

STRATEGIC PLAN

2013 → 2018

Public Development Corporation



Bluffton, South Carolina
September 2013



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Table of Contents

Strategic Planning for the Bluffton Public Development Corporation	1
Town of Bluffton Strategic Framework for Public Development Corporation	3
Bluffton Public Development Corporation: Mission	8
Bluffton Public Development Corporation: Goals for 2018	13
Bluffton Public Development Corporation Plan 2013 – 2018	15
Bluffton Public Development Corporation Action Agenda 2013 – 2014	24

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STRATEGIC PLANNING FOR THE BLUFFTON PUBLIC DEVELOPMENT CORPORATION

Strategic Planning Model for the Bluffton Public Development Corporation

Value-based principles that describe the preferred future in 15 years

VISION

Destination
“You Have Arrived”

Strategic goals that focus outcome-based objectives and potential actions for 5 years

PLAN

Map
“The Right Route”

Focus for one year – a work program: policy agenda for Board, management agenda for staff; major projects

EXECUTION

Itinerary
“The Right Direction”

Principles that define the responsibility of City government and frame the primary services – core service businesses

MISSION

Vehicle
“The Right Bus”

Personal values that define performance standards and expectations for employees

CORE BELIEFS

Fuel
“The Right People”

TOWN OF BLUFFTON STRATEGIC FRAMEWOK FOR PUBLIC DEVELOPMENT CORPORATION

Bluffton Vision 2027

PRINCIPLE

REGIONAL CENTER OF LOWCOUNTRY

► Means

1. Primary job opportunities for Bluffton and regional residents
2. Technology and technology related businesses
3. Thriving Innovation Center-duplicated as a model by others
4. Recognized as the economic engine for the region
5. Stronger partnerships with higher education institutions, military and economic organizations
6. Bluffton branded for business

*** From Town of Bluffton Strategic Plan 2013 – 2018 – 2027**

Town Mission for Economic Development

► **Means**

1. Negotiate economic development agreements between Town of Bluffton and a business
2. Approve development agreements between the Town of Bluffton and a developer/business
3. Provide incentives for economic and business development
4. Provide streamlined development review and permitting processes that balance economic growth and business development with the long term interests of the community
5. Participate in and support the activities of the Bluffton Public Development Corporation and Don Ryan Center for Innovation
6. Design, build and maintain Town infrastructure that supports development, private investment and economic growth

Goal 2018

Regional Economic Center with a Diverse Economy

► **Objectives**

Objective 1

Attract new businesses and primary employers to Bluffton:
medical, technology, regional/corporate headquarters

Objective 2

Successful Don Ryan Center with graduation of innovators serving
as a model for the future

Objective 3

More sustainable primary job opportunities and careers for
residents

Objective 4

Increase commercial tax base within the Town

Objective 5

More opportunities for minority owned businesses

Objective 6

Retention and growth of locally owned businesses

Objective 7

Expansion of medical and healthcare related businesses

*** From Town of Bluffton Strategic Plan 2013 – 2018 – 2027**

Four Economic Pillars for Bluffton

1. Medical and Healthcare
2. High Tech
3. Knowledge based
4. Education

Supporting Pillar 5

5. Tourism

BLUFFTON PUBLIC DEVELOPMENT CORPORATION: MISSION

Bluffton Public Development Corporation: Mission

Develop a Positive Climate for Business Investment and Development⁽¹⁾

Attract New Businesses to Bluffton⁽²⁾

Address Issues Affecting Business Investment and Economic Development⁽³⁾

Facilitate the Brokering of Economic Development Deals⁽⁴⁾

Develop Land Owned by Public Development Corporation or Town Owned⁽⁵⁾

Bluffton Public Development Corporation: Mission

PRINCIPLE 1

DEVELOP A POSITIVE CLIMATE FOR BUSINESS INVESTMENT AND DEVELOPMENT

► Means

1. Marketing a “pro-business” image for Bluffton
2. Serving as an ambassador for Bluffton
3. Monitoring Town practices, policies and processes
4. Educating business about economic opportunities in Bluffton and Town policies and processes
5. Representing Bluffton businesses to economic prospectives
6. Developing a web presence for Bluffton economic development
7. Making it easy for business prospectives to learn about Bluffton
8. Assisting the Town in advocacy on economic development and business relations

PRINCIPLE 2

ATTRACT NEW BUSINESSES TO BLUFFTON

► Means

1. Assisting Town staff in business recruitment
2. Talking with prospective businesses
3. Helping others (individuals and businesses) to discover Bluffton
4. Developing working partnerships with developers, landowners, realtors
5. Marketing opportunities for businesses in Bluffton

PRINCIPLE 3

ADDRESS ISSUES AFFECTING BUSINESS INVESTMENT AND ECONOMIC DEVELOPMENT

► Means

1. Listening to the needs and concerns of businesses
2. Identifying needs for business growth
3. Addressing needs and resolving problems impacting business investment and economic growth
4. Providing advice to Town of Bluffton – Mayor and Town Council, Town staff
5. Introducing the business community to PDC mission and goals
6. Raising issues needing to be addressed by Town government
7. Following up on actions to resolve issues

PRINCIPLE 4

FACILITATE THE BROKERING OF ECONOMIC DEVELOPMENT DEALS

► Means

1. Developing Suggested Deals
2. Resolving issues among partners in deal
3. Serving as an ally for navigating the political landscape
4. Increasing awareness of available economic resources and tools of the Town of Bluffton

PRINCIPLE 5
DEVELOP LAND OWNED BY PUBLIC
DEVELOPMENT CORPORATION OR TOWN
OWNED

► **Means**

1. Marketing the land for development
2. Facilitating developer, business prospective and Town discussion
3. Restructuring covenants and sales
4. Working with Town on master plans for development and infrastructure
5. Retaining or enhancing the value of the land

