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TOWN OF KIAWAH ISLAND

# **Comprehensive Plan Overview**

PLAN DEVELOPMENT WORKSHOP  
JULY 12, 2023

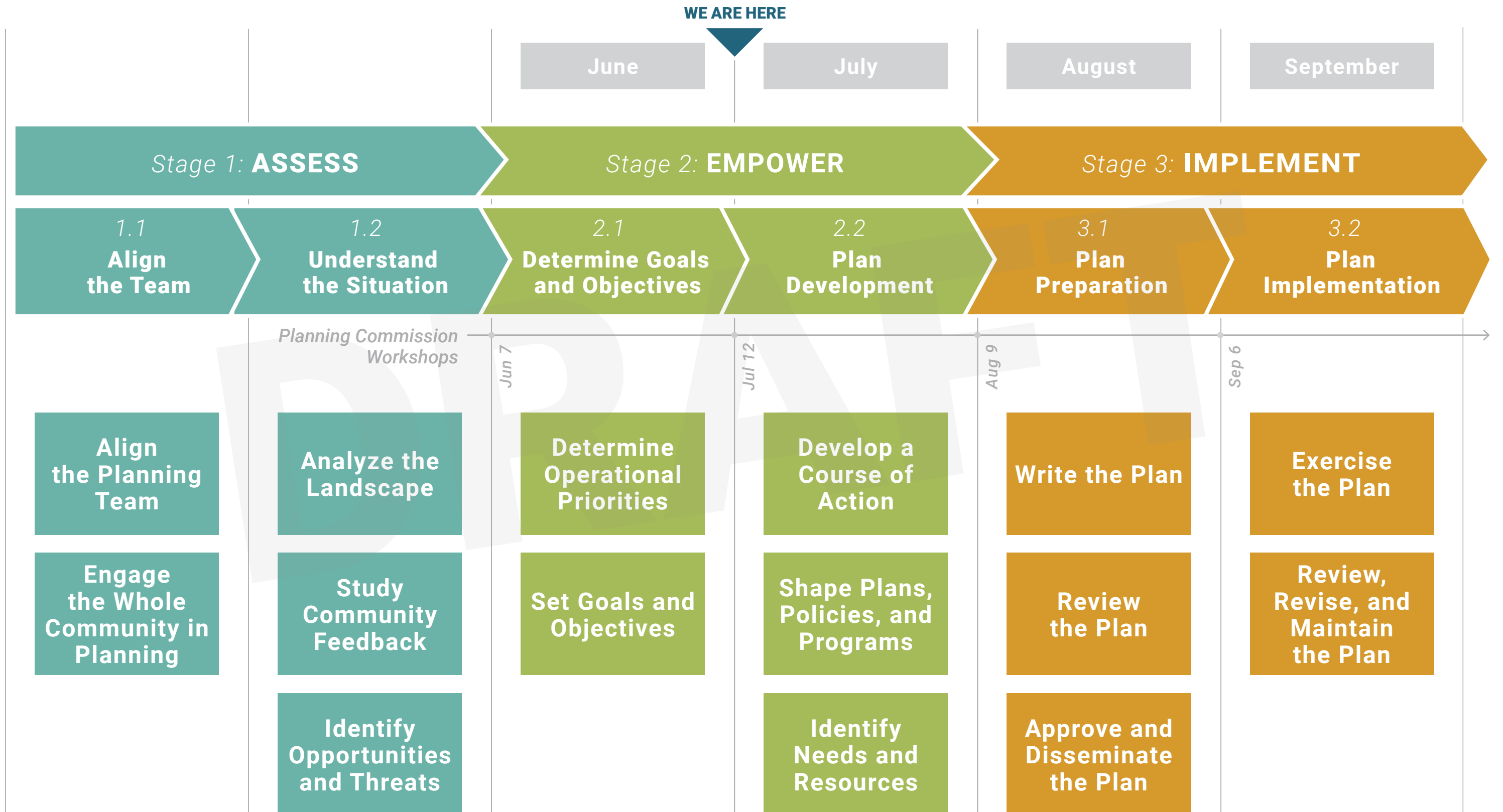
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## WORKSHOP AGENDA

- Recap project structure
- Review Goals and Objectives
- Kickoff Plan Development

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# PROJECT STRUCTURE



## PROJECT INPUTS

- The need to weigh various inputs in a thoughtful and strategic manner



# PLAN STRUCTURE PRECEDENT

Body of the document

Implementation Appendix

## Goals and Recommendations

Clayton Planning Area.

