

TOWN OF KIAWAH ISLAND
2023 Council Fall Planning Retreat
Kiawah Town Hall
September 11, 2023
8:30 am – 1:00 pm

AGENDA

Continental Breakfast provided 8:00 am

Call to Order: 8:30 am

Opening Comments:

Mayor Labriola

Community Engagement

- Open discussion (opportunity to hear concerns from the community).

Open Discussion Priorities (2023): Mayor and Council Members

- Open discussion for Council members

Updates from the January Town Council Planning Retreat: Mayor and Council Members

Operational items to be developed and completed by staff:

- TOKI TC/KICA BOD Joint Meeting
- Prepare for the end of DA with the Kiawah Partners
 - Development of a tree protection ordinance
- Review town ordinances to identify out-of-date, conflicting, or poorly constructed ordinances, with recommendations for changes, etc.
- Finance to include investment strategies, use of funds, and evaluation of costs for differing levels of potential hurricanes
- Communication. Review of our methods, content, intentions, etc., of town communications. The hiring of a Communication Director or Manager. Activation of the new website.
- Betsy Kerrison Zoning Overlay process
- Public safety. Development of RFP for an investigation into the need and structure of the Town police force
- Hazardous waste. Development of Hazardous waste disposal policy, process, and necessary ordinances

Items to be developed and completed by the Mayor and Council:

- ARB – Council members Belt and Heidingsfelder – Clarify and establish rules for the ARB. Develop a work plan for this effort within two weeks of the retreat.
- Andell Annexation – Mayor Labriola and Council Member Heidingsfelder – Continuing the discussion with Riverstone about the potential annexation of Andell West at what time and under what conditions.

FOIA: Notice of this meeting has been published, posted, and faxed in accordance with the Freedom of Information Act and the requirements of the Town of Kiawah Island.

- Johns Island Task Force/Roads – Council members Belt and Berner Involvement in road questions, increasing Kiawah’s political strength as a participating entity in the various groups.
- Green 2.0 initiative – Council member Heidingsfelder - this has two aspects. One is the operational items for which staff is responsible, and the other is the longer-term policy elements for which the council is responsible.

New Discussion Items:

- Short-Term Rental Ordinance
 - Restricting the number of daytime vehicles allowed. Currently, we restrict overnight vehicles subject to the available parking confirmed on the STR business license and confirmed by staff.
 - Removing the +2 person allowance
 - CAPS in certain communities or zoning districts
 - Amend the advertisement requirements to include listing the number of beds
 - Revoked Licenses are with the Property (or whoever applied for the STR business license)—Discussion on whether someone else can apply for the STR license for the same property that had the violations
 - Adding the possibility of revoking property management business licenses after X number of violations for properties they manage
- What role, if any, should the town have (emphasis on could rather than should) pertaining to the development of an arts center, e.g., catalytic role, use of Town land, capital and operating support, or none of the above?
- Traffic Mitigation Proposals Discussed at the July Town Council Meeting – Councilmember Michael Heidingsfelder
 - Additional Discussion around traffic - traffic management plan for any larger scale development
- FEMA/Floodplain Ordinances and CRS Rating – Bruce
- Environment and Wildlife – Jim and Brian
 - Discussion of the Beach Management Ordinance, Approval to Hire a Fulltime Wildlife Technician, and Other Town Beach Ordinances
 - Gage the support regarding the effort of the Environmental Committee to implement a No Wake zone along certain parts of the Kiawah River
 - Discuss Improving Boardwalk Signage and Trash Bin Locations along the beach and boardwalks.
- Marsh Management Plan Update – John Taylor

Lunch provided

12:30 – 1:00 pm

Adjourn

1:00 p.m.

	Ordinance Update	Purpose & Directive	Action Group	Nuance / Status	Proposed Timeline			
					Recommendation	Public Hearing	Town Council	
1	Tree Preservation & Landscape Standards	Standards relied upon current Architectural Review Board framework and do not exist within zoning code. Memorialize comprehensive guidelines and standards for landscape and tree preservation within Town's zoning ordinance	Planning Commission	Workgroup established to develop draft language; Working through subcommittee of PC	September PC Recommendation	October Public Hearing / 1st Reading	November TC 2nd Reading	
2	Park Parcels Remaining	Areas of residuals lands dedicated for park or open space ensure zoning is consistent Rezone Conveyed Park and Open Space Parcels (particularly Ocean Park)	Staff	Requires coordination of property owners (KP, KICA, OPHOA) and conveyances; Parcel 2070000015 requires clean up and conveyances;	September PC Recommendation	October Public Hearing / 1st Reading	November TC 2nd Reading	
3	Addition of Base Zoning Districts within Code	ARDA defines mixed use zoning districts for several parcels. The zoning code does not currently hold specific mixed use zones as a separate zoning category. Create Mixed Use Base zoning district as allowed by current uses. Add these to the base zoning districts within zoning code	Staff & Planning Commission	Mixed Use Categories are created first, (Parcel 13, Beachwalker Lagoon, Marsh Point, Riverview, Little Rabbit, Rabbit North, Mingo North, Mingo South); Rezoning to occur with Kiawah Next Plan adoption	September & October PC Recommendation	October & November Public Hearing / 1st Reading	November TC 2nd Reading	
4	Kiawah Island Architectural Review Board	ARDA provides ARB purview of many standards. The Town must consider how standards are applicable after sunseting of DA. Establish review body for reimagined ARB / Identify structure of ARB	TOKI KICA ARB Task Force	Join task force with KICA has been established to determine next steps	TBD			
5	Ordinance 2013-14	Adopts ARDA as part of zoning code. Ordinance to amend to rescind the DA as part of the Zoning Code. Notes also includes FFV rezoning so this amendment should accommodate to allow FFV to remain apart of the zoning code.	Staff (Planning, Legal)	Last item to ensure other elements are secured within Town's code. Requires coordination to ensure action items have been completed	September & October PC Recommendation	October & November Public Hearing / 1st Reading	November TC 2nd Reading	
6	Sign Ordinance	Standards relied upon current Architectural Review Board framework and do not exist within zoning code. Memorialize sign standards administered by Town's zoning ordinance	Planning Commission	Utilize established sign package for guidance; To be included within zoning code overall Q1 2024	TBD			

Legend
1st Phase of Adoption
2nd Phase of Adoption
TBD Adoption

Town of Kiawah Island

Town of Kiawah Island Municipal Center
4475 Betsy Kerrison Parkway
Kiawah Island, SC 29455

September 11, 2023



1

URBAN GROWTH BOUNDARY

Introduction

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Planning Tool Kits

Just as the zoning ordinance is only one tool used to accomplish goals within the Comprehensive Plan, growth management should be viewed as a tool kit rather than a single tool.

Kiawah has utilized traditional zoning and executed development agreements to address growth management

With the maturation of Kiawah, with the sunseting of the D.A. and awareness to pay greater attention *Beyond The Gates*, planning staff has initiated additional strategies to be considered in the near future.

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Growth Management Tool Kit



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What is the Urban Growth Boundary?

- The urban growth boundary is a growth management tool implemented by local governments to clearly define two distinct growth management areas, rural areas and urban/suburban areas. An urban growth boundary circumscribes a region which is utilized as a guide by local governments for land use decisions and by utility and other infrastructure providers to improve long range planning.

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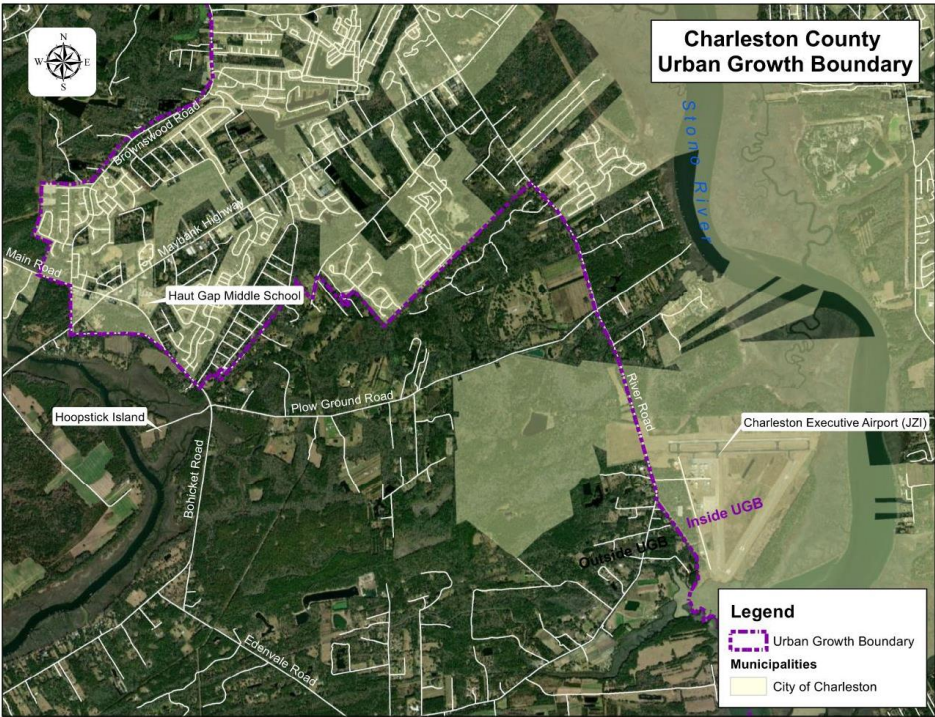


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Charleston County Urban Growth Boundary

- This boundary line was first established in 1999, within the Charleston County Comprehensive Plan, described as the suburban/rural edge to delineate the rural area from the urban suburban area.
- The Urban/Suburban Area for Charleston County is located within the Urban Growth Boundary. These areas are closer to the urban core of the city, include the area beach communities and have higher levels of infrastructure and services and medium to high intensity development.
- Areas outside the Urban Growth Boundary are identified by scenic rural roads, agricultural lands, low levels of infrastructure and low intensity development.

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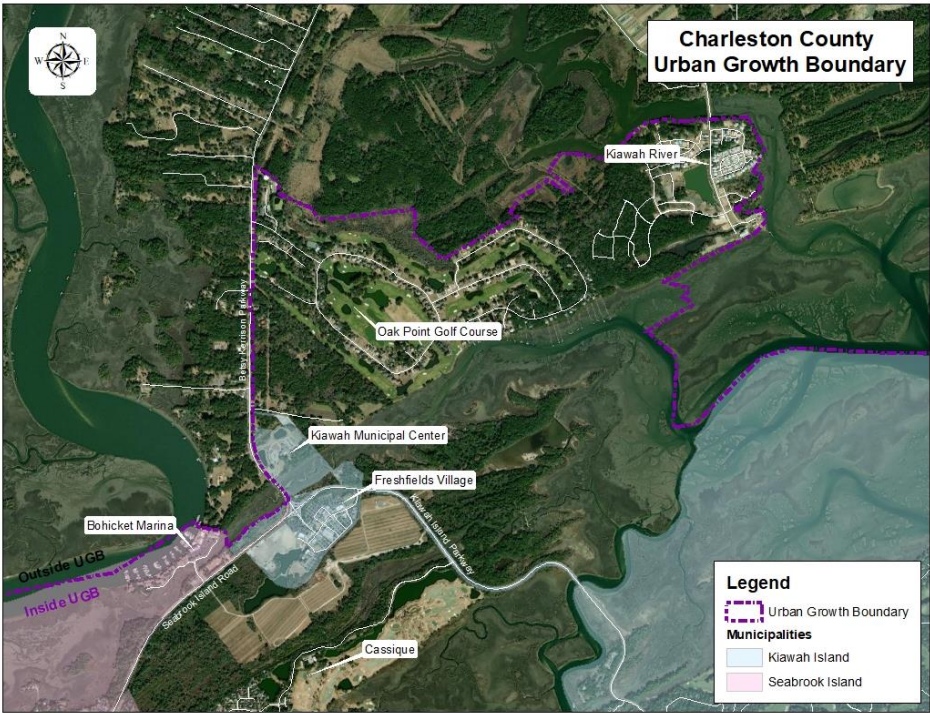


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Inside the UGB

- The Town of Kiawah Island
- Town of Seabrook Island
- Freshfields Village
- Bohicket Marina
- Future Developments (Seafields, MUSC Health Facility, the Andell West Planned Development)
- Kiawah Island Municipal Center
- Kiawah River Estates and Oak Point Golf Course
- Newly Developed Kiawah River

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Regional Planning Opportunities

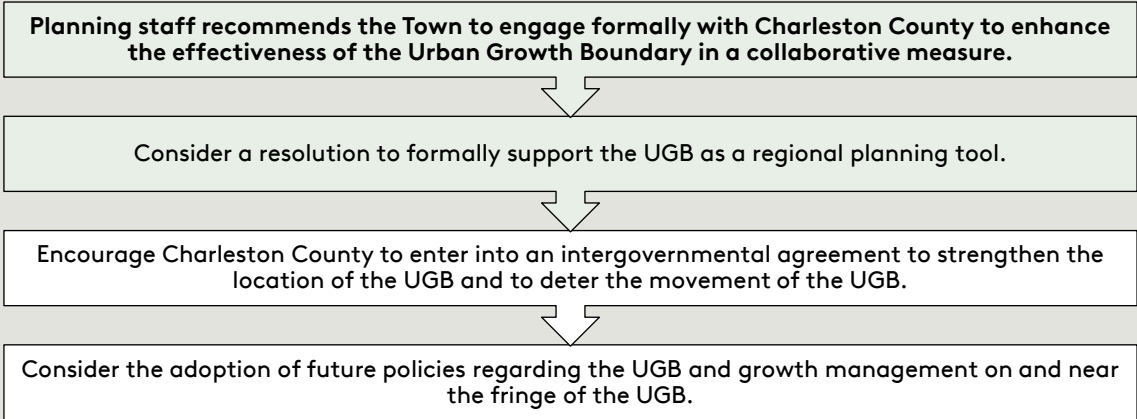
Management of the urban growth boundary by way of collaboration between jurisdictions remain an opportunity to mitigate potential developments in conflict with this growth management strategy.

Representatives of Town Council, Charleston County Council, and planning staffs of each of the jurisdictions have met to discuss potential collaborative opportunities. Planning staffs continue research and meet to explore ways to support this growth management strategy collaboratively.

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Recommendations



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THE TOWN OF KIAWAH ISLAND

RESOLUTION 2023-04

A RESOLUTION IN SUPPORT OF THE URBAN GROWTH BOUNDARY

WHEREAS, Charleston County's current Urban Growth Boundary is a growth management tool intended to influence growth patterns, which help delineate urban and suburban development from rural agricultural development; and

WHEREAS, the Urban Growth Boundary is intended to help steer development toward areas where adequate public facilities and provision of services have been coordinated to preserve open space and forest lands; and

WHEREAS, the Urban Growth Boundary in combination with capital improvement policies, adequate facilities, intergovernmental agreements, and policies limiting annexation to delineate urban growth areas can effectively reduce overextension of public services and manage growth responsibly; and

WHEREAS, the Planning Commission, on September 6, 2023 reviewed the current Urban Growth Boundary and recommends the Town supports the Urban Growth Boundary and increasingly recognizes the Urban Growth Boundary as a planning and development tool, to evaluate how future developments impact the Town and adjacent neighborhoods and communities; and

WHEREAS, the Town will evaluate all requests for annexation into the Town of Kiawah Island based on its existing Annexation Policy Plan and Procedures Manual, however the Town will not consider annexation applications into the Town of Kiawah Island excluding exceptional circumstances for properties located outside of the Urban Growth Boundary; and

WHEREAS, the Town encourages adjacent service providers of sewer infrastructure to evaluate their service boundaries and to coordinate with the Town of Kiawah Island, other municipalities, and Charleston County Government to conduct need assessments prior to extending services outside of the Urban Growth Boundary and or beyond current service boundaries; and

WHEREAS, the Town encourages Charleston County Government to enter into a mutual intergovernmental agreement to strengthen the location of the Urban Growth Boundary, deterring its relocation for any single proposed development or without notification, consultation and approved recommendation by the Town of Kiawah Island; and

WHEREAS, the Town Council has determined that it is appropriate to support the Urban Growth Boundary;

NOW, THEREFORE, BE IT ORDERED AND RESOLVED BY THE COUNCIL OF THE TOWN OF KIAWAH ISLAND, SOUTH CAROLINA, AND IT IS RESOLVED BY THE AUTHORITY OF SAID COUNCIL.

Section 1 **Resolution**

The Town Council for the Town of Kiawah Island hereby resolves to support the Urban Growth Boundary as referenced in (Attachment “A”).

Section 2 **Effective Date and Duration**

This resolution shall become effective on the date of passage of the resolution.

**PASSED, APPROVED, AND ADOPTED BY THE COUNCIL FOR THE TOWN OF KIAWAH ISLAND
ON THIS DAY OF , 2023.**

John Labriola, Mayor

Petra S. Reynolds, Town Clerk

Considerations for Urban Growth Boundary IGA

Ideally the IGA should consider ways to cement the UGB considering the following:

- The Town taking a posture to not annex any property outside of the UGB, this definitely will be different for municipalities as Charleston or North Charleston where more development pressures occur and annexation may have already occurred.
- The UGB would be locked in place for ten years at a time, where there would be no proposed changes to the UGB. If changes to the boundary are proposed, these could only occur during such time as a comprehensive plan update for a compelling reason supported by the impacted municipality and adjacent service/utility provider.
- The County notifying the Town of any proposed changes to the UGB which would include required public hearings with County and the Town or impacted municipality.
- The Town, municipality or service provider disclosing any prerequisites for annexation or extension of service boundaries.
- Where feasible coordination with service providers
- IGA with service providers to not extend sewer services beyond UGB or identified future growth management area coordinated with the Town/municipalities
- Requirements of Town or municipalities to update annexation policies accordingly
- County and Town should consider special purpose districts or compatible zoning standards for coordinated long range planning for areas adjacent to the UGB to ensure compatibility of fringe areas. (The remaining undeveloped tracts that surround Freshfields, Betsy Kerrison Pkwy would be an ideal example for an IGA of area significance)
- Providing a smooth transition when lands are annexed particularly those that are predictable based on land use patterns and existing public facilities and services.



SOUTH CAROLINA

LOCAL GOVERNMENT INVESTMENT POOL

Administered by Treasurer Curtis Loftis and the South Carolina State Treasurer's Office

WHAT IS THE SC LGIP?

The South Carolina Local Government Investment Pool (LGIP) is an important investment tool authorized by the SC Legislature for counties, municipalities and other local government entities across the state. LGIP enables local government bodies to collectively invest in a single large pool of funds, allowing local political subdivisions to concentrate on what they do best—serving their communities—rather than worrying about financial markers, risk and diversification.

WHO USES THE PORTFOLIO?



individual public entities
in South Carolina

**\$11.9
BILLION**
in public funds As of 6/30/23

Eligibility extends to all South Carolina public entities including:



- Counties
- Municipalities
- School Districts
- Special Purpose Districts
- Other Political Subdivisions
- Charter Schools

WHAT ARE THE BENEFITS?

- A very competitive yield that is responsive to market conditions
- A well-managed, disciplined and diversified investment portfolio focused upon preserving capital and providing liquidity
- Easy online access for fund transfer and reporting
- Interest is paid monthly

WHAT TYPES OF ASSETS ARE INVESTED?



OPERATING CASH | BOND PROCEEDS | STATE AID
GENERAL FUNDS | TRUST FUNDS | STABILIZATION FUNDS

An investment in LGIP is not insured or guaranteed by any government or government agency. For more complete information, see the investment policy and information statement available at treasurer.sc.gov.

TOWN OF

Kiawah Island®

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2023 Council Retreat

COMMUNICATIONS DEPARTMENT REVIEW

Communications Department



- ▶ The Communications Department works to encourage, facilitate, and maximize citizen awareness and engagement in significant town policy issues, programs, and initiatives, as well as arts and cultural events.
- ▶ The department also provides essential and timely information before, during, and after emergency and crisis situations to the public.