BLUFFTON PUBLIC DEVELOPMENT CORPORATION: GOALS FOR 2018

Bluffton Public Development Corporation: Goals for 2018

Develop a High Performing Public Development Corporation



Develop Buckwalter Place – A Multi County Commerce Park



Support a Positive Climate for Business Development and Investment



Increase the Number of Diverse Businesses and Job Opportunities within Bluffton

BLUFFTON PUBLIC DEVELOPMENT CORPORATION PLAN 2013 – 2018

Goal 1

Develop a High Performing Public Development Corporation

OBJECTIVES

1. Define/refine the mission of the PDC
2. Maintain a strong working relationship with the Town of Bluffton
3. Institutionalize a Strategic Planning process with annual update and measurable outcomes
4. Develop a strong work relationship with other Bluffton economic development partners
5. Develop a self-sustaining financial model for PDC

Goal 2

Develop Buckwalter Place – A Multi County Commerce Park

OBJECTIVES

1. Develop land at MCCP with business/businesses consistent with economic development goals
2. Upgrade the appearance of Buckwalter Place – A Multi County Commerce Park
3. Attract a major hotel development
4. Attract a major targeted business (80-100 employees)

Goal 3

Support a Positive Climate for Business Development and Investment

OBJECTIVES

1. Have streamlined Town development and permitting process with predictable time frames
2. Develop a reputation and be recognized as a "business friendly" Town government
3. Have land available with infrastructure for business development
4. Work with other entities to streamline their process
5. Develop incentives for business growth and investment

Goal 4

Increase the Number of Diverse Businesses and Job Opportunities within Bluffton

OBJECTIVES

1. Attract 1-3 major new businesses employing 150 or more employees
2. Attract 1-3 small businesses employing 5-25 employees
3. Attract 1 regional /office/subsidiary of a major brand name corporation
4. Support the graduation of 25 innovators to businesses from the Don Ryan Center for Innovation
5. Develop an active Economic Development Website resulting in [] hits and leads

Value to Residents

VALUE TO RESIDENTS

1. Diverse tax base reducing the property tax burden on homeowners
2. More opportunities to live, work and own a business in Bluffton
3. Increased community wealth and prosperity
4. Opportunities to grow your business in Bluffton
5. Protection of property values
6. Reputation: Bluffton is open to business

Challenges and Opportunities

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Quality of the public schools and limited educational options in the area
2. Lack of a trained workforce in the Bluffton region
3. Lack of trust and effective working partnership among governments and regional economic development entities
4. Creating economic development resources, funding and tools for Bluffton in the PDC
5. Opportunities to partner and expand education presence of USCB, TCL and Clemson University
6. Lack of name recognition or identity

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Preservation of Bluffton Old Town and the lowcountry life style
2. Willingness to take calculated risks
3. Town of Bluffton design regulations and requirements
4. Developing a business friendly reputation for Bluffton
5. Lack of common economic development goals and working strategic plan
6. Engaging and using the insights and intellectual capital of residents who are retired business and military leaders
7. Competition from Savannah and Charleston
8. Lack of funding for economic incentives

Bluffton Public Development Corporation Action Ideas for 2013 – 2014

ACTIONS 2013 – 2014

	PRIORITY
1. Economic Development Strategic Plan for Bluffton: Development	Top Priority
2. Major Business Hotel Attraction and Development Strategy	Top Priority
3. PDC Budget and Operations	Top Priority
4. Buckwalter Place Action Plan	Top Priority
5. PDC/Economic Development Website: Development	High Priority
6. CareCorp National Retention Strategy: Dialog, Actions	High Priority
7. Development Regulations and Process: Review and Refinement	High Priority
8. Business Summit for Residents: Development	

MANAGEMENT IN PROGRESS 2013 – 2014

1. Beaufort County Land Purchase: Completion
2. Bluffton Branding Program: Review
3. DRCI Strategy: Goals and Action Plan
4. Historic Perspective Regulation

ON THE HORIZON 2014 – 2018

1. Flex Space Building: Location and Development
2. Long Term Staffing and Financial Plan for PDC: Development
3. Major Business Attraction Strategy: Goals, Actions
4. USCB Strategy/Partnership: Goals, Action Plan
5. Old Bluffton Preservation: Actions
6. Comprehensive Economic Development Marketing Plan: Development, Funding
7. Land Acquisition Program: Goals, Development, Funding
8. Workforce: Assessment and Development Strategy
9. Revenue Generation: Goals and Action Plan
10. Port Strategy: Goals, Development, actions
11. Business Friendly Audit of Town Government
12. Beaufort County Strategy for Economic Development: Goals for Bluffton and Action Plan
13. Spouse Employment: Evaluation, Actions
14. Property Available for Business Development: Inventory, Action Plan
15. Business Liaison with Beaufort County and the State of South Carolina

BLUFFTON PUBLIC DEVELOPMENT CORPORATION ACTION AGENDA 2013 – 2014

Public Development Corporation 2013 – 2014 Targets for Action

TOP PRIORITY

Economic Development Strategic Plan for Bluffton: Development

Major Business Hotel Attraction and Development Strategy

PDC Budget and Operations

Buckwalter Place Action Plan

HIGH PRIORITY

PDC/Economic Development Website: Development

CareCorp National Retention Strategy: Dialog, Actions

Development Regulations and Process: Review and Refinement

Public Development Corporation Management in Progress 2013 – 2014

Beaufort County Land Purchase: Completion

Bluffton Branding Program: Review

DRCI Strategy: Goals and Action Plan

Historic Perspective Regulation