**Policy PR 1.3**  
Review development proposals within the vicinity of planned or constructed greenways for trail connections and contributions to the greenway system.

**Strategy PR 1.3.1**  
Work with landowners and developers to identify potential trail connections and require the dedication of trail easements and the construction of segments of planned greenways.  
» Candidates for greenway connections include:  

- Those shown on the Parks and Greenways System Map or Pedestrian Plan
- Riparian corridors
- Potential high-traffic pedestrian connectors between new housing developments and key destinations such as downtown, shopping centers and recreational facilities.

**Strategy PR 1.3.2**  
Ensure that new greenways that are part of the public greenway system or are used to meet minimum recreation and open space standards are built to Town standards.  

- Spine greenways (existing and planned public greenways shown on the Parks and Greenways System Map) must be built to town standards.
- Publicly owned and maintained greenways should be a minimum of 12ft wide and meet Town standards such as asphalt and base thickness.
- Easements that include any associated stormwater management features (e.g. - ditches, level spreaders, ponds, etc.)

**Policy PR 1.2**  
Coordinate with the county and other partners to identify the preferred alignment, design and fund the construction of the Mountains to Sea/East Coast Greenway Trail through the Town's planning jurisdiction and between its current terminus in Clayton and Smithfield.

**Strategy PR 1.2.1**  
Participate in a feasibility study to finalize the proposed alignment and conduct preliminary design of the MST/ECG from the NC 42E bridge over the Neuse River southward to the Town

**Policy PR 1.1**  
Increase the number of safe connections to Downtown and surrounding neighborhoods from the Mountains-to-Sea Trail (MST) / East Coast Greenway (ECG).

**Strategy PR 1.1.1**  
Install wayfinding signage for trail route from Wake County to East Clayton Community Park.

**Strategy PR 1.1.2**  
Improve pedestrian crossings along trail route through downtown.

**Strategy PR 1.1.3**  
Study potential on-street bicycle facility improvements between Municipal Park and the existing multi-use path along Front Street. This could include signage, striping and/or a two-way cycle track with vertical bollards.

**Goal PR 1 Support the development of Clayton as a regional destination for recreation and trail-based tourism.**

## Parks and Natural Resources Implementation

Goal	Implementation Steps	Responsible Party	Time-Frame	Estimated Cost
<b>GOAL PR 1</b> Support the development of Clayton as a regional destination for recreation and trail-based tourism.	Improve routes, wayfinding and crossings to Downtown and surrounding neighborhoods from the Mountains-to-Sea Trail (MST) / East Coast Greenway (ECG).	Planning Department Economic Development Engineering Parks and Recreation	Near-Term (Design) Mid-Term (Construction)	More Study Needed
	Coordinate with the county and other partners to study and extend the MST to Smithfield.	Parks and Recreation Planning Department Engineering	Near-Term	More Study Needed
	Expand the greenway network.	Parks and Recreation Planning Department Engineering Recreation Advisory Board Planning Board and Town Council Private Development	Ongoing	Varies
<b>GOAL PR 2</b> Develop the Neuse River corridor as a greenway and blueway with multiple access points for hiking, biking and paddling.	Improve guides and website materials for greenways and access points	Parks and Recreation Economic Development Planning Department	Near-Term	<\$10,000
	Enhance/formalize and manage the NC 42 paddling access.	Parks and Recreation Engineering	Mid-Term	More Study Needed
	Create a new, formal river accesses and improve areas for bank fishing.	Parks and Recreation Engineering NC Wildlife Resources Commission	Long-Term	More Study Needed
<b>GOAL PR 3</b> Provide all Clayton residents convenient access to a park within a	Create and maintain an online map showing public access points for recreation on the Neuse River.	Parks and Recreation Planning Department Johnston County	Near-Term	Minimal / Staff Time
	Continue to make improvements to existing parks including the completion of Park	Parks and Recreation	Ongoing	Minimal / Staff Time

# Goals and Objectives Discussion

## WORKSHOP EXPECTATIONS

- The following pages express a first pass on some potential Goals and Objectives.
- It is very much a working document.
- This content is designed specifically as prompts to gauge your response and seek your input.
- The question at hand is whether or not you think the comprehensive plan should address these specific goals.

