



A one-time need for knowledge, expertise, and/or resources. An exercise to understand options. May include an assessment, study, statement, strategy, guidelines, task force, work group, etc.



A recurring need for knowledge, expertise, and/or resources that can be harnessed through a new position or committee. May include a committee, task force, position, team, strategy, campaign, etc.



A need for controls or protections that guide decision-making in supports of goals. May include a regulation, draft, policy, guide, control, classification, code, etc.



A need for communication and collaboration across existing organizations that have knowledge, resources, and/or expertise. May include a committee, task force, working group, alliance, association, partnership, etc.

1. Study

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- The Planning Commission + Consultant Team will oversee a Population and Development Study:
 - Take advantage of nearing the build-out of the island to understand fully developed conditions
 - Project changes and affects created by the completion of development of Kiawah
 - Comprehend shifts that have occurred during and post COVID
 - Understand the various demographics/user groups and related trends
 - Study subgroups, such as ownership vs. rental, full-time vs. part-time, age trends and shifts, visitors, etc.
 - Project the population of Kiawah upon complete build-out
 - Create approachable, engaging, and shareable materials that can express the findings, making it clear to residents where Kiawah is in its growth

- Town Council will craft a Statement of Annexation Goals:
 - Consider all of the town's goals that could be address through annexation
 - Creating an objective list of what the Town is trying to accomplish. (e.g. identity, character, etc.)
 - Review existing regulations that would guide annexation and the present areas in question to determine if new regulation is necessary
 - Think through new typologies that would be involved
 - Who should drive this conversation?
 - What, if any, outcomes that are different from Freshfields are other adjacent areas would attain Town goals

- The Planning Commission will oversee the creation of a Future Redevelopment Strategy:
 - Critical need to rely upon KP, KIGR, KIRE to get broad input
 - Consider all of the town's goals that could be address through redevelopment
 - Creating an objective list of what the Town is trying to accomplish
 - Review existing regulations that would guide redevelopment and determine if new regulation is necessary
 - This has all come from the developer previously, and most residents do not fully grasp the balance that has been struck.
 - Susceptibility to change study to identify larger general areas as groups on the island
 - Considering property age, value, present redevelopment trends
 - Include considerations of resiliency/environmental criteria
 - Is the process being driven by density, quality of life, character, etc?
 - How does TOKI advocate for redevelopment?
 - This has the potential to be very contentious
 - The push and pull between individual wants vs community needs will be the core of many discussions.
 - Many places were deployed below the density standards of development agreements. Does that leave wiggle room for additional density?

- **Town Council will conduct a Development Incentives Assessment:**
 - Without property taxes in play, what incentive tools does TOKI have at its disposal to encourage and compel development and behavioral changes?
 - Needs exist with regards to environmental action
 - Can incentives be nested within redevelopment permitting in some fashion?
 - Town Council commission a study/strategy
 - Engages property owners, property managers, and KICA regimes
 - Thinking around STRs restrictions
 - Considers long-term questions about potentially levying property taxes

- **The Planning Commission will oversee a Civic Spaces Feasibility Study:**
 - How can the Kiawah best support and deliver flexible community spaces, particularly those that do not generate revenue?
 - Make recommendations as to the most appropriate party to deliver, manage, program, and maintain such spaces
 - Determine where on the island these kinds of indoor and/or outdoor spaces can best support civic life

- **The Planning Commission will commission a Transformative Mobility Study:**
 - Consider if fundamental changes to the mobility network are viable options to address existing concerns and create more humane, safe, and pleasant ways to get around the island
 - Study roadway and bike network changes, including access points, intersections, and security gates
 - Study the feasibility of new vehicular access points to the island, including new bridges and/or ferry connections
 - Consider shared transit options that serve all stakeholders. Examine the numerous shared transit systems that presently exist on the island and the needs that they reflect
 - Study potential changes to land use and development patterns that can improve mobility outcomes

- **The Planning Commission will conduct a Regulatory Reform Assessment:**
 - Determine if there are municipal process in which increased transparency, objectivity, or education would increase public confidence
 - Survey community members to determine those municipal processes that are causing undue concerns
 - Create educational resources that allow community members to comprehend all phases of the process

- **The Planning Commission will oversee the creation of Mixed-use Development Guidelines:**
 - Study the nature of compatible, mixed-use community nodes that compliment the character of Kiawah

- Determine the mean to design and deploy this new kind of development typology in a manner that supports and reenforces the island's existing fabric
- Craft a logic that determines where these kinds of improvements could make sense
- The Planning Commission will oversee the creation of a Village Center Zoning Strategy:
 - Would annexation just be covered under PUD?
 - Any additional regulation desired for new typologies outside the existing boundaries?
 - Strategies to engage property owners
- The Planning Commission will oversee a Workforce Housing Study:
 - Study the various means by which workforce housing could potentially be delivered across the maze of K's
 - Define locations for workforce housing that include access to goods, services, mobility, and other opportunities