Town Council Goals



Goal #1: Protecting Residential Character

How Communications Is Supporting this Goal:

- ▶ Featuring positive community stories, such as volunteer highlights
- ▶ Promoting arts and cultural events, public meeting opportunities, and other local events and programs
- ▶ Coordinating arts and cultural events via our arts and cultural events coordinator
- ▶ Providing event planning for public events, such as the 35th anniversary
- ▶ Providing livestreaming options for public meetings to promote engagement and access
- ▶ Promoting public services and programs
- ▶ Providing crisis communication support during emergencies



Town Council Goals

Goal #2: Protecting Natural Environment

How Communications Is Supporting this Goal:

- ▶ Participating on Marsh Management Work Group and Kiawah Goes Green Work Group, and assisting with communication efforts to keep the public informed on environmental issues and how they can be an active participant in these efforts
- ▶ Promoting educational awareness of various wildlife programs and initiatives
- ▶ Working with Turtle Patrol and other wildlife groups to provide print materials
- ▶ Working with Town biologists to provide wildlife information and reminders



Town Council Goals

Goal #3: Supporting economic viability of Resort and community-based enterprises

How Communications Is Supporting this Goal:

- ▶ Communication networking with the Resort and other local entities on collaborative efforts
- ▶ Coordinating with and utilizing local entities as arts and cultural event venues
- ▶ Coordinating podcast episodes featuring these entities
- ▶ Continued partnership with Charleston Visitors Bureau



Town Council Goals

Goal #4: Ensuring transparency of Town Council

How Communications Is Supporting this Goal:

- ▶ Assisting with livestreaming Town Council, Ways and Means, BZA, and Planning Commission meetings
- ▶ Promoting town meetings and community drop-ins
- ▶ Providing Town Council and Ways and Means meeting recaps
- ▶ Assisting Town Council with public messages on contentious topics
- ▶ Coordinating podcast episodes with our Council Members



Town Council Goals

Goal #5: Ensuring fiscal integrity of the Town's finances

How Communications Is Supporting this Goal:

- ▶ Producing the Budget at a Glance publication annually
- ▶ Maintaining events planning, arts and cultural events, and other designated budgets



Audiences and Communication Channels



Property Owners (Full-time and Part-time)

- ▶ Viable communication channels: e-newsletter, social media, website, Town Notes, mobile app, printed materials

Short-Term Rentals

- ▶ Viable communication channels: Updated STR brochure (links to QR code) distributed via HOA, website, social media, and mobile app

Guests and Visitors

- ▶ Viable communication channels: website, flyers at common visitor sites/hotel accommodations

Audiences and Communication Channels



Businesses and Partnering Agencies

- ▶ Viable Communication Channels: direct person-to-person communications (via work groups, meetings, etc.), e-newsletters, direct mailings, CitizenServe portal messaging

Contractors

- ▶ Viable Communication Channels: e-newsletters and CitizenServe portal

Overall Responsibilities



- ▶ E-newsletter
- ▶ Website
- ▶ Social Media
- ▶ Podcasts
- ▶ Livestream
- ▶ Mobile App
- ▶ Linktree
- ▶ CodeRed
- ▶ Waste Wizard Tool
- ▶ Media Relations

- ▶ Quarterly Town Notes
- ▶ Annual Budget at a Glance publication
- ▶ Event Planning Efforts
- ▶ Printer Maintenance
- ▶ Print Materials
- ▶ Graphic Design
- ▶ Crisis and Preparedness Communications
- ▶ Coordinating Photography/Video

Arts specific:

- ▶ Coordinating and promoting arts and cultural events
- ▶ Arranging contracts with talent
- ▶ Facilitating and scheduling Arts Council and Arts Board meetings
- ▶ Assisting with art display at Town Hall

Analytics



- ▶ E-newsletter
 - ▶ 58% open rate
 - ▶ Frequency: Weekly
- ▶ Podcasts
 - ▶ 3,255 all-time total downloads; March-August 2023 podcasts range from 50-100 downloads and 100-500 video views per episode
 - ▶ Highest viewed podcasts since March 2023 in order: Episode w/ Stephanie, Mayor Labriola, & Council Member Heidingsfelder; KIICA Episode w/ Council Member Belt and Kevin Donlon; and KIGR Episode w/ Mayor Labriola and Roger Warren.
- ▶ Frequency: Bi-weekly
- ▶ Social Media
 - ▶ March-August 2023 Engagement Rates: LinkedIn 11.56%; Facebook 11.79%; Instagram 5.98%; and Twitter 1.94%
 - ▶ Frequency: Daily-Weekly
- ▶ Town Notes
 - ▶ Latest edition: 205 Viewed Digitally; approx. 100 requested printed
 - ▶ Frequency: Quarterly

Future Strategies



- ▶ Increase brand awareness
- ▶ Provide more quality visual content
- ▶ Increase overall reach on digital platforms

Strategy: Increase Brand Awareness



- ▶ Develop media relations strategy to engage local, regional, and national outlets
 - ▶ Wildlife
 - ▶ Community efforts
 - ▶ Unique stories of Kiawah Island
- ▶ Coordination with the Charleston Visitors Bureau
- ▶ Continue coordination of visuals to be consistent with Town branding

Benefits



- ▶ Foster a sense of pride for the community as a well-known location.
- ▶ Builds confidence in the Town and its leadership.
- ▶ Builds a strong identity for the Town and community.
- ▶ Gives recognition to the community.
- ▶ Promotes marketing efforts, as it builds a loyal following on a variety of outlets.

Strategy: Provide More Visual Content



- ▶ Hire a full-time video/audio specialist to:
 - ▶ Produce video content to better communicate via the e-newsletter, social media, and website to include:
 - ▶ Educational campaigns
 - ▶ Special Council messages
 - ▶ Interviews with community leaders and members
 - ▶ Coordinate and produce the podcast in-house
 - ▶ Livestream Town meetings
 - ▶ Provide photography support

Benefits



- ▶ Providing more engaging and eye-catching content for constituents.
- ▶ Combating misinformation and disinformation
 - ▶ Body language is an important communication tool. Complex issues can be communicated more clearly through a video format.
- ▶ Redistributing workload on current communications staff to align with skill sets and capacity.

Strategy: Increase Overall Digital Reach



- ▶ Provide “Stay Connected” cards featuring QR code at Town events and directly to residents
- ▶ New employee business cards can feature QR code
- ▶ Short-Term Rental “Good Neighbor Brochure” features QR code
- ▶ Invite businesses to connect via CitizenServe messages
- ▶ Communications webpage directs user to platforms available
- ▶ Requesting local partners to share Town communication platforms
- ▶ Enhancing content on social media platforms

Benefits



- ▶ Allows the Town to directly communicate with constituents, visitors, and guests.
- ▶ Higher reach on social media content means content is pushed higher in the newsfeed and is more likely to be seen.
- ▶ Allows the user to choose which platforms they prefer to follow.



REQUEST FOR PROPOSAL

PROJECT OVERVIEW

DATE:	August 14, 2023
DESCRIPTION OF WORK:	<u>MUNICIPAL POLICE FORCE FEASIBILITY STUDY</u>
BID DUE DATE/TIME:	September 7, 2023, on or before 1:00 pm
LOCATION:	KIAWAH ISLAND MUNICIPAL CENTER 4475 BETSY KERRISON PARKWAY KIAWAH ISLAND, SC 29455
CONTACT PERSON:	CRAIG HARRIS, PUBLIC SAFETY DIRECTOR 843-768-9166 charris@kiawahisland.org

The Town of Kiawah Island reserves the right, without prejudice, to reject, in whole or in part, all proposals received, to waive all technicalities, or to negotiate any term(s) or provision(s) of such proposals. Such rejection, waiver, or negotiation shall be accomplished in any manner necessary to serve the best interests of the Town. It also reserves the right to be the sole judge of the suitability of all proposals for use by the Town.

The Town of Kiawah Island reserves the right to reject or otherwise disregard, in whole or in part, any ambiguous proposals or proposals which are uncertain as to terms, delivery, quantity, or compliance with specifications.

Introduction

The Town of Kiawah Island, a political subdivision in the State of South Carolina, is seeking the services of qualified consultants to review the existing contract with the Charleston County Sheriff's Office (CCSO) for law enforcement services and explore the feasibility of creating a municipal police force in the Town of Kiawah Island to replace those services. Proposals are due on or before 1:00 pm on September 7, 2023. Completed proposals must be emailed to Petra Reynolds, Town Clerk, at preynolds@kiawahisland.org or delivered to 4475 Betsy Kerrison Parkway, Kiawah Island, SC 29455, in a sealed envelope marked **"Kiawah Island Police Feasibility Study RFP."** For questions or additional information, please contact Craig Harris, Public Safety Director, by calling 843-768-9166 or by email at charris@kiawahisland.org.

General Overview

The Town of Kiawah Island was incorporated in 1988. Kiawah Island is a barrier island with a maritime forest, rich maritime habitat, and 10 miles of beach. It is a private gated community developed to balance a residential community with the business development of the Island. Tourism plays a vital role as part of the Town's economic vitality, and the Town supports businesses and facilities that support Kiawah Island's owners and visitors.

Kiawah Island's full-time resident population is approximately 1,900, with tourist and part-time resident population numbers ranging between 8,000 to 10,000 per day during the summer; the median age is 61 years old.

Kiawah Island is a private gated community. Kiawah Island makes up the majority of the Kiawah town limits. To understand the Town of Kiawah Island is to understand the maze of K's and its role in terms of public safety and security.

- Town of Kiawah Island (TOKI) [Municipality] – we are responsible for the public health, safety, and welfare of Kiawah Island residents, visitors, and guests. We do this by contracting with the Charleston County Sheriff's Office, which is briefly explained below in the "current law enforcement services." We hired a Public Safety Director in 2021 to manage said contract and other town-related code enforcement services and emergency management and to work with the other entities on the island that operates a security team.
- Kiawah Island Community Association (KICA) [Master HOA] – they manage the private gates on the island. They have a security department. The Security Department's authority comes from KICA's Covenants. The department is licensed by the South Carolina State Law Enforcement Division (SLED) as unarmed security guards and is led by the KICA Director of Security. The Security Department controls access to Kiawah Island, enforces the association's Rules and Regulations, and conducts vehicular and bicycle patrols of the island. Over the recent July 4th holiday, 36,000 vehicles came through the main gate.
- Kiawah Island Golf Resort (KIGR) [Kiawah Resort] – The Kiawah Island Golf Resort Safety and Security Department has a team of 15 Security Officers who provide world class service to

both internal and external guests of Kiawah Island Golf Resort. The Security Team responds to calls for service that lie within the scope of duties of the Safety and Security Department, and the team follows through with these calls for service to a successful conclusion. The team leverages technology to conduct surveillance of Resort property to ensure that safety problems are reported and remedied. As required, the Security Team patrols Resort property, buildings are inspected to ensure proper working order of access control, buildings alarms, and life safety systems, such as fire alarms, and public address systems.

The Kiawah Island Golf Resorts Security Team promotes and maintains professional working relationships with local, State, and Federal partners to include being a good neighbor with the Town of Kiawah Island and Kiawah Island Community Association. When necessary, Kiawah Island Golf Resorts Safety and Security team coordinates with local, state, and federal agencies for both National and International events to include executive protection details for celebrities and dignitaries who frequent Kiawah Island Golf Resort. All Kiawah Island Golf Resort Safety & Security Officers are registered through South Carolina Law Enforcement Division, and are trained in CPR, First Aid, and the use of AED's.

Current Law Enforcement Services

The Town of Kiawah Island has been receiving public safety enforcement services from the Charleston County Sheriff's Office (CCSO) for a long time. We have approximately 25 sworn law enforcement personnel on our payroll roster, with up to two deputies working the second and third-shift schedules as outlined in the off-duty deputy contract with CCSO. For Fiscal Year 23-24, the annual cost for CCSO services is budgeted at \$535,000. Recently, in March 2023, we received a 90-day written notice from the Sheriff's office that the "permanent/full-time" deputy contract would terminate on June 1, 2023. This contract had four deputies assigned to the Town of Kiawah Island, with two deputies scheduled 24/7 for the first shift. The contract amount was \$442,000.

General Outcomes

The expected outcomes include a detailed analysis of developing a new police department and existing operational effectiveness as measured by industry standards to deliver service in accordance and compliance with nationally recognized standards, benchmarks, and federal, state, and local industry-recognized laws and regulations. The consultant shall provide recommendations to optimize operational and financial effectiveness and service delivery to the community over the next five years.

This evaluation is designed to determine the potential to achieve the following benefits for the community:

- Procedures of building a police department.
- Improved effectiveness.
- Enhanced or expanded service(s).
- Reduced costs.
- Cost avoidance(s).

- Projecting the impact of future growth.
- Meeting community policing needs.
- Standardization of services and programs.
- Development of National (CALEA) standards on policies and procedures.
- Increased efficiency.
- Impact on future state and federal grant funding.

The Scope of Work

The Town seeks proposals from qualified consultants to conduct a review of the Town's current contract for law enforcement services and a feasibility study to determine the cost and scope of creating a municipal police department. Since 2021, the Town has been examining its law enforcement and public safety services. This feasibility study would not constitute an official policy recommendation but rather would inform the Town Council on how creating a municipal police department in substitution for the current contract with the CCSO (Charleston County Sheriff's Office) would impact service and performance.

The initial phase of work would analyze existing and optimal levels of service, the effectiveness of the proposed organizational structure versus the existing one, and order of magnitude comparisons in the services and costs under a municipal law enforcement program compared with the Town's existing contract with the CCSO.

If the Town Council decides to proceed after the initial phase of work, the next phase of work will include an implementation plan and detailed cost projections, such as requirements for hiring and training personnel, one-time and ongoing capital costs, station planning considerations, and any related third-party costs. It would also include plans to align with broader Town strategies, such as the Town's Emergency Management Plan and the upcoming Strategic Plan and include actionable performance metrics to track service quality and proactively identify areas for improvement.

Deliverables

At a minimum, the Consultant will provide the following deliverables:

- Project report to include current, proposed, and optimal levels of service for the law enforcement program.
- Effectiveness of the proposed municipal program compared to the existing CCSO service model and order of magnitude comparison in services and costs.
- Organizational plan for the proposed program, including an organizational chart comparison to the existing CCSO, staffing projections, and an estimated timeline to transition between service models.
- Operational plan for the temporary increase of law enforcement or security personnel during major special events.
- Findings from the review of existing contracted law enforcement services.

- Presentation to the community during the development of the report to gather feedback and input.
- Presentations to the Public Safety Committee and Town Council of interim findings and final report.

Proposal Organization

Respondents (Teams) must provide all information as requested in this RFP. Responses must follow the format outlined below. The Town may reject as non-responsive at its sole discretion any Proposal which is incomplete, inadequate in its response or departs in any substantive way from the required format. Proposal responses shall be organized in the following manner:

Cover Letter. An overall introduction to the Proposal is required, including a statement of the Team's understanding of the needs of the Town. The Cover Letter must state the name of the person(s) authorized to represent the Team in any negotiations, the name(s) of the person(s) authorized to sign any contract that may result, the contact person's name, mailing or street addresses, phone, and email address. A legal representative authorized to bind the Team in contractual matters must sign the Cover Letter. The letter may also briefly set forth any information the Team wishes to bring to the Town's attention.

Company Background. Teams must provide their response to the following statements and questions in this section of their Proposal.

- Name of company (& parent company, if applicable)
- Company website address.
- Number of years in business.
- Number of employees
- Employees assigned to this project.
- Experience in providing comparable services to other organizations.

Statement of Understanding. Teams shall include a statement of understanding of the program scope, which shall represent the company's knowledge of the functions, methods, and problems related to providing effective services as described in this RFP.

Proposed Services. Propose and describe in detail the services that will be provided as requested in the Scope of Work of this RFP.

Proposed Schedule. Teams shall provide a list of milestones/deliverables associated with either a task or phase of the scope of work over the course of the project.

Proposed Fee. Propose and describe in detail the fee structure corresponding to the related professional services.

References. Teams shall include up to three references of the most relevant projects completed by the company of equivalent size (or larger) and similar complexity to this project. Please include the following information for each reference:

- Contact Name and Title Address

- Phone Number & Email Address
- Location/Jurisdiction
- Project Name
- Project Description
- Project Dates
- Project Contract Value (initial and current or ending value)

Selection Criteria

The Town of Kiawah Island will evaluate the proposals based on, but not limited to, the following criteria:

1. Understanding of the Scope of Work to be Performed
 - a. Demonstrated understanding of the project objectives
 - b. Consultant's approach to accomplishing the scope of work
 - c. Timetable and costs for completing the project
2. Consultant's Methods and Procedures to be used
 - a. Consultant's general approach to evaluating the issues
 - b. Complete description of the procedures and analytical methods to be utilized
3. Management, Personnel and Experience
 - a. Qualifications of each participant and overall "skill mix" of the Consultant
 - b. Experience and performance on projects of a similar nature
 - c. Information obtained by contacting references listed by the consultant
 - d. Demonstrated experience working with local government and jurisdictions, and Districts
4. Cost Estimates
 - a. Use of personnel appropriate to the tasks included in the proposal
 - b. Expected quality of the product and the cost of the product
 - c. Reasonableness of the cost of the work product Time Requirements.

The Town may also contact and evaluate the bidder's and subcontractor's references; contact any bidder to clarify any response; contact any current user of a bidder's service; solicit information from any available source concerning any aspect of a proposal; and seek and review any other information deemed pertinent to the evaluation process. The evaluation committee shall not be obligated to accept the lowest-priced proposal but shall make an award in the best interests of the Town.

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Public Works Department



► Hazardous Waste on Kiawah

- Solid waste collection on the island is an increasingly important topic among staff and residents of Kiawah Island.
- One area of refuse disposal and collection that is still yet to be ironed out is the disposal and collection of Household Hazardous Waste (HHW). Some common HHW items include batteries, paint cans, lawn care products, household chemicals, and automotive fluids.
- Staff has seen some of these items show up at the public solid waste disposal sites at Kestrel Court and the municipal center and have also gotten reports of these items being attempted to be thrown out with regular trash or recycling.

Hazardous Waste



- ▶ Town staff has recognized the issue of improper disposal of HHW items and has started to take action.
- ▶ Town staff feels that there is a need for educating the community on proper disposal for HHW. There are some items, such as batteries and certain light bulbs, that are commonly found in recycle containers because they are thought to be recyclable. The public works department is working with communications to develop a plan to push out education materials and documents that will clarify what items are considered HHW so that they can be disposed of properly.
- ▶ This education plan includes materials from the Charleston County Recycle Center that we will include periodically in our eblast, as well as placing stickers on the residential trash and recycle cans that has a list of acceptable and prohibited materials. We feel that this will serve as a constant reminder to properly dispose all items.
- ▶ Also, the stickers on the trash and recycle cans will have a QR code that is linked to a comprehensive list of all materials, and how they should be disposed.

Hazardous Waste



- ▶ Currently the only proper way to dispose of HHW is to take it to the county drop off site located at the Bees Ferry Landfill.
- ▶ Town staff is in the middle of conversations with companies that will come out to do HHW collection for residents. Finding a contractor means that we could set up a schedule to have collection days at town hall.
- ▶ The challenges we are facing are finding companies that are authorized to handle HHW and willing to come out to Kiawah for collection, and finding a reasonable cost associated with this service.

Beach Management and Improvement

- ▶ Town staff has worked with council member Dr. Heidingsfelder to identify three areas pertaining to the beach that can be improved: Trash Receptacles on the beach, storage for beach rental equipment, and signage.
- ▶ A meeting was held to discuss these three topics as they have been of general interest among staff and the community.
- ▶ The meeting concluded with a handful of action items that staff will begin to work through and have a plan to discuss and hopefully move forward with in October.

Trash Receptacles on the Beach

- ▶ Staff identified that there is a need to look into changing our operations regarding trash on the beach.
- ▶ With the current operations for disposing trash and servicing the receptacles, we still see that trash will end up on the beach and in the dunes. Further, having the receptacles relocated means that we will be taking the beach truck off the beach, minimizing a risk to public safety.
- ▶ It was discussed that staff will look into relocating the trash receptacles off the beach to the other side of the boardwalk through a pilot test this off season.
- ▶ Staff will evaluate the impacts and input from the community, and assess how to move forward.

Beach Rental Equipment Storage

- ▶ Staff and council has heard from the community about how we can improve aesthetics on the beach regarding the storage operations for chairs and umbrellas.
- ▶ We have heard that the storage boxes for the umbrellas do not have the look and feel that is consistent with Kiawah Island.
- ▶ Staff will be having a meeting with the operators of the chair and umbrella rental services on the beach to come up with a plan that will minimize the visual impact to beachgoers, without compromising the efficiency of operations on the beach.