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## WORKSHOP EXPECTATIONS

- This document is an exhaustive list of ideas that will likely be filtered and/or consolidated as part of subsequent activities.
- This activity is one stepping stone on the journey towards the comprehensive plan.
- Nothing will move forward without your involvement and approval. The process is such that the work will not get out ahead of you.
- We don't have to figure it all in this meeting. Please think on it more and reach out with questions, comments, or suggestions. We welcome that.
- We should be asking the question: **"What's best for Kiawah?"**



## GOALS & OBJECTIVES OVERVIEW

- The goals and objectives are an expression of the desires of the community.
- A **goal** is a general statement of a future condition towards which actions are aimed.
- An **objective** is a statement of measurable activity, a benchmark, to be reached in pursuit of the goal.
- Goals and objectives tend to ask "What" and "Why?"
- In subsequent steps, we will ask "How?"
- For this reason, we do not yet need to get into questions about how implementation will occur, who will take on various responsibilities, metrics that measure goals, or funding mechanisms that support them.

# I. POPULATION & DEMOGRAPHICS

## 1. Develop more accurate data on Kiawah's populations.

- Comprehend shifts that have occurred during and post-COVID
- Understand the various demographics / users groups and related trends
  - › Ownership vs. rental properties
  - › Full-time vs part-time residents
  - › Age trends and shifts
  - › Visitors
- Assess and project the need for community services and facilities

## 2. Project the population of Kiawah upon complete build-out.

- Assist in communicating about development pressures and trajectory
- Define when and how certain priorities pivot

## II. ECONOMIC DEVELOPMENT

### **3. Complete the Island's development in a manner that balances the preservation of natural resources and economic development.**

- Continue to ensure that future development is regulated with regards to the island's natural environment
- Ask questions about the balance between development and preservation

### **4. Define the goals of future property redevelopment and create a strategy towards those ends.**

- Review existing regulations that would guide future redevelopment
- Consider all of the Town's goals that could be address through redevelopment
- Determine if new regulation is necessary to create desired outcomes
- Consider means to incentivize redevelopment

### **5. Study annexation proposals as a means to support economic viability.**

- Define how annexation can address Town needs
- Study all areas that could support similar goals

### **6. Define the value and trade-offs of the Town's additional involvement in the expansions of Freshfields Village.**

- Define how annexation or regulation of the Freshfields expansion sites can best support Kiawah's goals
- Coordinate with developers to explicitly share goals, needs, and concerns
- Consider additional regulations that enable and guide development of new commercial entities in the area

## **7. Determine a means to project commercial needs on the island.**

- Create means of identifying gaps, barriers, and needs in today commercial market as well as into the future
- Increase coordination with the resort in terms of accommodating those new business that serve Kiawah residents
- Define and study other areas that could support similar goals
- Create regulatory tools that guide commercial development in a means that is appropriate to Kiawah's character

## **8. Create strategies that support year-round use of commercial businesses.**

- Work with Kiawah's business owners to understand business cycles and needs in the post-COVID era
- Define programs that support business during those off-season periods that still remain

## **9. Develop a means to understand employees needs across Kiawah.**

- Comprehend housing, transportation, and lifestyle concerns that may affect employment and quality-of-life
- Ask how jobs can be made more attractive and how employers can retain staff

### III. NATURAL RESOURCES & ENVIRONMENT

#### **10. Champion the 'Design with Nature' approach and its successes.**

- Create pride in and connection to these central values of Kiawah
- Create messaging that centers many facets of the island's success around the Design with Nature tenets
- Tell the compelling story of the shaping, refining, and exercising of the standards of the tools
- Create products or resources that lay out its tenets in compelling and approachable ways

#### **11. Define Kiawah's 'Green Initiative.'**

- Draft a suite of goals and tools that represent Kiawah's commitment to environmental action
- Determine a tool that can create consensus across Kiawah's key stakeholder organizations

#### **12. Preserve the existing quality of the natural resources on Kiawah Island, including the beaches, salt marshes, waters, and marine environment surrounding the Island.**

- Maintain existing protections on natural resources
- Consider where, if anywhere, increased protections serve the island's landscape and its ecosystems

#### **13. Ensure that the tools guiding development and future redevelopment maintain the Island's environmental integrity and natural beauty.**

- Consider the outcomes of existing regulatory systems and whether or not that align with environmental goals

#### **14. Study tools that can be used to incentivize environmental action.**

- Consider where the Town has tools as its disposal to encourage and compel behavioral changes
- Consider if incentives can be nested within development and/or redevelopment permitting

#### **15. Enhance Kiawah's active preservation areas.**

- Protect and enhance the island's natural resources
- Continue to ensure access to beaches, marshes, rivers, and preserves that can support human activity
- Provide educational resource that express the narrative of the landscapes, ecosystems, concerns, and strategies

#### **16. Maintain and expand public education and outreach programs.**

- Consider a means to better reach the general public about environmental goals and concerns on the island
- Ensure that information is expressed through a central communications channel