2. Appoint

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- Mayor and Town Council will oversee and manage an Economic Development Strategy:
 - The whole of all economic development concerns with the goal of building up the economic capacity
 - An ongoing function of the Town driven and delivered directly by Mayor + Council
 - Twofold approach:
 - How to sustain the municipality's finances
 - How to nurture commercial entities on the island in a supportive role
 - Considers present and imminent changes
 - Consider the reductions in development agreements, new development fees, and some roles of Kiawah Partners
 - Define programs that support business year-round in a sustainable manner
 - Develop a means to understand employees needs, including housing, transportation, and the like
 - Ask how jobs can be made more attractive and how employers can retain staff
 - Upkeeps population and development data
- The Planning Commission will administer a Community Amenities Inventory:
 - Establish a recurring means of identifying gaps, barriers, and needs in the market for the full range of community amenities: commercial, cultural, civic, social, resort, recreational amenities
 - A study conducted every five years, administered by the Town but shared in its outreach by all stakeholders
 - Use the same study to assess utility needs

- Consider a full range, including indoor, outdoor, for-profit, non-income generating, etc.
 - Study existing amenities to understand if they are maximizing their potential
 - Define process as means to serve community needs as well as maintain competitive position in the market
 - Consider today's commercial market as well as the future projected conditions
 - Analyze that the commercial needs for all of Kiawah's demographics, including residents, visitors, and staff
 - Determine if any regulatory changes are necessary to deploy amenities
- **Town Council will work with ARB to promote a Design with Nature Campaign:**
 - Champion Design with Nature to foster pride in and connection to these central values of Kiawah
 - More of a PR-type role
 - Tell the compelling story of the shaping, refining, and exercising of the standards of the tools
 - Clarifying the concept vs. the document itself (i.e. the document is not the only version of designing with nature)
 - Create products or resources that lay out its tenets in compelling and approachable ways
- **Town Council will reinforce the Arts & Cultural Events Council:**
 - Determine a means to assess the diverse cultural needs of the town's population
 - Review the role and purview of the Arts and Cultural Events Council. Is it delivering sufficiently? It feeling it is meeting needs?
 - Does it need to be reframed or reimaged in any way?
 - Empower them as an organization to oversee Kiawah's cultural vibrancy
 - Study and project what the culture of Kiawah is. Past, present, and future. Consult a diversity of audiences
 - Foster creative programming that serves the cultural aspirations of Kiawah
- **Town Council will establish the Kiawah Historical Society**
 - Determine an individual(s) 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
- **Town Council will establish and support a Chief Resiliency Officer position**
 - Tasked with creating Public Safety & Resiliency Strategy
 - Gauge if existing regulations support perceptions of a safe and secure setting
 - Determine if Kiawah's existing law enforcement and first responders are adequately addressing safety conditions
 - Conduct a study to understand suite of options in terms of long-term law enforcement options

- Create strategies to regularly test the effectiveness of emergency response systems and plans
- Increase messaging and communication about safety plans in order to raise awareness of and confidence for all users
- Establish resiliency plans
- Put a price tag on the cost of acute shocks and stresses that could negatively impact Kiawah in critical ways
- 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
- Determine where more resilient practices can be adopted across various systems, such as mobility and utilities

3. Regulate

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- The Planning Commission will oversee the creation of a Neighborhood Commercial Overlay:
 - Establish regulations that control the look and feel of mixed-use structures to maintain the character of the island
 - Consider new land use designations that allow for a neighborhood-scale mixed-use nodes in strategic locations
 - Using “form-based code” language that communicates small-scale development
 - Storefront, market, vendor
- The Planning Commission will oversee a Redevelopment Code Zoning Update:
 - Capture the needs of redevelopment in zoning update
 - Capture the results of housing studies
- Town Council will author, promote, and regulate the Green Initiative:
 - Continue effort to draft a suite of goals and tools that represent all of Kiawah's commitment to environmental action
 - The stated ambition is to become a leader in the implementation of projects and measures to help protect our island's environment, nature and beach and marsh barriers.
 - Regulation that is actionable and enforceable
- Town Council will oversee the creation of a Capital Improvement Plan:
 - Create a singular resource that expresses and prioritizes the capital needs of Kiawah

- Develop a strategy by which municipal funds are distributed, including clear and transparent logic
- Confirm that the tool reflects the priorities expressed in the comprehensive plan
- Confirm that the tool captures the needs of the various stakeholders across the island
- Prioritize those resiliency needs not previously addressed that leave the island vulnerable in any capacity

4. Coordinate

A need for communication and collaboration across existing organizations that have knowledge, resources, and/or expertise. May include a committee, task force, working group, alliance, association, partnership, etc.