Beach Signage

- ▶ Staff and council members have heard from the community that there should be more efficient signage about rules, regulations, and environmental education for residents and guests going to the beach.
- ▶ Currently, the town has installed minimal signage that does not cover all of the important information that should be available to beachgoers. This includes information on sea turtles, beach ordinances, public safety contact information, and threats such as rip currents.
- ▶ Staff is going to investigate having sign boards at key boardwalks that provide seasonal and year-round information that is critical to public and environmental safety.
- ▶ These sign boards will be similar to what the Community Association has installed at a few of their fishing docks.

Short-Term Rental Inspections

Prior to scheduling a rental inspection, be advised that every bedroom will need a smoke alarm as well as any area immediately outside of it (i.e... hallway, sunrooms, common area, etc.). These areas must have a smoke alarm within 15 feet of the bedroom. If two or more bedrooms have entrances to a common room and are within 15 feet of the smoke alarm of this common room, one smoke alarm is enough. **All smoke alarms must be functioning.** For dwellings with gas appliances or fireplaces, carbon monoxide alarms shall be installed outside of each separate sleeping area in the immediate vicinity of the bedrooms. Where a fuel-burning appliance is located within a bedroom or its attached bathroom, a carbon monoxide alarm shall be installed within the bedroom. Combination carbon monoxide and smoke alarms may be used instead of carbon monoxide alarms. Also, a fire extinguisher meeting the requirements as a 1-A: 10-B: C needs to be underneath the kitchen sink in all rental units.

The minimum requirements for a room to qualify as a bedroom are:

1. It must have an openable, unblocked emergency egress window (minimum 5.7 square feet of openable area and the net clear height opening shall be not less than 24 inches and the net clear width shall not be less than 20 inches); cannot be a skylight and must be not more than 44 inches above the finished floor. Windows must be easily openable without any tools or special knowledge.
2. There must be a working smoke alarm (inside the bedroom as well as within 15 ft. outside the bedroom).
3. There must be carbon monoxide alarms (applicable if there are gas appliances or a fireplace).
4. Every bedroom shall not contain less than 70 square feet and every bedroom occupied by more than one person shall contain not less than 50 square feet of floor area for each occupant thereof.

Sec. 12-128. Access, parking and loading regulations.

The following regulations are intended to aid in the design and location of proper access, parking, and loading areas in order to maintain safe and efficient traffic flow.

- (1) *Access/driveways.* The following regulations shall apply to all development to prevent the proliferation of poorly spaced driveways that can result in reduced safety and carrying capacity of community streets, except that the distances may be varied in accordance with section 12-163 to permit the construction of a single, safe access where no other access to a lot is possible.
 - a. Generally, any lot having access to more than one type of street shall provide access on the street designed for the lowest traffic volume.
 - b. Nonresidential properties having access to a minor and collector street may construct a single driveway on the collector street, provided that the driveway complies with the standards herein.
 - c. There shall be only one curb cut for an individual lot or parcel. Town approval shall be required for more than one curb cut to an individual lot or parcel from any street, where there is a compelling reason.
 - d. No lot or development parcel shall directly access Kiawah Island Parkway and the arterial portions of Governor's Drive and Flyway Drive.
 - e. Private residential driveways shall be a minimum of ten feet in width and provide a vertical clearance of a minimum of 13.5 feet. Nonresidential driveways shall be a minimum of 18 feet in width and provide a vertical clearance of a minimum of 13.5 feet.
- (2) *Spacing between driveways and intersections.* The centerline of driveways shall be separated from the centerline of other driveways and intersections in accordance with the following table 4D, excepting lots platted prior to adoption of the ordinance from which this article is derived and where relief is needed to protect essential natural features, such as specimen trees and dunes:

Table 4D. Driveway Separation Regulations	
Road Type	Minimum driveway separation
Arterial	Driveways prohibited
Collector	75 feet
Minor	No spacing limitation

- a. No driveway shall be permitted providing access to an arterial street if the property has access to a collector or minor street.
 - b. On minor streets, no driveway should be permitted within 60 feet of an intersection, except when relief is needed due to an existing tree, unusual lot configuration, wetlands or other topographical or geographic feature of the lot.
 - c. When channelized right turn lanes are used, the Planning Director shall determine the minimum spacing between the driveways and intersections based on AASHTO standards as modified by site-specific conditions.
- (3) *Parking and loading.* This section specifies the minimum parking and loading standards for the Town. Where strict interpretation of these standards creates a unique hardship, an individual may seek a variance pursuant to section 12-163.
 - a. Minimum parking requirements. Each use shall provide the number of parking spaces specified in table 4F in subsection (3)c of this section and comply with the following:

1. The Planning Director shall determine the number of parking spaces required for uses not referenced in table 4F in subsection (3)c of this section by first applying the standard for the most similar use or uses as listed in the table. If there is no similar use, the Planning Director may make a determination or may request that the applicant undertake a parking study.
 2. Any fraction of a parking space required under this article shall be counted as a full parking space.
 3. Handicapped spaces shall be provided as required by the Americans with Disabilities Act (ADA) standards shown below in table 4E in subsection (3)b of this section, or as requirements are amended by Federal Law.
 4. Parking requirements shall be based on gross leasable area.
 5. Off-street parking facilities shall be provided for any new building constructed and for any new use established, for any addition or enlargement of an existing building or use, or for any change of occupancy or manner of operation that would result in additional parking spaces being required; provided, however, if insufficient parking exists on a lot or parcel, then the number of spaces required to meet the needs of both the existing and new buildings or uses shall be provided.
 6. Facilities being used for off-street parking on the effective date of this article shall not be reduced in capacity to less than the number of spaces prescribed, nor shall they be altered in design or function to less than the minimum standards prescribed herein.
 7. For sites with more than one use, or for adjacent sites served by a common parking facility, the parking requirement shall be the total number of spaces required for each site or use.
- b. *Accessible parking for physically disabled persons.* Handicapped spaces shall be provided as required by the Americans with Disabilities Act (ADA) standards shown in the following table 4E:

Table 4E. Minimum Number of Accessible Spaces for Physically Disabled Persons			
Total Parking Spaces Provided	Minimum Number of Spaces		
	Accessible	Van Accessible	Car Accessible
1—25	1	1	0
26—50	2	1	1
51—75	3	1	2
76—100	4	1	3
101—150	5	1	4
151—200	6	1	5
201—300	7	1	6
301—400	8	1	7
401—500	9	2	7
501—1,000	2 percent of total spaces	1 out of every 8 accessible spaces	7 out of every 8 accessible spaces
Over 1,000	20 + 1 per each 100 spaces over 1,000		

- c. *Minimum dimensions.* All parking spaces reserved for persons with disabilities shall comply with the parking space dimension standards of this section, provided that access aisles shall be provided immediately abutting such spaces, as follows:

1. *Car accessible spaces.* Car accessible spaces shall have at least a five-foot-wide access aisle located abutting the designated parking space.
2. *Van accessible spaces.* Van accessible spaces shall have at least an eight-foot-wide access aisle located abutting the designated parking space.
3. *Proximity to main entrance.* All accessible spaces shall be in close proximity to the main entrance of the facility being served.

Table 4F. Off-Street Parking Requirements		
Type of Development		Required No. of Parking Spaces ⁽¹⁾
Residential		
	Single-family detached	2 spaces per dwelling unit (DU) ⁽²⁾
	Duplex	2 spaces per dwelling unit
	Patio homes	2 spaces per 2 bedroom per dwelling unit
	Townhouses	2.5 spaces per 3 or more bedroom per dwelling unit
	Multiple-family	1.5 spaces per efficiency or 1 bedroom per dwelling unit
Hotels		1.25 spaces per room
	Guestrooms	1 space per 4 persons allowed under maximum occupancy
	Conference area (part of hotel structure)	1 space per 75 square feet of indoor seating area, plus 1 per 200 square feet of outdoor seating area
		50 percent of parking required for other uses
Other uses⁽²⁾		
	General office	1 space per 300 square feet of GLA
	Real estate sales/leasing	1 space per 100 square feet of GLA
	Doctor/dentist office	1 space per 100 square feet of GLA
	Retail/service	1 space per 250 square feet of GLA
	Restaurant	1 space per 75 square feet of indoor seating area, plus 1 per 200 square feet of outdoor seating area
	Religious activities and public assembly	1 space per 50 square feet of assembly area
	Convention center (not accessory to hotel)	1 space per 4 persons allowed under maximum posted occupancy, plus 1 per employee in shift
	Community services	1 space per 2 employees plus 1 per company car parked on the premises
Recreational		
	Driving range	1.5 spaces per tee
	Golf courses	4 spaces per hole, plus 50 percent of the other uses, plus 1 space per employee on the largest shift ⁽³⁾
	Tennis courts	2 spaces per court, plus 50 percent of the other uses, plus 1 space per employee on the largest shift ⁽³⁾
	Marinas	3 spaces per 4 slips, plus 50 percent of the other uses ⁽³⁾
	Swimming pool	1 space per 300 square feet pool and deck area
	Food and beverage	1 space per 75 square feet of indoor seating area, plus 1 space per 200 square feet of food service area
	Other recreational facilities, indoor	1 space per 300 sq. ft

	Parks (note: in addition to any other uses in this table)	1 space per 2 acres with minimum of 3 spaces
	Mixed use parking	Calculated per individual use as set forth in this table
⁽¹⁾ The Planning Director may determine that parking in addition to any of the parking set forth in this table is necessary in the form of overflow parking on pervious surfaces.		
⁽²⁾ Single-family residences shall have adequate turnaround space along driveways so that vehicles do not need to back into or out of driveways.		
⁽³⁾ Other uses may include accessory meeting rooms/convention facilities and accessory restaurants.		

d. *Parking design standards.* The following are minimum design standards, the Planning Director may require modifications to parking lot design to ensure the safety of pedestrians, bicyclists and motorists:

1. All off-street parking shall be located outside of required landscape buffer areas and behind front building lines.
2. Parking facilities constructed, or reconstructed greater than 50 percent of their original size, subsequent to the effective date of the ordinance from which this article is derived shall conform to these design standards.
3. All required parking facilities shall be maintained for the duration of the use requiring such facilities. Parking facilities shall be used exclusively for the temporary parking of passenger automobiles, motor vehicles or light trucks not exceeding one ton in capacity, and shall not be used for the sale, display or storage of merchandise, or for the storage or repair of vehicles or equipment.
4. All required parking facilities shall be located on the same site as the use for which such facilities are required.
5. On street head-in parking is prohibited.
6. Angled parking is prohibited.
7. Required parking for residential uses shall be provided within an enclosed garage.
8. Each standard parking space shall consist of an independently accessible rectangular or trapezoidal area.
9. Each parking space shall have a vertical clearance of at least 7.5 feet.
10. Each parking and loading area shall have adequate drives, aisles, and turning and maneuvering areas for access and usability, and shall at all times have access to a street or alley.
11. The minimum parking facility design standards are listed in table 4G in this subsection.
12. Where applicable, the Planning Director may require overflow parking spaces in addition to those required in table 4F in subsection (3)c of this section. All overflow parking spaces shall be of a pervious surface.
13. Required parking spaces shall not have direct access to a street or highway. Access to required parking spaces shall be provided by on-site driveways. Off-street parking spaces shall be accessible without backing into or otherwise reentering a public right-of-way.

Table 4G. Minimum Parking Facility Design Standards

Parking Pattern (degrees)	Maneuvering Lane Width (feet)		Parking Space Dimensions (feet)		Total Width of Two Tiers of Spaces and Maneuvering Lane (feet)	
	One-Way	Two-Way	Width	Length	One-Way	Two-Way
0 (parallel)	11	18	8.5	25	28	35
30—50	12	20	9	18	48	56
54—75	13	22	9	18	49	58
76—90	N/A	24	9	18	N/A	60

- e. *Markings.* In paved parking areas, each off-street parking space shall be identified by surface markings at least four inches in width. Marking shall be visible at all times. Such markings shall be arranged to provide for orderly and safe loading, unloading, parking and storage of vehicles.
- f. *Off-street loading requirements.*
1. *Spaces required.* For every nonresidential use there shall be provided sufficient space to accommodate the maximum number of trucks that will be loading, unloading, or standing at any one time.
 2. *Size of space.* Each off-street loading space shall be of a size commensurate with the buildings to be accommodated. In no case shall required off street loading space encroach upon off street parking space required by this article.
 3. *Location.* All required off street loading spaces shall be located on the same lot as the building which they are intended to serve.
 4. *Entrances and exits.* Off-street loading entrance and exit drives shall be located at least 25 feet from any street intersection.
 5. *Loading spaces adjacent to sidewalks.* Where a loading space is adjacent to a public sidewalk or other public pedestrian way, it shall be so located, arranged, and improved with curbs or other barriers, as to provide adequate protection for pedestrians.
 6. *Maneuvering areas.* All off street loading spaces shall be provided with adequate off street maneuvering areas.

Table 4H. Loading Requirements	
Gross Floor Area (square feet)	Loading and Unloading Spaces Required
0—1,999	None
2,000—4,999	1 space at the discretion of the Planning Director
5,000—19,000	1 space
20,000—99,000	1 space, plus one space for each 20,000 square feet or portion thereof in excess of 20,000 square feet
100,000 or more	5 spaces, plus one space for each 40,000 square feet or portion thereof in excess of 100,000 square feet

- g. *Parking, loading and vehicular use area landscaping.*
1. *Parking, loading and vehicular area perimeters.* Unless otherwise expressly stated, perimeter landscaping shall be required around the outer perimeter of all off street, surface parking, loading and vehicular use areas. Parking areas for the exclusive use of

single-family dwellings shall be exempt from these requirements. Any off-street parking, loading or vehicular use area that will be entirely screened from view by an intervening building or structure or by a buffer provided to satisfy requirements contained elsewhere in this article shall also be exempt from these (parking, loading and vehicular use area) perimeter landscaping requirements.

2. *Perimeter landscape requirements.*

- (i) A curbed perimeter landscape area at least ten feet in depth shall be provided at the perimeter of all off-street parking, loading and vehicular use areas, except where permitted driveway openings are to be provided. Where drainage or other utility easements exist along property lines, the perimeter landscape area shall be located adjacent to the easement.
- (ii) Required perimeter landscape areas shall be planted in accordance with the following minimum standards:
 - A. One canopy tree shall be provided for each 50 linear feet of parking, loading or vehicular use area perimeter. These trees may be used to satisfy the interior parking lot landscaping requirements;
 - B. A hedge or other landscape material of at least three feet in height (at maturity) shall be planted within the perimeter landscape area to provide a continuous landscape element, or a combination of trees, hedge, other durable landscape material or approved wall, fence or earth berm may be used to form the continuous landscape element;
 - C. All portions of the perimeter landscape area not planted with shrubs or trees or covered by a wall or fence barrier shall be planted in grass or ground cover; and
 - D. Parked vehicles may overhang a landscaped area if curbing is installed to prevent any damage to plants within the required perimeter landscape area. Landscaping, walls, fences and earth berms will be located to prevent their damage and/or destruction by overhanging vehicles.

3. *Interior areas landscape requirements.* The following interior parking lot landscaping requirements shall apply to all parking lots except those exclusively serving single-family residential uses.

- (i) A minimum of one landscape island shall be provided for each ten parking spaces within an off-street parking area. Required landscape islands shall have a minimum of 325 square feet, variably dependent upon the species of the canopy tree proposed by the designer. Each parking lot bay must terminate with a tree island.
- (ii) Each required landscaping island shall contain at least one canopy tree and there shall be at least one canopy tree per ten parking spaces within the off-street parking area. Double-loaded interior parking landscape islands are to be no less than ten feet wide and canopy trees planted in these islands are to be planted in line with parking stripes (between vehicles).
- (iii) Curbs, wheel stops or other approved protective barriers shall be installed around all required landscape islands, as approved by the Planning Director.
- (iv) Landscaping provided to meet the right-of-way buffer standards of this article may not be used to satisfy interior parking lot landscaping requirements.

Canopy trees provided to meet perimeter landscaping requirements may be counted to satisfy interior parking lot landscaping requirements.

h. *Paving and drainage.*

1. For all uses except single-family dwellings, parking and loading facilities shall be surfaced and maintained with asphaltic concrete or other permanent hard surfacing material sufficient to prevent mud, dust, loose material and other nuisances. Pervious materials may be allowed as approved by the Planning Director.
2. All parking and loading facilities shall be designed, graded and provided with permanent storm drainage facilities that prevent standing water on any parking area, and do not increase the flow of water onto adjacent properties, streets or alleys.

(Code 1993, § 12A-405; Ord. No. 94-12, § 2(12A-404), 9-26-1994; Ord. No. 2005-08, § 12A-405, 10-12-2005)

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Chapter 5 Rental Applications and Regulations

The intent of these regulations is to promote public health, safety, and welfare and to discourage nuisance and behavioral issues associated with short-term rental properties in residential zoning districts, R-1, R-2, and R-3.

Sec. 14-501. – Definitions

The following words and phrases, as used in this Article, shall have the following meanings:

An authorized agent is an owner, the owner’s agent, or the owner’s designee who is normally available and authorized to respond to any issues arising from a short-term rental unit within two (2) hours and who is authorized to receive written notice on behalf of the owner.

CAPS is the maximum number of properties that may be licensed for short-term rental use, calculated as a percentage of total developed dwelling units and developable lots within each zoning district. Total properties are based on the records of the County Assessor’s Office as of December 31 of each preceding year.

Destination or Private Vacation Clubs (“Destination Clubs”) are classified as private and/or exclusive membership organizations or commercial businesses primarily engaged in providing short-term overnight accommodations and related services for its club members with non-ownership interest who seek alternative options to standard vacation home rentals. Destination Clubs typically own or lease properties from the owners on a long-term basis, provide those properties in a variety of locations to its members on a short-term basis, and model a membership access structure where its members purchase membership levels granting access to properties and personalized services. Properties offered by Destination Clubs to a member for less than thirty (30) days are considered STRs whether the Destination Club is an owner of record or a lessee. All references to “owners” in this Chapter apply to Destination Clubs

Non-Conforming Use is a use which was lawfully established and maintained, but which

does not comply with the use regulations applicable to new uses in the zoning district in which it is located; the use any of any land, building, or structure which does not conform with currently applicable use regulations, but which complied with use regulations in effect at the time the use was established.

Owner in the context of short-term rental means the record owner of the property or any person or entity that leases from the record owner of the property, who engages in the business of furnishing for lease or for rent, either directly or through a third-party entity, a *short-term rental unit* and who must be licensed both as a business and under this Chapter.

Provisional Lot License (PLL) is a license that provides the owner of a vacant developable lot (hereafter referred to as "lot") the right to obtain a STR License. The PLL is valid for 3 years from issuance and guarantees the owner the right to obtain a Rental Business License upon issuance of a Certificate of Occupancy (CO). In the event construction is in the process, but a CO has not been issued, the PLL holder may appeal the expiration of the PLL to the Town Treasurer for an extension of up to 120 days.

Short-term rental (STR) property means an accommodation, rented or leased for less than thirty (30) consecutive days, used in a manner consistent with the residential character of the dwelling, when the property on which the accommodation is located is assessed, for county property tax purposes, as residential property. **Exceptions:** Rental properties that are available for rent for a period not to exceed 14 calendar days in a calendar year are exempt from the provisions of this Ordinance. Hotels, motels, inns, and bed and breakfasts are not considered STRs.

Any property which is leased from its owner on a long-term lease basis (30 days or greater), then made available by the lessee for short term rental or occupancy to a different party shall be considered a short-term rental and both lessor and lessee are subject to this ordinance. Vacation time-sharing plans are not short-term rentals and are not allowed pursuant to Section 14-201 of this Code.

Sec. 14-502. – Rental Business License Application

The town shall not grant a rental business license for a STR until the following conditions are satisfied:

- (1) An Owner or the Authorized Agent on behalf of the owner is required to obtain an annual Class 7 Rental Business License from the Town for each STR property prior to advertising or renting.
- (2) A Rental Business License application shall be completed for each STR by the owner or its authorized agent. The signed Rental Business License application shall be a legal and binding agreement acknowledging that all town ordinances and rental regulations shall be adhered to for the duration of the Rental Business License. The Rental Business License application shall be submitted, and subject to review, annually.

