Cultural Affairs that the public parks and leisure pathway network can be enhanced for the user, whether that be the Island resident or guest, through the inclusion of public art. It is the desire of the Office of Cultural Affairs to work with the Town's Community Development department to identify sites along the pathways and in the green spaces that can be desirable locations for either permanent or temporary public art installations.

#### 2. Site-planned initiatives

Public art is often site-specific, meaning it is created in response to the place

and community in which it resides. It often interprets the history of the place, its people and perhaps addresses a social or environmental issue. The work may be created in collaboration with the community, reflecting the ideas and values of those for whom it's created. The Office of Cultural Affairs hopes to maintain and grow the established partnership between Public Art and the Coastal Discovery Museum, to support historic projects in augmenting and commemorating the experience on site, as well as build partnership with developers to encourage public art to be incorporated into new retail, business and residential development. Planning for site-specific commissions for additions to the Town's permanent collection is also a goal.

### **3. Temporary Creative Placemaking Initiatives**

Creative Placemaking intentionally leverages the power of the arts, culture and creativity to create a space for more genuine public engagement. The end goal being to have community places that build character, inspire us and define the quality of our Town. Pairing art with our incredible natural assets is an impactful way to build a stronger identity for our Island and its residents and guests. Using visual art and performance-based initiatives these temporary public art initiatives will be utilized to bring our community together.

### **4. County Partnerships**

Placemaking within the Town of Hilton Head Island is core to the vision of the Public Art plan, but additional opportunities have been identified on County owned land located on our Island. Strengthening partnerships within the County is vital to the growth of the program on the Island and the beautification of important points of entry, welcome, and community engagement on the Island, including but not limited to the Hilton Head Island airport, County owned land along the 278 corridor, the Hilton Head Island branch of Beaufort County Library, and land around the public schools and recreation center.