- **Town Council will support the coordination of the Kiawah Island Alliance (KIA):**
 - Establish recognized structure to coordinate across all of Kiawah's stakeholder organizations ("Maze of K's")
 - Systematize inter-agency coordination
 - Schedule quarterly meetings
 - Require attendance from at least one representative of each stakeholder organization
 - Define the most appropriate representative(s) for each organization
 - Representatives must bring organizational updates
 - Determine which facets of the work are open-door vs. closed-door sessions
 - Increase communication and collaboration across organizations
 - Define the roles and responsibilities of each player in terms of providing essential community services
 - Share goals and resources in a collaborative and transparent manner
 - Provide updates
 - Express opportunities and challenges
 - Convey long-term goals
 - Share high level financial strategies, including proposed investments
 - Seek to reduce and/or remove redundant efforts across stakeholder entities
 - Establish a better working relationship with Charleston County
 - Organizational Updates
 - Current: news, announcements, current events, upcoming events
 - Future: goals: vision, priorities, projected actions, planned investments, etc.

- **Town Council will include all applicable parties to KIA:**
 - Town of Kiawah Island (TOKI)
 - Kiawah Island Community Association (KICA)
 - Kiawah Partners (KP)
 - Architectural Review Board (ARB)

- Kiawah Island Real Estate (KIRE)
- Kiawah Island Golf Resort (KIGR)
- Kiawah Conservancy (KC)
- Kiawah Island Utility (KIU)
- Freshfield Village Management (Edens)

- KIA will collaborate around the long-term objectives:
 - Economic Development
 - Kiawah population, demographic, and development updates (TOKI)
 - Kiawah's overall economic wellbeing
 - Marketing and maintaining Kiawah's competitiveness (KP)
 - Organizational economic goals and investments
 - Means to better support commercial businesses
 - Means to attract and retain workforce
 - Means to support workforce housing
 - Community Amenities
 - Shared understanding of needs: commercial, cultural, social, civic, resort, and recreational amenities
 - Understanding of utility needs (KIU)
 - Delivering cultural programming (Arts & Cultural Events Council)
 - Mobility
 - Determine island-wide mobility needs and create integrated mobility strategy
 - Recognize mobility patterns occur across a network and involve all parties
 - Study shared transit options to consolidate existing efforts
 - Encourage and support mobility alternatives, such as walking, biking, and appropriate forms of shared transit
 - Environment
 - Maintain and enhance the protections on natural resources in all of their forms across Kiawah Island
 - Recognize that environmental issues exist across ecosystems irrespective of manmade boundaries, so protections must be upheld in a consistent manner
 - Consider where, if anywhere, increased protections serve the island's landscape and its ecosystem (KC)
 - Deploy Green Initiative (TOKI)
 - Goals in terms of conservation of additional properties as part of the island's future buildout
 - Increase environmental education to better reach the general public about goals and concerns on the island (KC)
 - Resiliency and Public Safety
 - Provide residents, non-resident property owners, and visitors with a safe and secure environment
 - Determine a long-term law enforcement strategy that best protects and serves Kiawah's diverse entities, functions, and needs
 - Define parties responsible for oversight
 - 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
 - Confirm that plans operate along the town's identified communication system

- Zoning and Land Use Regulation (TOKI)
 - Assess existing regulation and outcomes relative to organizational goals
 - Propose and workshop updates to regulatory tools
 - Regularly provide feedback on ARB standards
 - Share goals of potential regulatory changes: annexation, future redevelopment, mixed-use development typologies, housing diversity, and workforce housing
 - Reduce regulatory red tape across organizations
- Communications
 - Share and align all island-wide messaging
 - Utilize central communications channel to maximize coverage
 - Produce summaries of meetings and share as much information as it publicly appropriate
- Capital Improvement Plan
 - Maintain and update a capital improvement plan to reflect island-wide needs
 - Consider where shared resources can be applied to shared needs
- KIA will establish a Central Communication Channel:
 - Establish a singular, centralized communications channel across all of the islands stakeholders entities to reach Kiawah's populations and reduce communication fatigue
 - Coordinate across agencies to determine collect, consolidate, and streamline messaging
 - Define a beneficial channel or channels that best reaches the greatest Kiawah demographic
 - Identify and brand the appropriate channel to ensure awareness
 - Sunset as many existing channels as possible