An owner of a lot within the R1/R2* area (see Table 14-505.1) may apply for a Rental Business License. Upon receipt of a completed application, the Town will issue, based on the availability of such licenses, a PLL.

- (3) The annual application fee for the Rental Business License, including lot applicants, is \$500 for any property in the R1 or R2 zoning districts subject to

caps; \$200 for all other properties. In the event a license is not granted due to licenses being capped, the application fee will be suspended until such time that the application is approved, and a license is awarded. A license is nontransferable between owners. A change in ownership of the STR property shall require the new owner or its authorized agent to apply for a new license for the dwelling unit or lot, subject to license availability. The previous owner is responsible for all charges prior to the change of ownership and is responsible for properly closing his/her license with the Town of Kiawah Island.

- (4) If the applicant is someone other than an owner, the applicant shall submit a copy of the owner's written authorization of the applicant's right to apply for the rental business license. Where the property is leased to the applicant, the applicant must attach a copy of the lease.
- (5) It is the responsibility of the STR owner to report all gross income generated by each STR property, including gross income generated through a property management company, home-share platforms (such as VRBO, HomeAway, or Airbnb by way of example and not limitation), or any other source, in accord with the requirements of Sections 4-304 and 4-306 of the Town of Kiawah's Municipal Business License Ordinance. Reporting all gross income can be accomplished a) through the application submitted by a property management company reporting total gross income for the STR property, including income generated by home-share platforms and other sources, or b) if the property management company will only report gross income generated by the property management company, the STR owner must submit a separate business license application reporting gross income that has not been reported by the property management company, such as gross income generated by home-share platforms or other sources. An STR owner's failure to fully report all gross income, regardless of source, generated by a STR property is a violation of Section 14-507(a)(2) of this Chapter and Section 4-307 of the Town of Kiawah's Municipal Business License Ordinance.

Sec. 14-503. – Permit and Operating Requirements

- (a) It shall be the sole responsibility of the STR owner directly or through his or her authorized agent to notify and educate the guests of all applicable STR rules and regulations, including all rules encompassed in Section 14-506.
- (b) No owner or his or her agent may advertise a STR property in any manner that would constitute a violation of this chapter. The property owner and his/her authorized agent shall be jointly responsible for the accuracy of advertising of all STR properties as required in 14-503(c).
- (c) The advertisement of any STR properties must include the rental business license number, the maximum number of vehicles permitted for overnight parking, number of approved bedrooms, and the maximum allowable occupancy
- (d) Prior to the issuance of a STR rental business license, all first-time STR's applying for a license or any property requesting a change in the number of bedrooms or a change in parking capacity are subject to and must pass a rental property inspection pursuant to Section 14-503 (e).

- (e) All rental properties shall remain compliant with the current edition of the International Property Maintenance Code (IPMC). All STR properties are subject at any time, with notice, to inspection for compliance to the IPMC and/or Town ordinances. Inspections will include, but not limited to:
- (1) Smoke Alarms. Smoke alarms are required in each bedroom and the hall leading to the bedroom.
 - (2) Carbon monoxide detector.
 - (3) Sprinkler System. If the residence has a fire sprinkler system, it shall be the owner's or their authorized agent responsibility to furnish documentation to the code enforcement officer that their sprinkler system received an annual inspection and is in proper working order.
 - (4) Fire Extinguishers. A fire extinguisher meeting the requirements as a 1-A: 10-B:C shall be under the kitchen sink in all rental units.
 - (5) Vehicle Parking Spaces. Verification of the number of vehicle parking spaces permitted on site as set forth in Section.14-506 (d).
 - (6) Bedroom Count. Verification of the number of bedrooms within each rental unit as set forth in Section.14-506 (c).
 - (7) Structural Elements. Decks, stairs, handrails, and guardrails including boardwalks.
 - (8) Enclosed Trash Receptacles. Trash receptacles shall be enclosed in a garage or approved screened enclosure.
 - (9) Posted Address and Contact Information and Rules and Regulations. Each rental unit shall furnish the property's address, and the owner's or authorized agent's contact information, including all other information required by Section 14-506, inside the unit in a visible place to occupants in the event an emergency.

Sec. 14-504. – Rental Business License

- (a) Article 4 – Finance and Taxation, Chapter 3. - Municipal Business Licenses, regulates all business licenses. The following additional regulations apply specifically to STR business license.
- (b) A short-term Rental Business License expires annually on April 30th. License holders must renew each year and have until April 30th to renew their license without penalty. As of May 1st, if the holder of an expired license submits a renewal request, one of the following conditions shall apply:
- (1) If the property is in an R1 or R2 zoning district, and the License Cap in Table 15-805.1 has not been reached, the license is renewable subject to a \$1000 late fee, plus all applicable fees.
 - (2) For properties in all other zones, the license is renewable subject to a \$1000 late fee, plus all applicable fees. If the property is in an R1 or R2 zoning district subject to caps, and the Town is unable to issue a STR business license solely due to the percentage

Caps established herein, (see 14-505.1), a new application can still be filed, and the applicant will be placed on a waiting list. If a permit becomes available, the Town will notify the applicant who has been on the waiting list the longest and allow him/her 7 business days to provide the Town with any and all information necessary to ensure the application is current and otherwise complies with the ordinance. If the applicant fails to respond and/or provide current information within 7 business days, the Town shall remove the applicant from the waiting list and repeat the process until a STR business license, or PLL, has been issued, or all of the applicants on the waiting list have been notified.

- (3) Late renewals (after the close of business on April 30th), are not permitted for non-conforming use properties previously holding a valid STR business license, including Destination or Vacation Clubs.
- (c) A license holder shall provide proof of accommodation tax payments for the previous year at the time of license renewal. Failure to pay all required accommodation taxes constitutes grounds to not renew a rental business license.
- (d) All fees related to STR business licenses must be paid in full at the time of application. Upon the closing of the license, the licensee is responsible for notifying the Town and properly closing their account.

Sec. 14-505. – Short-term Rental Property Caps

Short term rental Caps are established in the R1 zoning district and identified R2 zoning districts (see Table 14-505.1 for details). The limitations and requirements of this section apply to short-term rental properties in the Town's R1 and R2* zoning districts.

- (1) License Caps. Licenses for rental properties shall be distributed on a first-come, first-serve basis. Active licenses expire annually on April 30th of each year. Applications received after April 30th are subject to late fees as defined in Section 14-504(b)(1)(2).
 - a. Properties holding a rental business license will have first preference to renew by April 30th to maintain their license, as long as the license is in good standing with the Town.
 - b. Available licenses are subject to the percentage of rental caps allowed within the zoning district, pursuant to Table 14-505.1, Rental Property Zoning Caps.
 - c. If a license cap is reached within the R1/R2* zoning district, the applicant will be placed on a waiting list until a license becomes available, consistent with provisions in Section 14-504(b)(3).
 - d. STR or PLL licenses are not transferable. In the event of the transfer of property ownership, including the transfer of interests in corporations or partnerships that own a licensed property, the new owner may apply for a new STR or PLL license, subject to Section 14-502 and all other provisions of this ordinance. **Exception:** Intra-family transfers of property can include the transfer of a STR or PLL license.

ADOPTED STR ORDINANCE 11-5-19 EFFECTIVE 1-1-20

- e. A license may be subject to expiration or may not be renewed should an owner report <\$3,000 of annual rental revenue. In the event of annual revenue below \$3,000, an owner will need to demonstrate the short-term rental property was available and advertised for rental throughout the previous year.
- (2) In calculating the number of rental business licenses available in any license year, the calculation will be based on the percentages defined in Table 14-505.1

Table 14-505.1: Rental Property Zoning Caps			
Zoning District	R-1 and R-2*	All other R-2	R-3
Maximum % of STR properties allowed	20%	No Limit	No Limit
<p><i>Rental percentages are a ratio of rental licenses (including PLL's) to developed lots within the R1 zoning district, and the specific R2 zoned areas identified below. Developed lot numbers are defined from the County Assessor's Office as of December 31 of the prior calendar year.</i></p> <p><i>*R-2 districts include: Indigo Park, Ocean Oaks, Ocean Park, and Silver Moss, Osprey Point (Club Cottage Lane, Marsh Cottage Lane, and Shell Creek Landing)</i></p>			

- (3) Destination Clubs and Private Vacation Clubs are not permitted by the Town's zoning regulations in Residential Zones R1, R2, and R3 unless the Destination Club complies with the following requirements:
- a. The Destination Club obtains a STR business license;
 - b. The Destination Club pays all required State Sales Tax (8%), State (2%), County (2%) and Local Accommodation (1%) Taxes on gross receipts collected from STR's;
 - c. The Destination Club complies with all other rules and regulations applicable to STR's;
 - d. The Destination Club provides no commercial services on the subject property; and
 - e. The owner of the property obtains a business license.

Any applicable properties in R1, R2, or R3 holding a valid STR business license as of the effective date of this ordinance shall be grandfathered and included in calculating the license cap, subject to the following conditions:

- a. Residential Business Licenses expire as of April 30th of each year. The license holder has until April 30th of the following year to renew. Failure to renew by the close of business on April 30th will result in the expiration of the license. No late renewals will be permitted for non-conforming use properties, including Destination Clubs and Vacation Clubs.
- b. All grandfathered properties shall remain subject to the requirements of this Chapter as STRs.

- c. Destination Clubs and Private Vacations Clubs are permitted in Zones R2/Commercial, R3/Commercial, RST-1, RST-2, RST-1/R3, R-2(DA), R-3(DA), and RST-2(DA) are subject to the approval of uses prescribed in the Zoning Ordinance and the requirements of this Chapter as STRs.

Sec. 14-506. - Notice of Rental Residence Rules and Regulations

- (a) The Town shall promulgate and distribute Rules and Regulations applicable to the rental of residential property to all property management companies and/or the owners. An owner or authorized agent shall furnish a copy of the rules and regulations to each rental guest. In addition, the owner (or authorized agent) shall post a copy of the rules and regulations in a visible location within each rental unit.

(b) Local Contacts

- (1) The owner (or authorized agent) who does not reside within the Charleston Metro Area must identify an individual or individuals to serve as local contacts and be authorized and able to respond to emergency conditions or complaints affecting the property and to inquiries from all entities having jurisdiction over the rental property.
- (2) The owner (or authorized agent) must have a 24-hour contact phone number posted in a visible location within each unit
- (3) A local contact designated under subsection (1) must be present within the Charleston Metro Area and be accessible and available to respond within two hours after being notified of an emergency by a guest of the short-term rental, or by a Town employee during any 24-hour period.
- (4) If there is a change to a local contact, the owner or authorized agent must provide updated or new information to the Town of Kiawah Island Business License Department in writing within three business days.

(c) Maximum Occupancy

The maximum occupancy for all short-term rental properties is two occupants per code-compliant bedroom. Two additional occupants are allowed per dwelling unit. *As an example, a four-bedroom rental property shall have a maximum of ten occupants.* Children under the age of 2 are not included in calculating maximum occupancy.

- (1) The number of bedrooms for purposes of determining occupancy shall be based on Charleston County Property Tax records. Should a rental business license applicant seek to claim more bedrooms than shown on Charleston County records, the owner or its agent shall contact the town code enforcement office for review and determination prior to renting the unit. Such review will consider the additional bedrooms per the building code requirements.
- (2) Temporary conversion of rooms such as dining rooms, living rooms, studies, etc., for use as bedrooms for rental purposes, is not permitted.

(d) Parking and Driveways

The maximum number of vehicles permitted for overnight parking for each single-family dwelling unit shall be in accordance with the number of parking spaces as defined on the rental application.

- (1) Vehicles may only be parked on permanent paved or gravel parking surfaces, as approved by the Town or other entity having jurisdiction. Parking on grass or landscaped areas is prohibited at all times.
- (2) Vehicles must be parked in a manner that permits the free passage of emergency vehicles. Overnight parking in driveways must allow emergency vehicles to within 25 feet of the residence.
- (3) If a garage is utilized to determine allowable parking, access shall be provided at all times that the short-term rental is operational.
- (4) Parking for villa units shall be in parking lots that are integral to the villa complex.
- (5) Pickups greater than one-half ton, and cargo vans greater than 12 passengers, recreation vehicles (RVs), buses, trailers, boats, and other large vehicles are prohibited from parking overnight at residential dwellings. Vehicles shall not be used for sleeping or overnight accommodations.
- (6) STR properties must comply with St. Johns Fire District requirements and applicable Architectural Review Board regulations for residential zoning districts (R-1, R-2, and R-3) which require that driveway clearance for fire trucks be a minimum of ten feet wide for straight drives and have a height clearance of 13.6 feet.

(e) Trash Collection

- (1) Rental dwelling units shall subscribe to back-door trash collection two times per week, including recycling service. Trash receptacles shall be stored in an enclosed garage or approved screened enclosure whereby the receptacles are not visible from the street.
 - (2) Villas shall use provided dumpsters for trash disposal. Dumpster pick-up service shall be sufficiently frequent to avoid trash overflow. Dumpsters shall be stored on an approved screened pad.
- (f)** Bicycles and beach gear shall not be visible from the street side or adjoining properties from dusk to dawn for all single-family dwellings and multi-family dwellings. These articles shall be placed in the appropriate storage location from dusk to dawn and shall not be left in a driveway, yard, or parking lot from dusk to dawn. No articles of clothing, beach towels, or other similar items shall be draped over railings or deck chairs or be visible beyond property lines at any time of day or night.
- (1) Villa complexes shall provide adequate bicycle racks for overnight bicycle storage. All other gear shall be stored indoors or in provided storage closets.
- (g)** All exterior lighting shall comply with Article 16 – Beach Management, Chapter 1. - Beach Lighting, which regulates beach lighting to protect sea turtle hatchlings.

- (h) The provisions of Subsections (d), (e), (f), and (g) herein shall apply to the STR property at all times, including when the property is in use by the owners, guests, or renters.

Sec. 14-507. - Violation of Rental Regulations

- (a) It shall be a violation of this chapter to:

- (1) Operate a rental property without complying with the requirements of this chapter and the Town code of ordinances;
- (2) Make a misrepresentation on a short term rental business license application;
- (3) Advertise, offer, or otherwise make available, a property as being available as a rental without first complying with the requirements of this chapter; excluding properties exempt from these provisions of the rental program not exceeding 14 calendar days on an annual basis;
- (4) Expand the allowable occupancy or parking of a rental unit without obtaining a new license;
- (5) Advertise a rental property as being available for more overnight occupants than have been permitted pursuant to this chapter;
- (6) Advertise or rent separate guest houses or pool houses as an independent rental unit. Such units can be included under a rental business license issued to a single address, but it cannot be rented as a stand-alone unit;
- (7) Rent out a portion only of the rental or individual rooms of a property, to include detached homes, villas, cottages, and any other property designation. No rental business license will be issued unless the subject property is to be rented in its entirety. Owners are permitted to lock off closets or bedrooms from guest access;
- (8) Operate a commercial business in a STR property. Examples include, but are not limited to catering, telemarketing, or distribution of goods; and
- (9) Prune or otherwise alter vegetation and dunes without the required permits from the Town or other applicable jurisdiction (Kiawah Island Community Association, or the Kiawah Island Architectural Review Board).

Sec. 14-508. – Liability

- (a) Any person violating any provision of this ordinance shall be subject to a fine of up to \$500 plus required statutory assessments or imprisonment for not more than 30 days, or both, upon conviction. Each day of violation shall be considered a separate offense. Punishment for the violation shall not relieve the offender of liability for delinquent taxes, penalties, and any other costs.
- (b) An owner may authorize an agent or property management firm to comply with the requirements of this ordinance on behalf of the owner. However, the owner shall not be relieved from any personal responsibility and personal liability for noncompliance with any applicable law, rule or regulation pertaining to the use and rental of the STR property, regardless of whether such noncompliance was committed by the owner's authorized agent, local contact person, renter, or guest of the short-term rental.

- (c) A property management firm or authorized agent shall be jointly and severally liable for any violations occurring on any of its managed STRs in the Town.

Sec. 14-509. – Revocation or Suspension of a Short-term Rental Business License

In addition to applicable fines and penalties:

- (1) The failure of the rental business licensee to comply with any sections of this ordinance shall constitute grounds for the suspension or revocation of the license. Any action to suspend or revoke the license shall be conducted by the license official in accordance with Municipal Code, Chapter 3, Municipal Business License, Section 4-315.
- (2) Any property with three violations of this ordinance during any 12-month rolling period and found guilty by admissions or by the Municipal Judge will be considered cause for license revocation. The owner or agent may reapply for a new STR license no sooner than twelve months after revocation, subject to all provisions contained herein.

On receipt of notice of revocation or suspension, the owner (or authorized agent) shall immediately stop the operation of the short-term rental establishment. All advertisements for future short term rentals shall immediately cease. If such property is advertised or occupied by short term renters after the revocation or suspension of the STR license, fines shall be levied against the owner and agent.

Sec. 14-510. - Appeals to Town Council

- (a) A person aggrieved by the town's decision to revoke, suspend, or deny a rental business license may appeal the decision in accordance with Municipal Code, Chapter 3, Municipal Business License, Section 4-316. Timely filing of an appeal shall stay the revocation, suspension, or denial, pending a decision on the appeal by the Town Council.

Kiawah Performing Arts & Cultural Center: Final Presentation

Delivered to:
The Town of Kiawah Island

Prepared by Webb Mgmt.
and Theatre Consultants
Collaborative

September 5, 2023



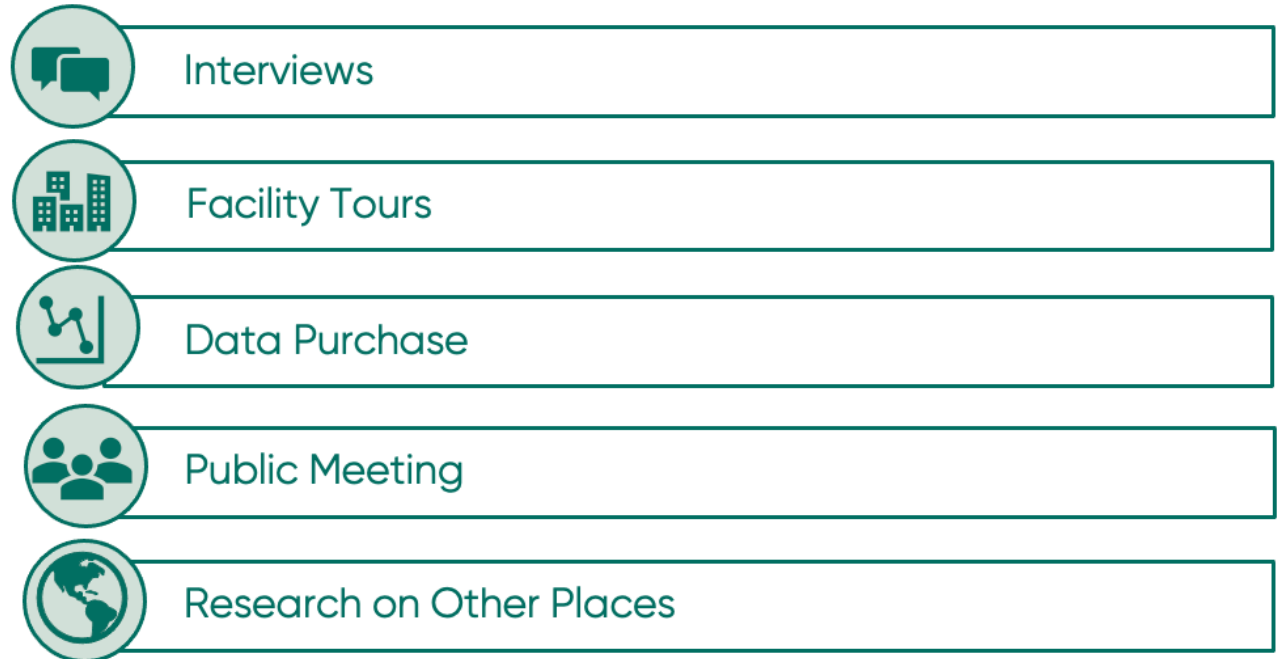
Photo Credit: Visit Charleston

The Study Process

Fall 2022 Needs Assessment

- Introduction & Context
- Forces & Trends
- Stakeholder Interviews
- Market Analysis
- User Demand & Utilization
- Existing Facilities Analysis
- Benefits & Impacts
- Partners & Collaborators
- Conclusions & Recommendations
- Comparable Projects

Methodology



Assessment Conclusions

Opportunity for Kiawah Island Performing Arts & Culture Center



Strong market potential



Gaps in performing arts facility
inventory



High user demand



Alignment with local and
regional goals

Recommendations

A Set of Programmable Spaces

- A high quality, performance space with excellent acoustics and technical capabilities. Flexible seating, with attention to ADA compliance. Current technologies for live and film events and a capacity between 300 and 400 seats
- An additional multipurpose space for meetings and events, rehearsals, teaching and smaller performances with a capacity of 100–150 seats
- Additional space for rehearsal space and teaching, plus designated exhibition space in lobbies
- Outdoor performance and event space sharing staff and equipment



Photo credit: Groton Hill Music Center

Concept Development

Phase Two Scope of Services



Space Program

List of Functional Spaces

Theatre Consultant Collaborative developed this space program for the Arts Center based on needs and industry standards.