#### **17. Promote the use of alternative energy sources and energy conservation measures.**

- Consider new tools that complement the Town's goals
- Study specific interventions like solar power and EV stations to ensure their feasibility within existing regulations

## IV. CULTURAL RESOURCES & COMMUNITY FACILITIES

### **18. Define and express Kiawah's character as part of the island's vision.**

- Define what facets of the island's culture account for its special experience
- Enshrine those values within long-term planning mechanisms

### **19. Encourage the development of programs and services that improve the delivery of cultural activities to all of Kiawah Island and its visitors.**

- Review the role and purview of the Arts and Cultural Events Council
- Empower an organization to oversee Kiawah's cultural vibrancy
- Determine an entity that can ensure the cultural needs of Kiawah across stakeholder organizations
- Determine a means to assess the diverse cultural needs of the Town's population.
- Foster creative programming that serves the cultural aspirations of Kiawah

### **20. Champion the history of Kiawah as a compelling facet of the island's culture**

- Determine an individual or organization that can research, communicate, and promote Kiawah's history
- Encourage the identification and preservation of archaeological and historic resources located on Kiawah Island
- Determine channels to express the island's history in meaningful and engaging ways



**21. Establish a process for regularly conducting community appraisals of existing community amenities, identifying gaps, barriers, and future needs.**

- Determine a means to assess existing needs around community facilities and future projected needs
- Consider community amenities that meet the diverse recreational needs of the Town's population
- Study existing amenities, such as Rhett's Bluff, to understand if they are maximizing their potential

**22. Provide high quality "civic spaces" that express the character of Kiawah while fostering a sense of community.**

- Determine the best way for the Town to support the delivery of flexible communal spaces
- Coordinate with KICA or the resort to define the proper provider, manager, and upkeep of said spaces
- Study where on the island these kinds of indoor and/or outdoor spaces can best support civic life

## V. INFRASTRUCTURE & GOVERNANCE

### **23. Systematize inter-agency coordination across all of Kiawah's key stakeholders.**

- Increase communication and collaboration across public and private organizations that oversee facets of Kiawah
- Ensure the provision of essential community services across distinct entities with different goals
- Define the roles and responsibilities of each player
- Share goals and resources in a collaborative and transparent manner

### **24. Establish a centralized communication channel across entities to reach Kiawah's populations.**

- Coordinate across agencies to determine a singular, recognizable communication resources
- Define a beneficial channel or channels that can best reach all audiences

### **25. Establish a better working relationship with Charleston County.**

- Determine those Kiawah needs that are impacted by decisions made at the county level
- Create strategies for collaborating with the County around transportation, infrastructure, development, and the like
- Create a liaison, who can serve as a intermediary between Kiawah's various agencies and the County

### **26. Determine a long-term law enforcement strategy that best protects and serves Kiawah's diverse entities, functions, and needs.**

- Coordinate across agencies to determine law enforcement and safety needs
- Define parties responsible for oversight

**27. Establish a process for regularly conducting community appraisals of existing utilities, identifying gaps, barriers, and future needs.**

- Ensure that utilities align with Kiawah's needs
- Consider present issues around enhancing cellular service and securing access to additional water supply

**28. Examine current regulatory mechanisms to determine if they are best serving Kiawah's needs.**

- Consider the effectiveness, efficiency, accessibility, and ease of use of existing regulatory tools
- Determine if the outputs of existing tools align with community goals
- Identify stress points that could improve and consider alternative tools and approaches
- Address present issues around ARB, development, form-based codes, and the like

**29. Increase education and transparency in the development process for everyone involved.**

- Survey community members to determine those processes that are causing undue concerns
- Create educational resources that allow community members to comprehend all phase of the process

**30. Maintain professional development and training for Town Council, Boards, Committees and Staff.**

- Ensure that Town staff and representatives are adequately prepared to address municipal priorities
- Invest in education to advance Town goals

## VI. HOUSING

### **31. Cultivate an understanding of housing needs.**

- Study whether a diversity of housing meets different needs of the population or supports the goals of the Town
- Study the demographics of Kiawah with regards to housing, including users group, needs, and family types
- Study housing types, styles, and the value of affordability

### **32. Develop a strategy to ensure workforce housing for Kiawah's labor force.**

- Work with Kiawah's employment centers to understand employee housing needs
- Determine which entity or entities is best suited to provide workforce housing
- Define locations for workforce housing that include access to goods, services, mobility, and other opportunities

## VII. LAND USE & REGULATION

### **33. Continue to improve monitoring and evaluation of the spatial relationships of physical properties and land uses.**