Series #	SPACE	NSF	Notes on Recommended NSF
A -Series	350 SEAT THEATRE		
A100	Public Spaces		
101	Public lobby	1,750	5 nsf per seat
102	Auditorium access circulation	600	
103	Auditorium sound & light locks	-	in gross
104	Concessions and storage	80	
105	Public restrooms (male)	225	5 units @ 45 sf
106	Public restrooms (female)	350	7 units @ 50 sf
107	Public restroom (family)	70	
108	Front-of-house storage	120	includes coat room
109	Box office - sales	80	
A200	Performance Spaces		
201	Auditorium	3,500	10 nsf per seat
202	Performance area	2,800	40' deep and 70' wide
203	Stage sound & light locks	-	in gross
204	Lighting control booth	120	
205	Sound control booth	120	
206	Followspot booth	140	2 followspots
207	In-house sound control	80	
208	Dimmer room	120	switch room for LED lighting control
209	Sound rack room	80	
210	FOH catwalks (2)	-	in gross
211	Grid	-	in gross
212	Stage galleries / Catwalks	-	in gross
A300	Stage Support		
301	Storage - piano	100	
302	Storage - general	400	
303	Backstage restroom (male)	120	2 units @ 60 sf
304	Backstage restroom (female)	120	2 units @ 60 sf
A400	Performer Support		
401	Performers' lounge / Green Room	400	
402	2-person dressing room	240	with sink, toilet, shower, lockers, make-up
403	2-person dressing room	240	with sink, toilet, shower, lockers, make-up
404	8-person dressing room	400	with sink, toilet, shower, lockers, make-up
405	8-person dressing room	400	with sink, toilet, shower, lockers, make-up
406	Wardrobe / laundry	160	
A500	Multi-use event room / studio theatre		
501	Multi-use room	2,000	40' x 50' x 20' high
502	Storage	240	
503	Office / AV control equipment	180	performance lighting and sound control
A600	Services		
601	Catering support	400	
602	Housekeeping closets	80	2 @ 40 sf
603	Trash / Recycling storage & disposal	-	dumpster pad
604	Loading dock	-	in gross

Capital Budget

Order-of-Magnitude Costs

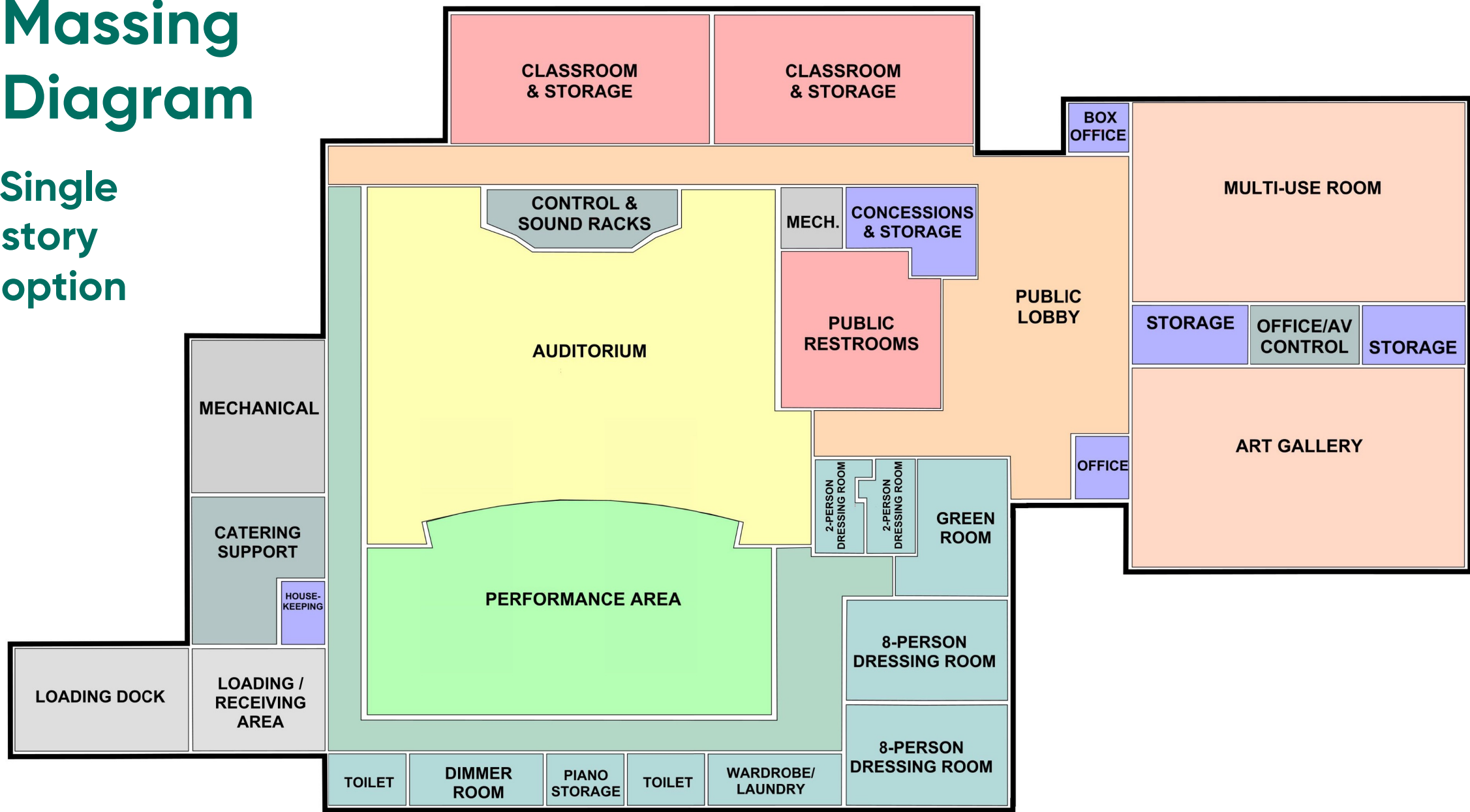
Costs are projected by:

1. Grossing up net space areas into a total building requirement.
2. Estimating construction costs based on regional examples at three levels.
3. Adding soft costs to get to a total project cost, which does not yet include site acquisition
4. Additional possible spaces not in the program and budget are a dedicated art gallery, two classrooms, an office and storage totaling 4,360 sf.

PRELIMINARY COST PROJECTION	
TOTAL - net square feet	15,715
Net-to-gross multiplier	1.6
TOTAL - gross square feet	25,144
Soft cost multiplier	1.3
Cost Bracket #1 (\$ per GSF)	\$ 600
Cost Bracket #2 (\$ per GSF)	\$ 700
Cost Bracket #3 (\$ per GSF)	\$ 800
Cost projection #1 plus Soft Costs	\$ 19,612,320
Cost projection #2 plus Soft Costs	\$ 22,881,040
Cost projection #3 plus Soft Costs	\$ 26,149,760

Massing Diagram

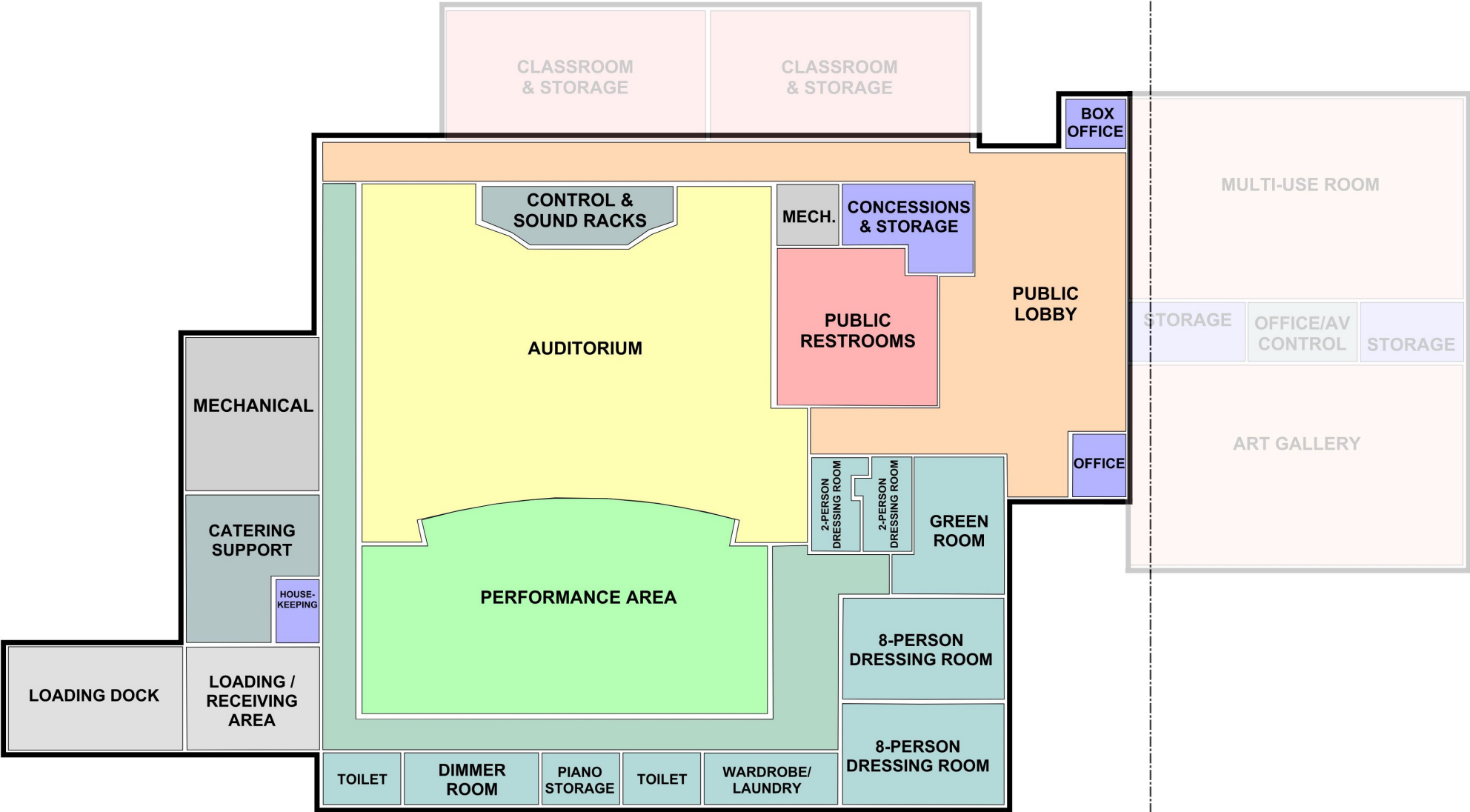
Single story option



BOUNDARY = 43,560 S.F. / 1 ACRE

Massing Diagram

Single story option



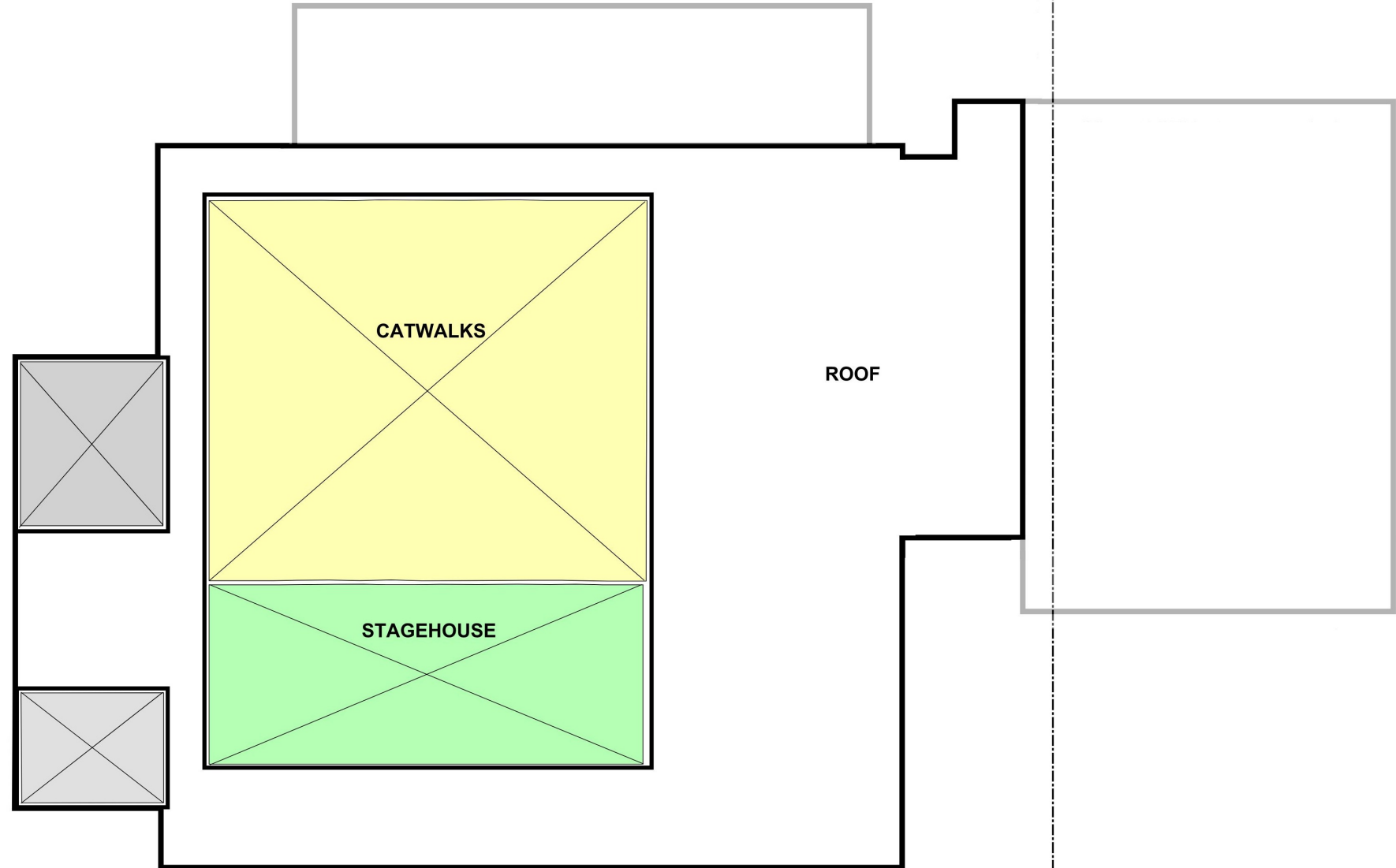
MAIN LEVEL PROGRAM DIAGRAM - ONE STORY OPTION

BOUNDARY = 33,369 S.F. / 0.77 ACRE

SCALE (IN FT.)
0 10 20 30 40 50 60 70 80 90 100

Massing Diagram

Single
story
option



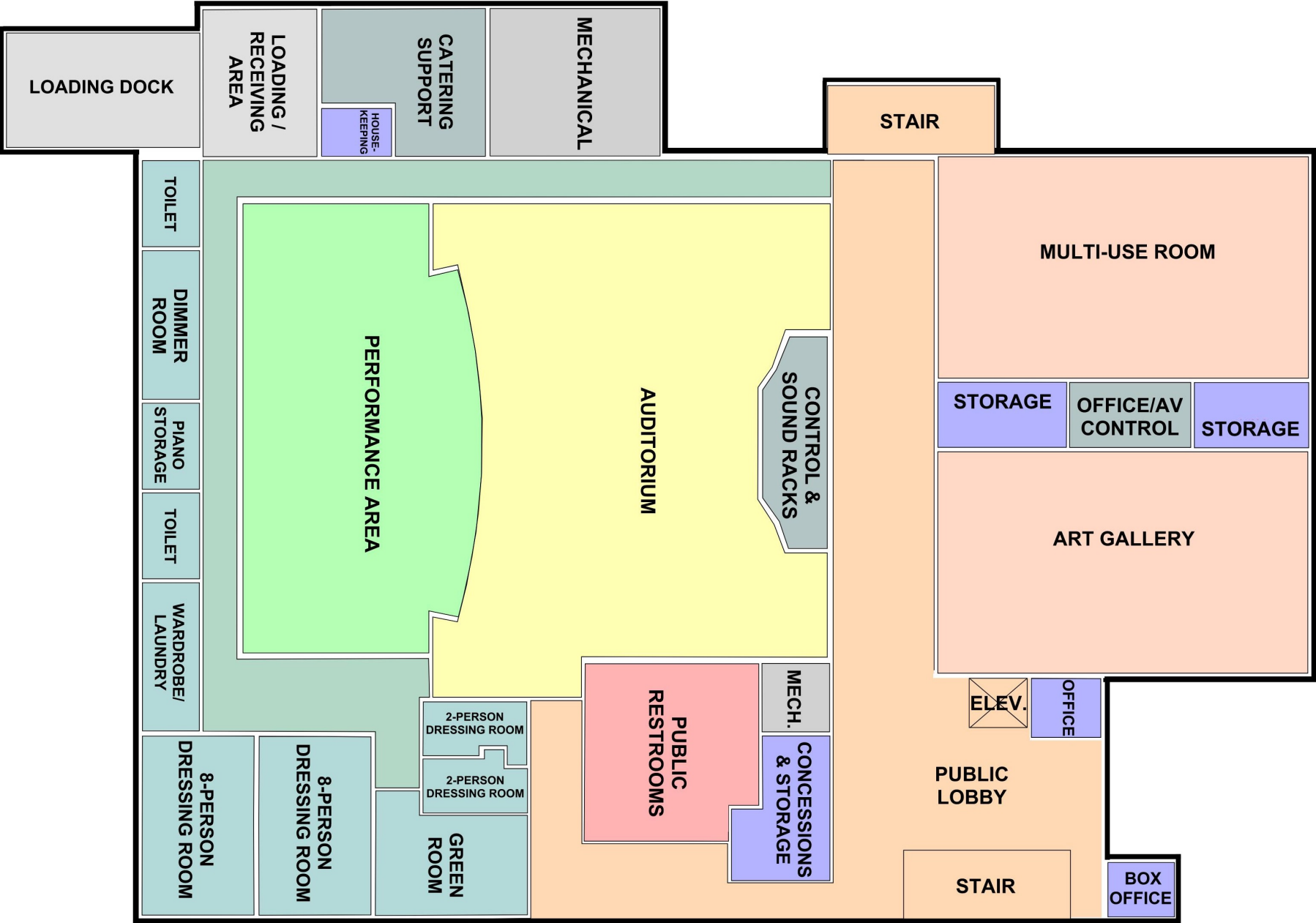
MAIN LEVEL PROGRAM DIAGRAM - ONE STORY OPTION

BOUNDARY = 33,369 S.F. / 0.77 ACRE

SCALE (ft.)
0 8 16 FT

Massing Diagram

Two story option



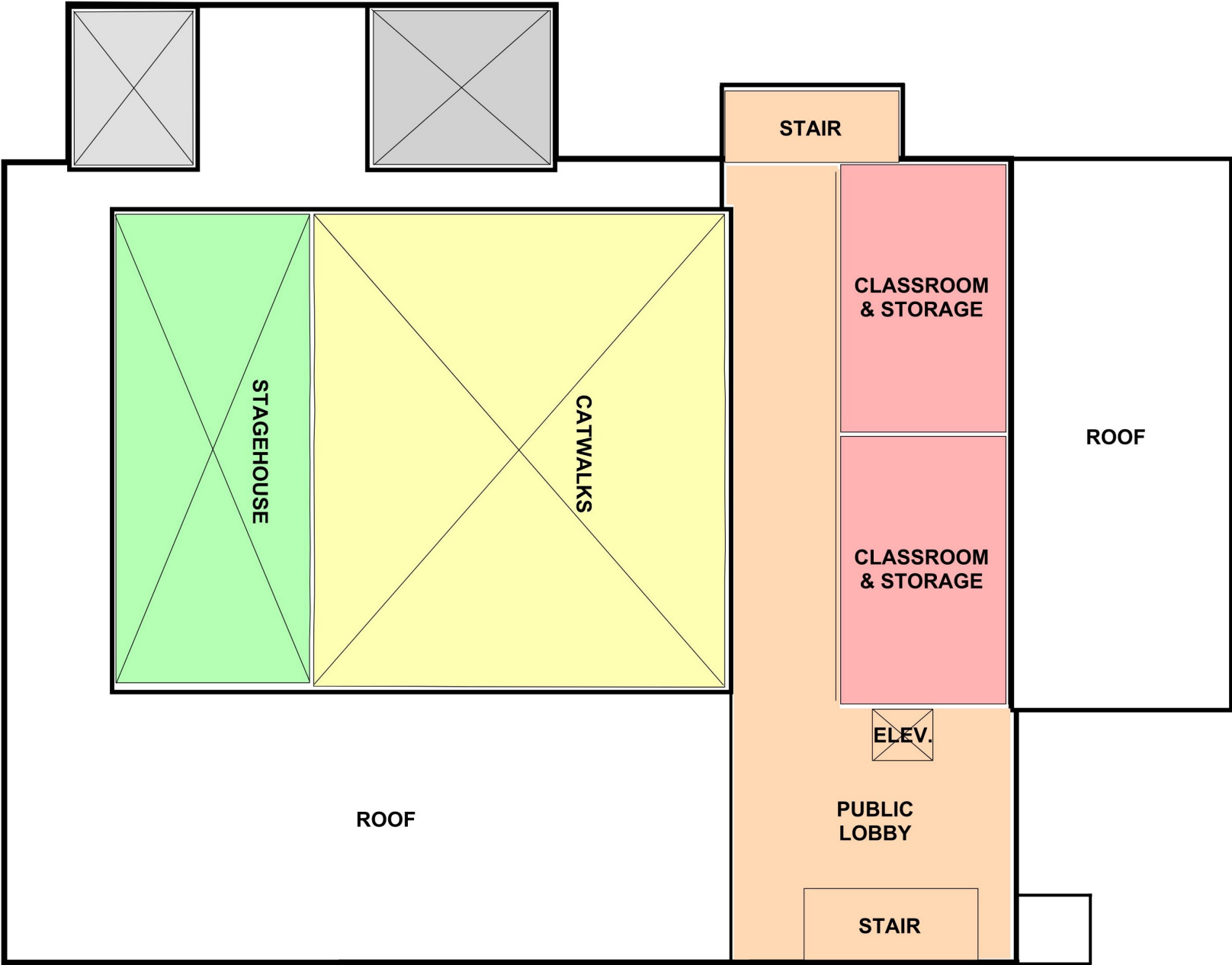
MAIN LEVEL PROGRAM DIAGRAM - TWO STORY OPTION

BOUNDARY = 34,853 S.F. / 0.8 ACRE



Massing Diagram

Two story
option



UPPER LEVEL PROGRAM DIAGRAM - TWO STORY OPTION

SCALE (S.F.)
0 10 20 30 40 50 60 70 80 90 100 110 120 130 140 150 160 170 180 190 200 210 220 230 240 250 260 270 280 290 300 310 320 330 340 350 360 370 380 390 400 410 420 430 440 450 460 470 480 490 500 510 520 530 540 550 560 570 580 590 600 610 620 630 640 650 660 670 680 690 700 710 720 730 740 750 760 770 780 790 800 810 820 830 840 850 860 870 880 890 900 910 920 930 940 950 960 970 980 990 1000

BOUNDARY = 34,853 S.F. / 0.8 ACRE

Site Planning

Site #1: Andell West

A one-acre site that could potentially be enlarged

Owned by Riverstone

Excellent gateway location for next phase of development

Master plan is approved



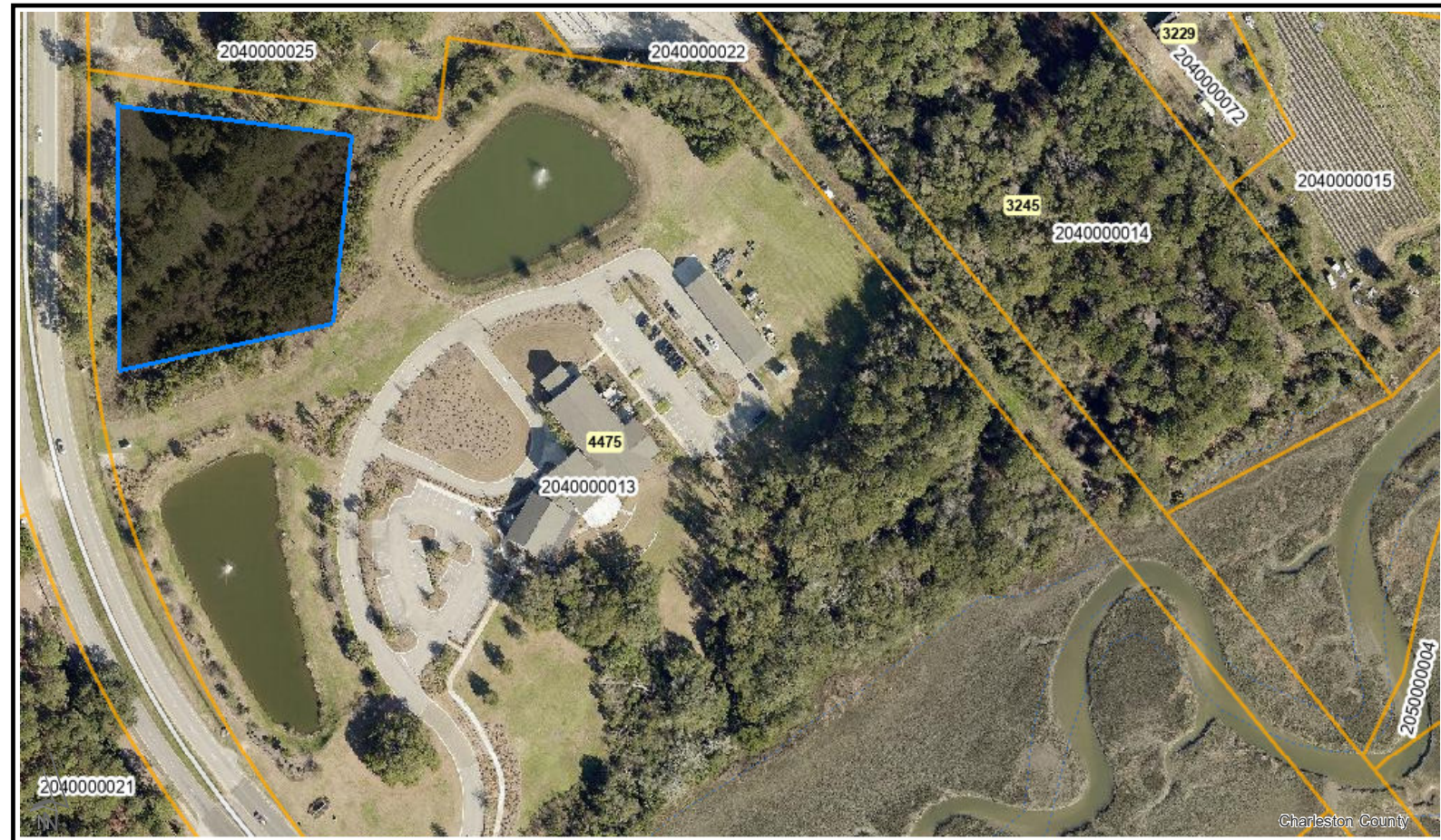
Site Planning

Site #2: Municipal Center

1.58 acres adjacent to Town Hall on major thoroughfare

Limited on-site parking, but space to develop

Town owns the property



TOKI Municipal Center

Approx. 1.58 acres

Note: The Charleston County makes every effort possible to produce the most accurate information. The layers contained in the map service are for information purposes only. The Charleston County makes no warranty, express or implied, nor any guaranty as to the content, sequence, accuracy, timeliness or completeness of any of the information provided. The County explicitly disclaims all representations and warranties. The reader agrees to hold harmless the Charleston County for any cause of action and costs associated with any causes of action which may arise as a consequence of the County providing this information.



Author: Charleston County SC
Date: 8/4/2023



Site Planning

Site #3: Church of our Savior

Site being offered for sale by Church

Sale to finance other components of development

Good location by thoroughfare

Close to Municipal Building

Access road may be problematic



Off Camp Care - Outside TOKI

PID: 2030000045

CHARLESTON

OWNER1: CHURCH OF OUR SAVIOR
OF THE

This is outside TOKI town limits

PLAT BOOK PAGE: XXX-TIN C/2

DEED BOOK PAGE: P128-290

Jurisdiction: COUNTY OF

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Author: Charleston County SC
Date: 8/4/2023

Site Planning

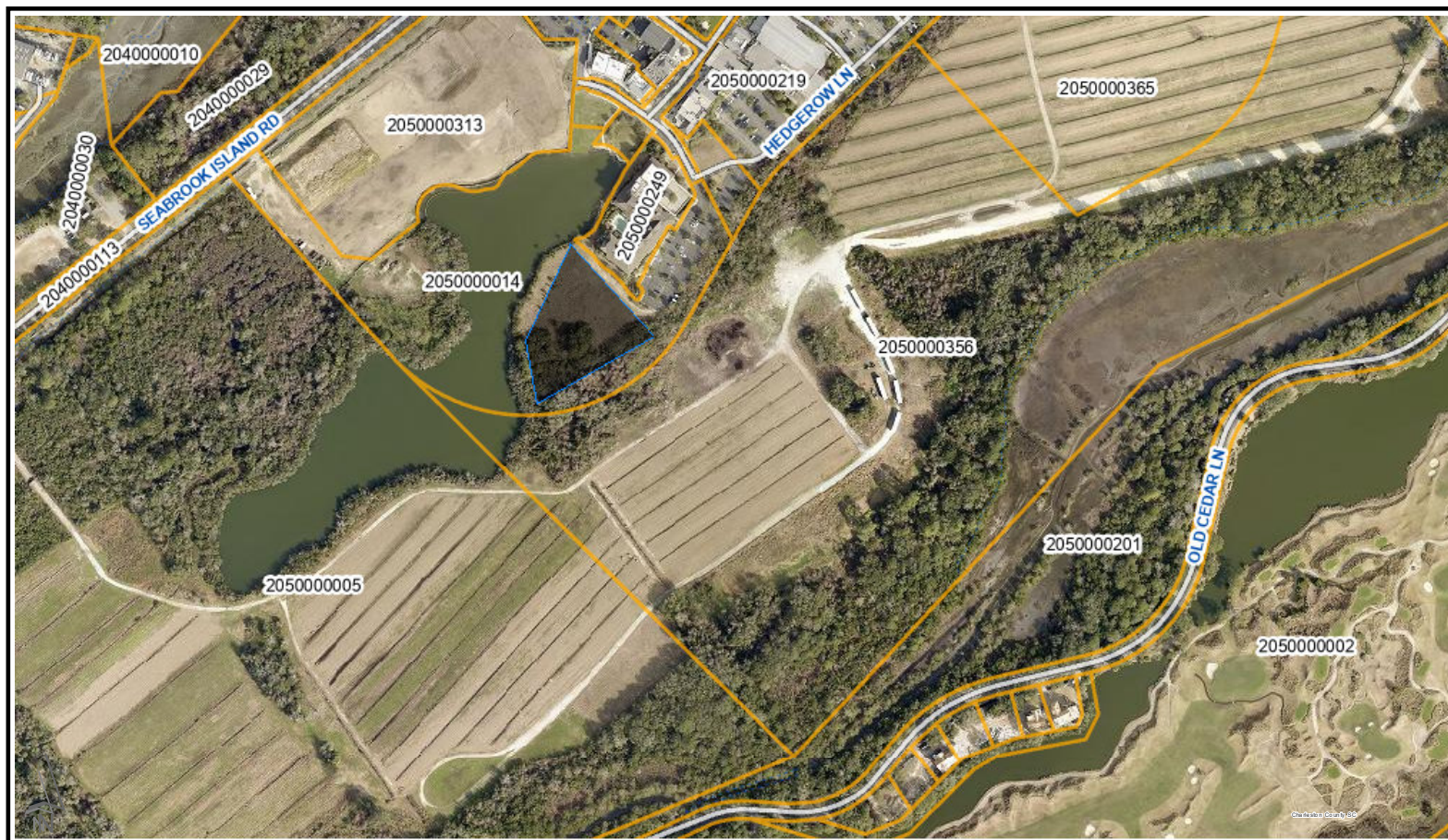
Site #4: Freshfields Village

3.5 acres currently owned by
Kiawah Partners

Next to Andell Inn

Harder to access than site
#1

Closer to Seafields



Freshfields Site

#

Kiawah Partners own this proposed site.
It's located in Freshfields next to Andell
Inn Boutique Hotel, and I carved out
approx. 1.89 acres.

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Author: Charleston County SC
Date: 8/4/2023

Locating Facilities

Site Selection Criteria Developed with Steering Committee

Size: is the site large enough to accommodate the likely footprint of the building, plus parking?

Community Fit: Does the site allow for a project that has the style and scale that will be acceptable to and supported by our community?

Cost: Might the site be available at a reasonable cost?

Availability: Is the site available?

Environmental Impact: Might there be any negative environmental impacts of developing the project on this site?

Accessibility: is the site accessible for residents and visitors in terms of streets, highways and likely wayfinding?

Proximity to Amenities: Is the site close to amenities that would be attractive to program participants and audiences, such as bars and restaurants?

Locating Facilities

Evaluating Sites

Town of Kiawah Arts Center Site Evaluation	Andell West	Municipal Center	Freshfields Village	Church of Our Savior
Size - one acre minimum required	1 acre, could be more	1.58 acres	3.5 acres	8 acres including current facilities
Community Fit*	18	16	14	12
Cost*	10	15	10	5
Availability*	15	15	10	20
Environmental Impact	8	9	8	6
Accessibility for Residents	8	7	6	6
Accessibility for Visitors	7	8	6	9
Proximity to Amenities	9	5	7	2
Total	75	75	61	60
*Weighted criteria are scored out of 20, the others 10				

Locating Facilities

Moving Forward on Site Selection

- Refining and weighting of site criteria is the next important exercise, with a cross-section of community leadership engaged
- Project leadership should set a date or event that should trigger the actual pursuit and selection of a site. That might coincide with the successful completion of a capital campaign study or the securing of lead gifts.
- Be intelligently opportunistic – able to recognize and respond to the right opportunity to locate recommended facilities.

Business Plan

Proposed Operating Goals

Attract and support cultural and educational programs and partnerships for the benefit of Town of Kiawah residents.

Provide affordable access to well-equipped performance, rehearsal, program and support spaces for local and regional groups.

Contribute to the vibrancy and positioning of Kiawah with a first-class amenity.

Sustain operations with an appropriate balance of earned and contributed income based on the value delivered.

Business Plan

June 8 User Workshop in Town Hall

- 22 live participants plus an additional 8 zoom-base participants representing local facilities, arts organizations and schools.
- Review of physical and operating needs in new facilities in order to guide physical and business planning.
- Key physical planning issues: Finding the right level of functionality and flexibility, whether elements like a full fly tower and an orchestra pit can be justified, and the importance of food and beverage facilities.
- Key operating issues: Groups tending to favor a nonprofit operator, finding a fair way to have a group of resident organizations, and the importance of ticketing and data sharing.

Business Plan

Calendars from the Scheduling Charrette

Calendar Totals		Sept			Oct			Nov			Dec			Jan			Feb			March			Apr			May			June			July			Aug			Total		
		E	O	T	E	O	T	E	O	T	E	O	T	E	O	T	E	O	T	E	O	T	E	O	T	E	O	T	E	O	T	Event Days	Other Days	Use Days						
Main Theater		5	1	6			0	5	1	6	3	1	4	2	3	5			0		2	2			0	2	1	3	5	1	6	3	3	6	5	1	6	30	14	44
Illumine Arts LLC	Illume	1		1	3		3	1		1	2		2	2		2	4		4	2		2	3		3	1		1			0			0			0	19	-	19
Kiawah Island Arts Council	AC	1		1	1	1	2			0	1		1			0	1		1			0			0			0			0	1	1	2	5	2	7			
Zadrina Dunning	ZDE	1	1	2	1	1	2	1	2	3	1		1			0	1	1	2	1	1	2	4	1	5	1	1	2			0		1	1	2	12	10	22		
Charleston Jazz Orchestra	CJ			0	2		2	1		1	1		1			0			0			0			0	1		1	1		0			0			0	6	-	6
Hamby Catering & Events	TRHCE			0	2		2	2		2			0			0			0	1		1	4		4	4		4	3		3			0			0	16	-	16
Brunette Events	Brunette			0	1		1			0			0	1		1			0	1		1			0			0			0			0			0	3	-	3
Chamber Music Charleston	CMC			0			0	1	1	2			0			0	1	1	2			0			0			0			0			0			0	2	2	4
Annex Dance	Annex			0			0			0			0	1	1	2			0			0			0			0			0			0			0	4	-	4
Moranz	ME			0			0			0			0	1		1	1		1	1		1			0			0	1		1	1		1			0	4	-	4
Palmetto City Ballet	PCB			0	2	1	3			0	2	1	3			0			0			0	2	1	3			0			0			0			0	6	3	9
Main Theater Subtotal		8	2	10	12	3	15	11	4	15	10	2	12	5	3	8	8	2	10	6	3	9	13	2	15	9	2	11	10	1	11	4	4	8	7	3	10	103	31	134
Small Theater		E	O	T	E	O	T	E	O	T	E	O	T	E	O	T	E	O	T	E	O	T	E	O	T	E	O	T	E	O	T	E	O	T	Event Days	Other Days	Use Days			
Zadrina Dunning	ZDE			0			0			0			0	1		1			0	1		1	1		1			0			0	1		1			0	4	-	4
Charleston Jazz Orchestra	CJ			0	1		1	1	1	2			0			0			0	1	1	2			0			0	1	1	2			0			0	4	3	7
Hamby Catering & Events	TRHCE			0	2		2	2		2	1		1			0			0	1		1	5		5	1		1			0			0			0	12	-	12
Brunette Events	Brunette			0	3		3			0			0			0			0			0			0			0			0			0			0	3	-	3
Annex Dance	Annex			0			0	1	1	2			0			0			0			0			0			0			0			0			0	1	1	2
Seabrook Island Art Guild	SIAG			0	1		1			0	1		1	1		1			0	1		1			0	1		1			0			0			0	5	-	5
Small Theater Subtotal		0	0	0	7	0	7	4	2	6	2	0	2	2	0	2	0	0	0	4	1	5	6	0	6	2	0	2	0	0	0	2	1	3	0	0	0	29	4	33

Business Planning

Governance Options and Recommendations

New facilities for Kiawah could be owned, governed and operated in many ways:

- A nonprofit created or adapted for this purpose
- An educational institution that already programs and operates space in the region
- Local government that already operates space
- A professional for-profit facility management company contracted by the owner.

We recommend a new or re-purposed nonprofit given the following:

- The organization can led by credible local leaders
- The ability to create a co-op function for users
- Nonprofit needed for capital campaign
- Lack of alternative options
- Focus on community access

Business Planning

Aspects of Facility Operations

- The Rental Business
- Food & Beverage Operations
- Event Ticketing
- DEI policy and practices
- Safety and security
- Environmental Sustainability

Business Planning

Human Resource Requirements



This is a typical staffing flow chart of a mid-sized arts organization. Every arts facility is different and staffing needs will become clearer as the project advances. Green boxes are for full-time positions, blue boxes are for part-time and orange boxes are for event-based staff. This is fully developed after five years...