- Study the outcomes of existing regulation to determine alignment with the goals of the Town
- Consider zoning, lot size, natural resources, transportation, and community services
- Establish shared tools, such as GIS data, that can express detailed and accurate plans and outcomes

### **34. Quantify future development to understand full build-out of the island and its conditions.**

- Take advantage of nearing of the build-out of the island to understand fully developed conditions
- Determine if land use plans need be adjusted to accommodate future conditions

### **35. Define distinct character areas across Kiawah as a means to protect and enhance existing communities while accommodating future needs.**

- Review existing development outcomes in residential areas to ensure they align with the goal of the Town
- Determine if any regulatory mechanism could be adjusted or improved to serve these ends

### **36. Encourage a mix of uses that compliments the character of Kiawah**

- Consider land use designations that allow for a mix of uses in strategic locations
- Determine means to bring commercial and civic amenities closer to where people live and spend time
- Ensure regulations control the look and feel of mixed-areas to maintain the character of the island

### **37. Encourage expansion of the island's conservation areas.**

- Leverage land use plans to ensure that additional properties are set aside for conservation
- Prioritize persevered areas to maintain the character of the island

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## VIII. TRANSPORTATION & MOBILITY

### **38. Ensure that the Island's roadway system is properly planned and maintained to meet the safe and efficient mobility of residents, businesses, and visitors.**

- Promote compatibility among road improvements, land use patterns, community character, and the environment
- Ensure functionality and efficiencies of existing road network

### **39. Consider large-scale mobility changes to address the constraints the existing street network.**

- Consider if fundamental changes to the street network are viable options
- Study roadway changes, including access points, intersections, and security gates
- Consider new vehicular access points to the island, including new bridges or ferry connections
- Study service mobility to understand its contribution to traffic congestion

### **40. Advance and promote mobility alternatives as safe, pleasant, and viable means to get around the island beyond individual vehicular travel.**

- Consider mobility alternatives, such as walking, biking, and appropriate forms of shared transit
- Encourage alternative means of transit as a key solution to address vehicular congestion

### **41. Determine if the need exists for current or future shared transit options.**

- Examine the numerous shared transit systems that presently exist on the island and the needs that they reflect
- Determine which agency, if any, could adequately provide and operate a shared transit system



**42. Support regional roadway initiatives to improve traffic flow between Kiawah Island, Seabrook Island, Johns Island, and the Greater Charleston Metro Area.**

- Coordinate with regional partners to ensure infrastructure improvements support the needs of Kiawah

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## IX. RESILIENCY & SAFETY

### **43. Provide residents, non-resident property owners, and visitors with a safe and secure environment.**

- Determine if Kiawah's existing law enforcement and first responders are adequately addressing safety conditions
- Determine if existing regulations support a safe and secure setting

### **44. Monitor and sustain the continued adequacy of emergency preparedness plans and communicate regularly such plans to resident, non-resident property owner, and visitor populations.**

- Create strategies to regular test the effectiveness of emergency response systems and plans
- Define the roles of specific organizations amid emergency scenarios
- Verify that emergency responders have all of the tools and resources available to address potential emergencies
- Ensure that plans operate along the Town's identified communication system
- Increase confidence in plans for all users to generate consensus and support

### **45. Establish a resiliency strategy for Kiawah.**

- Determine an entity or organization that can oversee Kiawah's resiliency strategy.
- Conduct an assessment to identify the Town's exposure to all types of potential hazards, shocks, and stresses
- Consider appropriate mitigation steps and associated resources and/or funding needed
- Coordinate across the island's key stakeholder groups to ensure all potential hazards are addressed
- Determine where redundancies are needed, including in the mobility network

## X. PRIORITY INVESTMENTS

### **46. Establish a Capital Improvement Plan.**

- Create a singular resource that expresses and prioritizes the capital needs of Kiawah
- Ensure that the tool reflects the priorities expressed in the comprehensive plan
- Ensure that the tool captures the needs of the various stakeholders across the island

### **47. Further develop a strategy by which municipal funds are distributed.**

- Ensure that investments in civic dollars respond to a Capital Improvement Plan or other framework
- Define decision-making logic that is clear and transparent
- Ask how funds are best allocated from the Accommodation Tax Rebate and other sources

### **48. Focus the Town's investment on the priorities identified as critical to the resiliency of the Island.**

- Prioritize those resiliency needs not previously addressed that leave the island vulnerable in any capacity
- Put a price tag on the cost of acute shocks and stresses that could negatively impact Kiawah in critical ways