Pro-forma Operating Budget

ACTIVITY SUMMARY			Year 1	Year 2	Year 3	Year 4	Year 5
Theater	Presented Events		33	33	35	36	37
	Presented Event Attendance		7,805	7,921	8,663	9,170	9,692
	Presented Event Use Days		31	31	33	34	35
	Rental Events		104	108	111	114	118
	Rental Event Attendance		23,030	24,318	24,994	26,068	27,006
	Rental Event Use Days		172	178	183	188	194
	Total Events		137	141	146	150	155
	Total Event Attendance		30,835	32,239	33,656	35,238	36,698
	Total Use Days		203	209	216	222	229
Multipurpose Room	Presented Events		20	20	22	22	25
	Presented Event Attendance		1320	1340	1526	1570	1845
	Presented Event Use Days		18	18	20	20	23
	Rental Events		95	98	101	104	107
	Rental Event Attendance		6,000	6,288	6,481	6,778	6,974
	Rental Event Use Days		158	162	167	172	177
	Total Events		115	118	123	126	132
	Total Event Attendance		7,320	7,628	8,007	8,348	8,819
	Total Use Days		176	180	187	192	200
Classroom	Four-hour Rentals		500	509	518	527	536

Pro-forma Operating Budget

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Year One Presenting	# of Events	Total Use Days	Capacity Sold	Paid Attendance	Ave Ticket Price	Ticket Sales	Ave Artist Fee	Ave Other Direct Costs	Total Direct Costs	Net
MAIN THEATER CAPACITY:	350									
Dance	1	1	70%	245	\$35.00	\$8,575	\$15,000	\$7,500	\$22,500	-\$13,925
Theatre	2	2	70%	490	\$35.00	\$17,150	\$7,500	\$750	\$16,500	\$650
Circus/Magic/Vaudeville	2	2	70%	490	\$35.00	\$17,150	\$5,000	\$2,500	\$15,000	\$2,150
Classical Music/Choral/Opera	5	5	70%	1,225	\$35.00	\$42,875	\$9,000	\$4,500	\$67,500	-\$24,625
Jazz	7	7	70%	1,715	\$35.00	\$60,025	\$10,000	\$1,000	\$77,000	-\$16,975
Folk, Roots or World	3	3	70%	735	\$35.00	\$25,725	\$5,000	\$2,500	\$22,500	\$3,225
Contemporary Music	5	5	70%	1,225	\$40.00	\$49,000	\$15,000	\$7,500	\$112,500	-\$63,500
Comedy	2	2	70%	490	\$35.00	\$17,150	\$10,000	\$1,000	\$22,000	-\$4,850
Film	4	2	50%	700	\$5.00	\$3,500	\$438	\$219	\$2,625	\$875
Speakers/Story Telling	2	2	70%	490	\$15.00	\$7,350	\$3,000	\$300	\$6,600	\$750
	33	31		7,805		\$248,500	\$79,938	\$27,769	\$364,725	-\$116,225

Pro-forma Operating Budget

BUDGET SUMMARY	Pre-Opening	Year 1	Year 2	Year 3	Year 4	Year 5
Earned Income						
Ticket Sales		248,500	264,674	305,497	340,240	378,290
Rental Income		374,576	408,236	436,611	462,116	492,453
Theater User Fees		244,536	267,219	285,996	302,907	323,532
Food & Beverage		108,810	117,520	126,846	137,461	148,065
Miscellaneous Income		129,465	141,727	155,516	171,206	188,695
		1,105,887	1,199,376	1,310,467	1,413,931	1,531,036
Contributed Income						
Individual Contributions	25,000	50,000	53,500	57,245	61,252	65,540
Corporate Contributions	0	50,000	53,500	57,245	61,252	65,540
Government Support	75,000	150,000	160,500	171,735	183,756	196,619
Foundation Grants	75,000	150,000	160,500	171,735	183,756	196,619
	175,000	400,000	428,000	457,960	490,017	524,318
Total Income	175,000	1,505,887	1,627,376	1,768,427	1,903,949	2,055,354
Operating Expenses						
Total Personnel	406,250	837,920	870,350	914,837	1,050,131	1,165,953
Programming Costs	0	378,775	390,138	438,550	459,901	485,066
Fundraising Expenses	12,750	25,500	26,265	27,053	27,865	28,700
Box Office	0	64,715	69,543	75,666	81,923	88,700
Marketing	0	37,500	38,625	39,784	40,977	42,207
Administration	24,000	50,500	52,015	53,575	55,183	56,838
Occupancy Costs	31,250	161,625	166,474	171,468	176,612	181,910
Total Operating Expenses	474,250	1,556,535	1,613,410	1,720,933	1,892,592	2,049,375
Result of Operations	-299,250	-50,648	13,967	47,495	11,357	5,980
Earned Inc./Op. Expenses	0	71%	74%	76%	75%	75%

Economic Impacts

Summary of Charleston County Impacts		
Operations	Input (Spending)	\$835,000
	Output (Sales)	\$1,120,313
	Earnings	\$299,289
	Jobs Created (annual)	9
Audience Spending	Input (Spending)	\$565,126
	Output (Sales)	\$735,046
	Earnings	\$203,769
	Jobs Created (annual)	7
Total Annual Operating Impacts (Operations + Audience Spending)	Output (Sales)	\$1,855,359
	Earnings	\$503,058
	Jobs Created (annual)	16
One Time Construction Impacts	Construction Costs	\$18,732,800
	Output (Sales)	\$23,582,722
	Earnings	\$7,028,547
	Jobs Created (person-years)	125

Project Funding

An Approach to Funding the Project

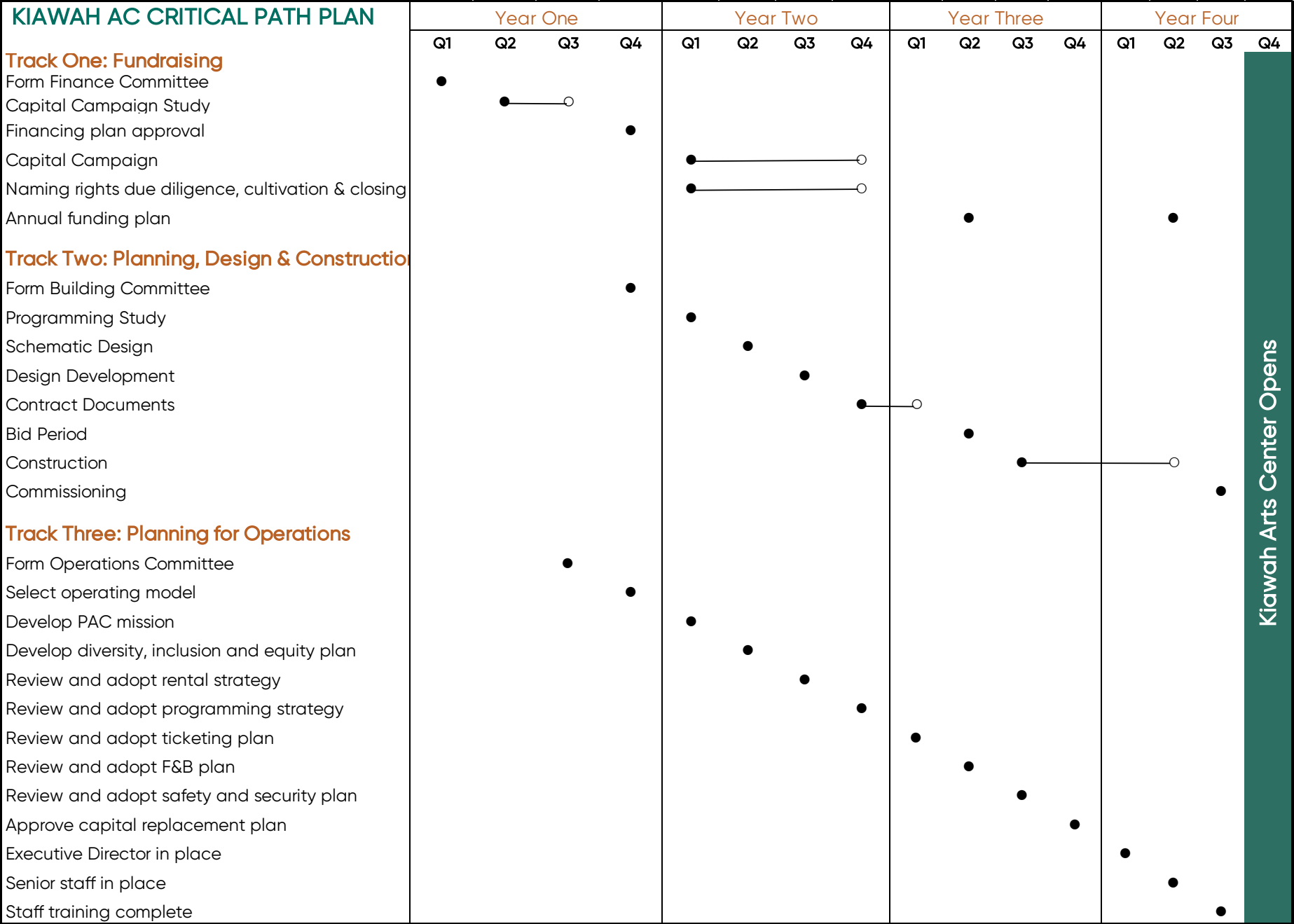
- At the Municipal Center or the Church of Our Savior, a capital campaign would likely have two components.
- If the project is advanced with a development partner, that campaign then adds a third component
- In communities like this, the challenge is turning donors away from their past lives and causes towards their relatively new lives in the area and their potential to impact the region.
- Naming rights for this project are more likely to come from individuals
- Important to add an endowment component and operating reserves

Project Funding

Possible Case Statement Elements

- There is an active and growing market for the arts on and around Kiawah Island
- The Arts Council's successful presenting program is severely hampered by the limitations of current facilities.
- Adding purpose-built arts facilities responds to the needs of regional artists and organizations
- Professional-level facilities will attract world-class artists to the Town of Kiawah Island.
- New arts facilities will add significantly to the quality of life of Town residents and the quality of visitor experiences.
- Adding new arts facilities as a first-class amenity will improve the competitive position of Kiawah as a national and international destination.

Critical Path Plan



Possible Next Steps

Empowerment of Arts Council and/or Steering Committee to continue work on project feasibility and planning to include:

- Discussion of possible fundraising plans and strategies
- Continue to engage in site selection discussions as and when appropriate
- Other issues and recommendations cited in this report





Kiawah Island Traffic Mitigation

A Proposal to Better Manage Commercial Traffic on the Island

Dr. Michael Heidingsfelder

Town Council Meeting

Tuesday, July 11th, 2023

Kiawah Island Traffic Mitigation

Introduction



- ▶ The Town Council has talked multiple times about the **problems caused by the increased traffic volumes** along the corridor of county roads from West Ashley or Charleston towards Freshfields as well as onto the island and on the island itself.
- ▶ Both as it relates to commercial and **especially construction-related traffic** and the increased volume of cars residing on Kiawah as well as visiting Kiawah
- ▶ Most importantly, one of the frequently voiced concerns from community members at many of our regular community outreach meetings has been the perceived and factual problem of ever-increasing ...

Traffic Congestion

- ▶ It seems to be a consensus among many on the island, that **we need to do something about this matter more decisively** ... as otherwise we will drown in traffic. And not only at the 1st Gate.
- ▶ **CONCLUSION: Something need to be done! For all of us ... and for our environment and wildlife!**

Kiawah Island Traffic Mitigation

Background (1)



- ▶ The recent survey by the Comprehensive Plan team among property owners and stakeholders showed that the topic of “**Traffic Flow and Congestion**” was rated as a major weakness of our island (60+% rated it as a “Great Weakness” or “Weakness”).
- ▶ As in prior years, the 2023 KICA Member Survey revealed that “**Traffic Congestion**” (20%) is one of the Top-3 concerns for the membership ... besides the questions surrounding “Amenities” (25%) and “Area Development” (23.5%).
- ▶ The highest rated concern for the members within the traffic category is the “**inbound Traffic Congestion during Weekdays**” (27%) by contractors and delivery services.
- ▶ The topic of “**inbound Traffic Congestion during weekends**” due to Resort and Vacation-rental guests” was with 22% the 3rd highest ranked concern (right after “Traffic Congestion on Johns Island”).
- ▶ Furthermore, according to the yearly traffic study on the island, between 150,000 (January) to 450,000 (e.g., July or August) vehicles cross into the 1st Gate every month ... or **up to 14,500 vehicles per day** are entering and exiting the island every day.

Kiawah Island Traffic Mitigation Background (2)



- ▶ **Some interim solutions implemented by the Town** have started to provide some urgently needed relief due to:
 - ▶ the elimination of the STOP sign when exiting the island at the 1st Gate ... which has notably eliminated the usual traffic back-up at this location in the afternoons
 - ▶ The daily duty of TOKI employees guiding traffic entering the island in the morning hours has partially reduced the back-up towards the 1st Gate when approaching the island
- ▶ ... but the traffic volumes are too big to be solved by these interim measures.

Kiawah Island Traffic Mitigation

Actions Required



- ▶ Therefore, it could be **within the reach of the Town's jurisdiction to take some additional, more decisive actions to mitigate or limit the traffic** coming onto the island and going beyond the 1st Gate.
- ▶ Unfortunately, the long-term plan to **mitigate the traffic back-up at the 1st Gate** during the morning rush hours and the busy weekends with (for example) a roundabout is stalled. Mostly due to the **inability to agree on a fair price** with the KI Partners for the KIRE property at the entrance to the island. Without this property and the roundabout, a **traffic backup at the 1st Gate will remain a fact** every day.
- ▶ **CONCLUSION:**
 - ▶ We need to think about **short- to mid-term solutions to reduce the amount of construction-related traffic** we face onto and on the island every day.
 - ▶ We need to **continue the conversation with the Developer about the KIRE property** and an acceptable value for the land and building.
- ▶ The following pages will outline a **proposal with two concepts to accomplish the objective of reducing the construction-related traffic** onto and on the island.

Kiawah Island Traffic Mitigation

Proposed Plans to Reduce Traffic



- ▶ The following **two concepts** can help to reduce construction-related traffic and help to mitigate the regular traffic back-ups during peak times:

1. BLACKOUT

Stop of all non-urgent construction work during peak weeks for the island – for example around Easter, Memorial Day, July 4th, Labor Day, Thanksgiving and Christmas to New Year.

This measure will need to be implemented and enforced in collaboration with KICA at the 1st Gate based on a Town's Ordinance.

2. LIMIT

Cap the number of building permits issued per year by the Town of Kiawah Island for new construction, alteration, renovation or remodel and major repair projects.

- ▶ Both concepts could substantially **reduce the amount of commercial and construction-related traffic** onto and on the island and **significantly improve the perceived experience** for both our residents and visitors to the island.

Kiawah Island Traffic Mitigation

Plan 1: Blackout Construction Work



- ▶ The proposal would be to **not allow general construction work for new building projects as well as renovation, remodel and large repair projects** on the island during peak times.
- ▶ This measure would be **very similar to other high-end resorts and gated communities** around the country who have implemented such measures years ago.
- ▶ **Exceptions could be made for urgent repair needs** like for HVACs or plumbing matters or pool cleaning and landscaping needs.
- ▶ Non-urgent contractors for general construction projects **would not be allowed onto the roadways of the island** during the following peak times (for example):
 - ▶ **Easter:** Friday before Easter to Monday after Easter
 - ▶ **Memorial Day:** Friday before Memorial Day to Tuesday after Memorial Day
 - ▶ **July 4th:** Friday the week before July 4th until Sunday after July 4th
 - ▶ **Labor Day:** Thursday before Labor Day to Tuesday after Labor Day
 - ▶ **Thanksgiving:** Friday the week before Thanksgiving until Sunday after Thanksgiving
 - ▶ **Christmas to New Year:** Starting December 22nd until January 2nd

Kiawah Island Traffic Mitigation

Plan 1: Blackout Construction Work



- ▶ As example, the following **peak weeks in 2023** would be defined under this proposal (start and end dates are included in the blackout) as follows:
 - ▶ **Easter – Sunday, April 9th 2023**
Friday, April 7th to Monday, April 10th – **Total of 2 workdays**
 - ▶ **Memorial Day – Monday, May 29th 2023**
Friday, May 26th to Tuesday, May 30th – **Total of 2 workdays**
 - ▶ **July 4th – Tuesday in 2023**
Friday, June 30th to Sunday July 9th – **Total of 5 workdays**
 - ▶ **Labor Day – Monday, September 4th 2023**
Friday, September 1st to Tuesday, September 5th – **Total of 2 workdays**
 - ▶ **Thanksgiving – Thursday, November 23rd 2023**
Saturday, November 18th to Sunday, November 26th – **Total of 4 workdays**
 - ▶ **Christmas to New Year 2023**
Starting December 23rd until January 2nd – **Total of 5 workdays**
- ▶ This would be a total of 20 regular workdays or less than 8% of total workdays per year (excl. Saturdays).

Kiawah Island Traffic Mitigation

Plan 2: Limit Building Permits



- ▶ The **issuing of Building Licenses by the Town of Kiawah Island** for new building projects and remodel, alteration and larger maintenance/repair projects has increased significantly over the past 3+ years.
- ▶ The **total numbers for these projects have increased steadily** between July 1st 2018 and June 30th 2023:

	2018/19	2019/2020	2020/2021	2021/2022	2022/2023
Renovations	201	363	495	560	584
New Constructions	58	55	101	136	74
TOTAL	259	418	596	696	658
Compared to 2018/19		+61%	+130%	+169%	+154%

The yearly data shown is for July 1st to June 30th in line with the regular Financial Budgets of the Town of Kiawah Island

- ▶ These **numbers do not include yet the upcoming large construction activities** for Andell West, Seafields and the MUSC Emergency Care Facility. Neither would Lower Beachwalker Drive and Upper Beachwalker Drive yet be in the above numbers.

Kiawah Island Traffic Mitigation

Plan 2: Limit Building Permits



- ▶ The proposal would be to **limit the total number of building licenses** issued by the Town each year to a level slightly above pre-Covid numbers or to ...

400 (or minus 40%)

... building licenses for Renovation and New Construction projects per year.

- ▶ This measure would **reduce construction-related traffic** over the entire year.
- ▶ At the same time, this measure would also **impact the Town's budget** in terms of the **financial revenue stream** coming from building licenses:
 - ▶ 2023/24 TOKI Budget estimates 70 New Construction and 600 Renovation permits
 - ▶ New Construction Permits average 10,000 USD, Renovation permits are 830 USD
 - ▶ Assuming that the reduction of building licenses from these 670 permits in total would be reduced proportionally (-40%), we can expect:
 - ▶ 42 New Construction projects equal to 420,000 USD (minus 280,000 USD)
 - ▶ 360 Renovation projects equal to 300,000 USD (minus of 200,000 USD)
 - ▶ **480,000 USD lower revenue stream or -4% of 12.1 mn USD total revenue**

Kiawah Island Traffic Mitigation

Benefits of Plan 1 and 2



- ▶ The benefits from both measures for the community would be significant:
 1. **Reduced construction-related traffic by a notable number** during peak times and over the entire year onto and on the island
 2. **Less traffic congestion on the roads** leading to the island
 3. **Reduced construction noise** on the island during these peak times and over the entire year
 4. **Help protect our entire eco-system** on the island by reducing the speed of destruction of our natural resources of maritime forests, beaches, marshes and wildlife
 5. **Help reduce the carbon footprint** of our island notably ... which is one of the objectives for the Kiawah Goes Green Initiative
 6. Last but not least, the budgeting process and the estimation of **building license revenue for the Town would be much easier to predict**

Kiawah Island Traffic Mitigation

Problems from Plan 1 and 2



- ▶ Beside the benefits, we would also need to consider some **unfavorable “side effects” from these measures**:
 1. Many **property owners** who have spent 2+ years on planning for their new home would now potentially need to wait for the next 12 months period to start
 2. Renovation projects are often triggered or at least contain also **urgent repair and maintenance matters**, which could now be delayed by a few months if the quota has been reached and therefore could cause harm and separate problems
 3. An entire industry of **Developers/Builders/Contractors** surrounding Kiawah could be strongly opposing these measures
 4. Building projects will now **use more of Saturday’s as a semi-workday** to work on the island, which would cause traffic to increase and noise levels to go up on Saturday’s
 5. Proper **enforcement of Plan 1 measures** would require KICA to support and enforce this plan ... which could create some additional operational problems
 6. Misunderstandings and confusion if **measures are not properly communicated** to the community and all stakeholders (especially including the construction industry)

Kiawah Island Traffic Mitigation

Next Steps



- ▶ This proposal should be **discussed further among Council members and staff** in the coming days/weeks to finetune some of the suggestions and ensure that no legal limitations exists or laws being violated.
- ▶ **Community input** will be very vital for the following steps to ensure that all concerns are voiced and can be addressed.
- ▶ Town staff would then **propose two Ordinances** which should come before the Town Council for a 1st and 2nd reading.
- ▶ Both Ordinances could be in place towards the end of the year ...
- ▶ ... while **KICA will of course need to collaborate with TOKI** on the measures of Plan 1 as we can implement and enforce these measures only together with KICA.
- ▶ We can **consider a trial period of perhaps 6 or 12 months**, after which the Town Council will discuss the outcome of these measures and the feedback from property owners and members of the construction/renovation/repair community and revise the Ordinances accordingly.



2023

Council
Retreat

Agenda

Overview of CRS

Moving to the Top
of the Class

Our 2022 CRS
Report Card

Areas Needing
Improvement

Recommendation

Food for Thought

Community Rating System



Provides incentivized credits for communities that go beyond the minimum standards found in the NFIP regulations



A community is graded on 19 different public information and floodplain management activities defined in the CRS Coordinator's Manual.

CRS Class	CRS Discount	Credit Points Required
1	45%	4500+
2	40%	4000 - 4499
3	35%	3500 - 3999
4	30%	3000 - 3499
5	25%	2500 - 2999 2524
6	20%	2000 - 2499
7	15%	1500 - 1999
8	10%	1000 - 1499
9	5%	500 - 499
10	0	0 - 499

2022

Report Card

Category	Points Available	Points Received	National Average	Category
310	116	46	36	Elevation Certificates
320	90	90	78	Map Information Services
330	350	350	87	Outreach Projects
340	80	17	15	Hazard Disclosure
350	125	101	48	Flood Protection Information
360	110	85	59	Flood Protection Assistance
370	220	85	40	Flood Insurance Promotion
410	850	N/A	78	Floodplain Mapping
420	2870	582	471	Open Space Preservation
430	2462	240	272	Higher Regulatory Standards

2022

Report Card

Category	Points Available	Points Received	National Average	Activity
440	222	161	127	Flood Data Maintenance
450	755	33	110	Stormwater Management/Watershed Planning
510	762	288	197	Floodplain Management and Planning
520	2250	N/A	176	Acquisition and Relocation
530	1600	N/A	64	Flood Protection Flood Mitigation Efforts
540	470	100	203	Drainage System and Maintenance
610	365	326	266	Flood Warning and Response
620	235	N/A	111	Levees
630	160	N/A	38	Dams/ State Dam Safety Programs
Total	2524			

Areas Needing Improvement

Activity 310 Elevation Certificates

- I. Require Flood Vent Certification Reports for all final elevation certificates *
- II. Develop a policy for final ECs retention

Activity 340 Hazard Disclosure Statement

- I. Work with consultants/committee to develop a more robust statement

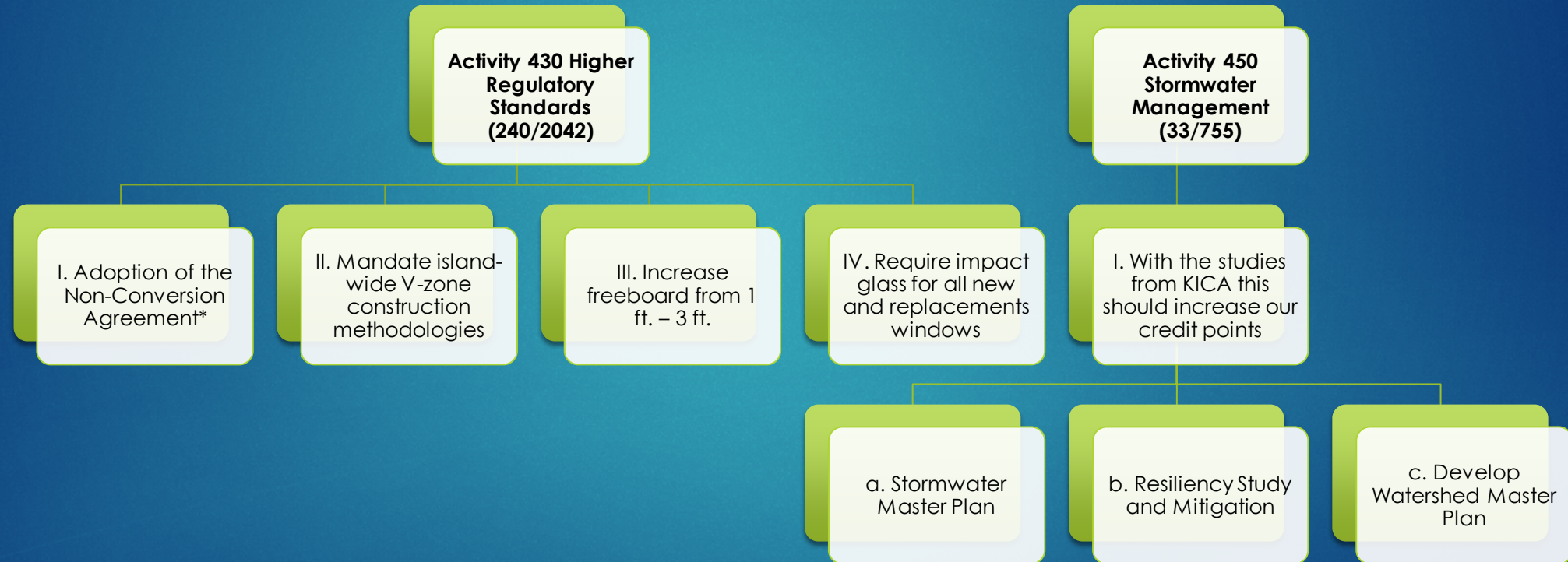
Activity 410 Flood Hazard Mapping (no credit awarded in past audits) Max. points 802

- I. Mapping known flooding areas on the island
- II. This was accomplished by KICA through their resiliency study which was completed this year.

Activity 420 Open Space Preservation (points received 582/2020)

- I. Not clear why our score was so low, and how we can improve.

Areas Needing Improvement



Areas Needing Improvement



Activity 530 Flood Protection/Mitigation (no credit given Max. points 1600)

I. Need to implement mitigation actions defined in adopted plans.



Activity 540 Drainage System Maintenance (100/570)

I. Work with KICA Public Works on formatting reporting



Flood Mitigation
And
Sea-Level Rise
Adaptation



Marsh Management
Plan

Our Adopted Plans

Recommendation

- ❑ Entertain the possibility of having a consultant group review our Flood Damage Prevention Ordinance.
- ❑ Develop a Watershed Master Plan

Phase I

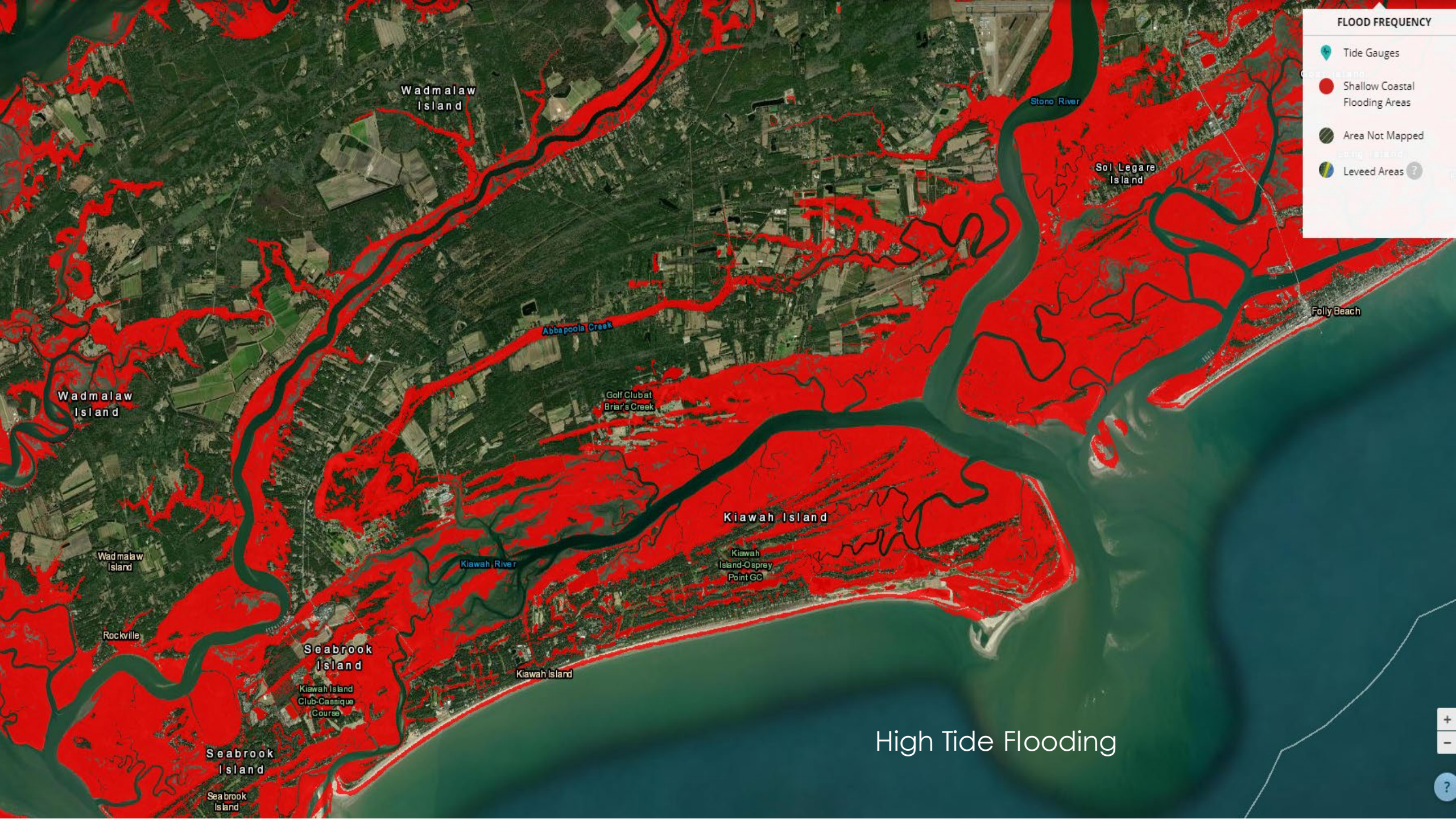
- A. Staff to work with consultants in a complete review of the current Flood Damage Prevention Ordinance.
- B. Develop Watershed Master Plan

Phase II

- A. Report recommendations to review committee
- B. Present Watershed Master Plan for review, and refinement

Phase III

Present the committee's recommendations to the council for adoption

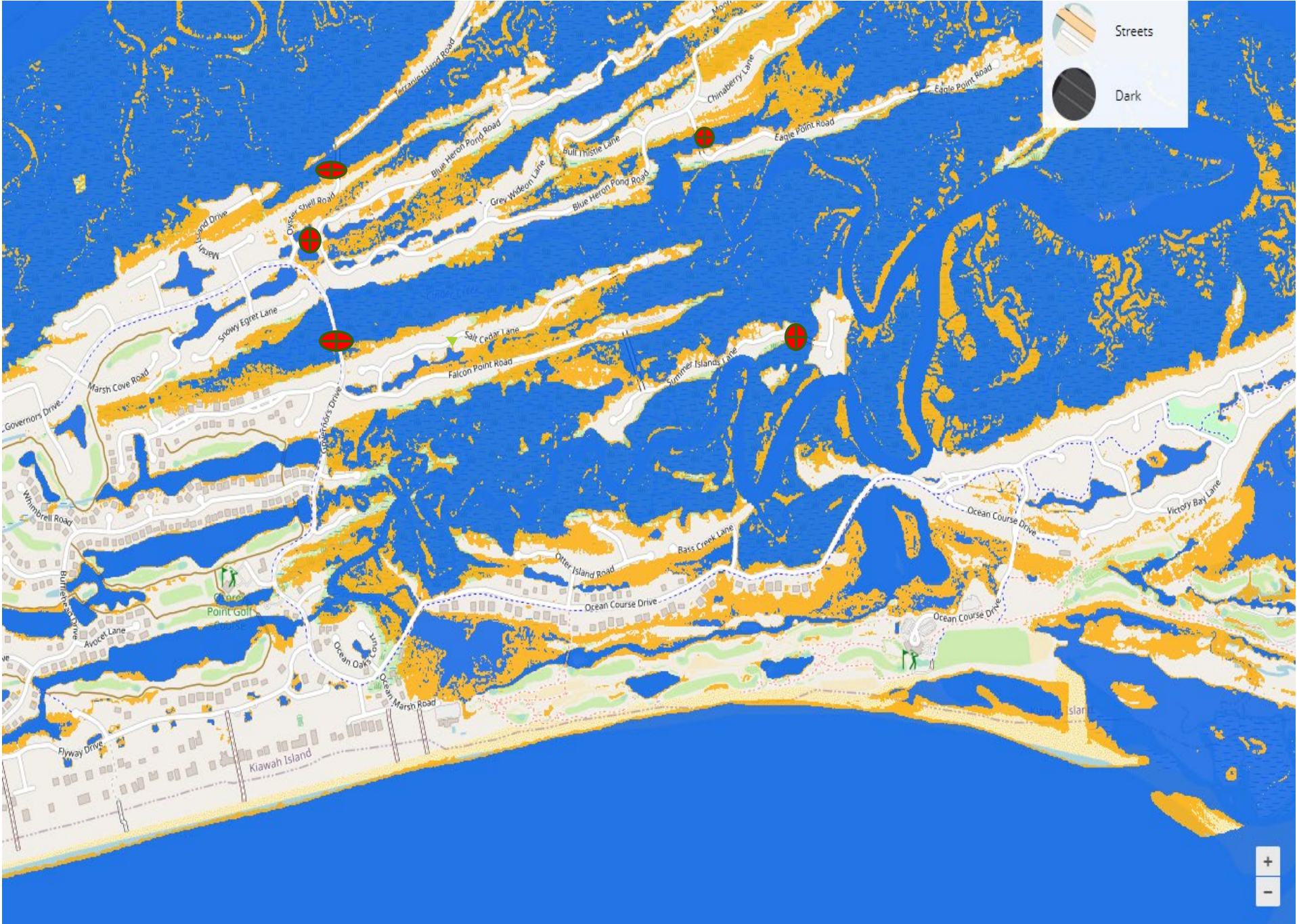


FLOOD FREQUENCY

- Tide Gauges
- Shallow Coastal Flooding Areas
- Area Not Mapped
- Land Islands
- Leveed Areas

High Tide Flooding

2040
Sea-Level
Rise
Prediction



Reef Performance Results

Oyster Recruitment

MWRs are effective at quickly recruiting oysters, typically occurring on internal panels before external surfaces (Fig. 9).

Preliminary results suggest cement coated MWRs recruit oysters more rapidly than uncoated MWRs.

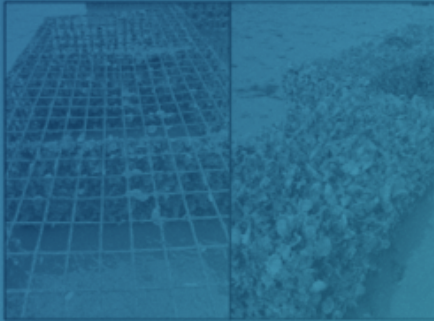


Figure 9: MWRs installed on the Fort Johnson shoreline of the Charleston Harbor (left), September 2017; 11 months post-installation (right).

► SC S.C.O.R.E. Program

<https://score.dnr.sc.gov/deep787f.html>

► Oyster Reefs from Murrell's Inlet to Hilton Head

► New York's Billion Oyster Reef Project began in 2013.

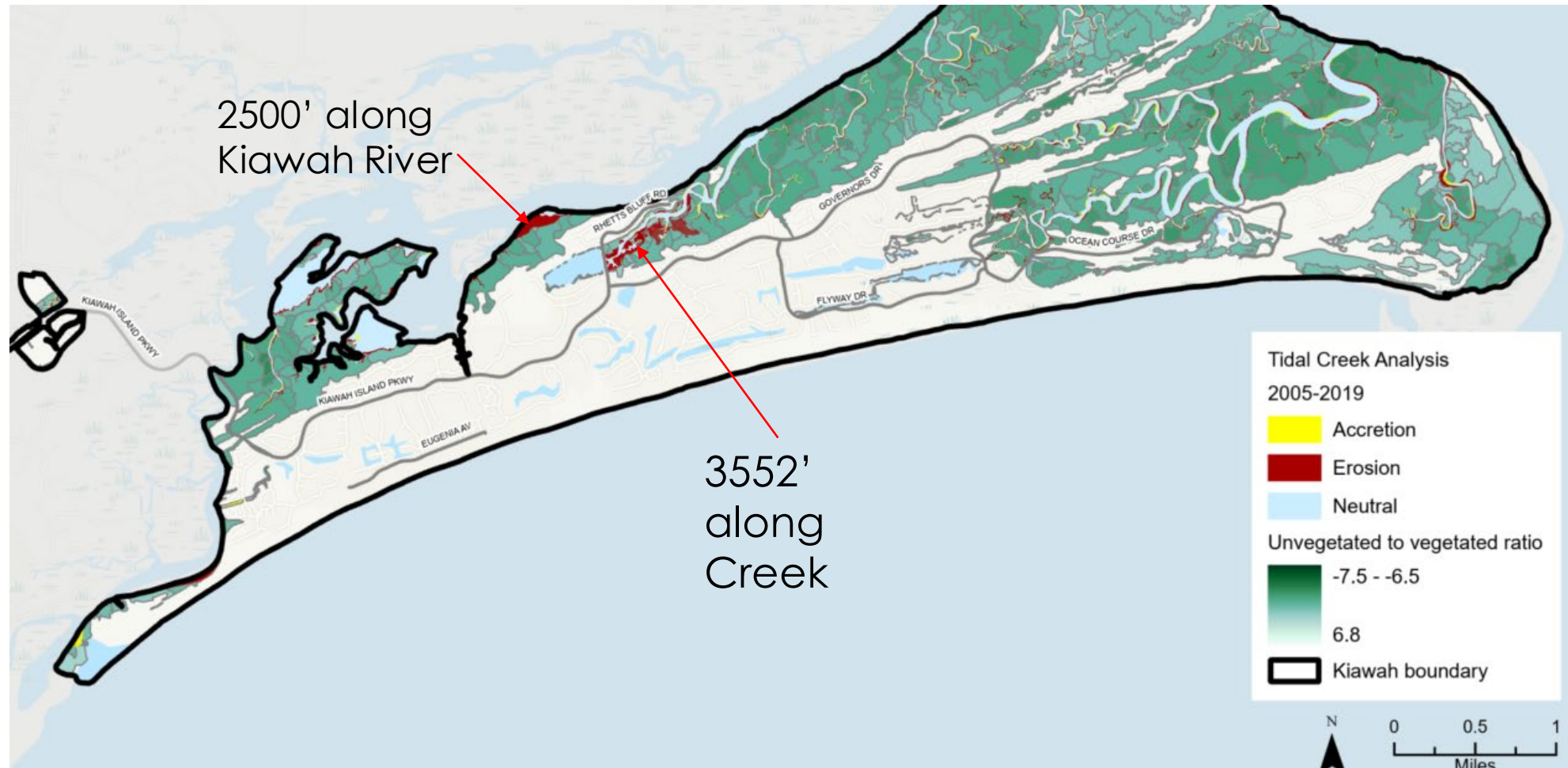
Marsh Edge Stabilization: A Case Study

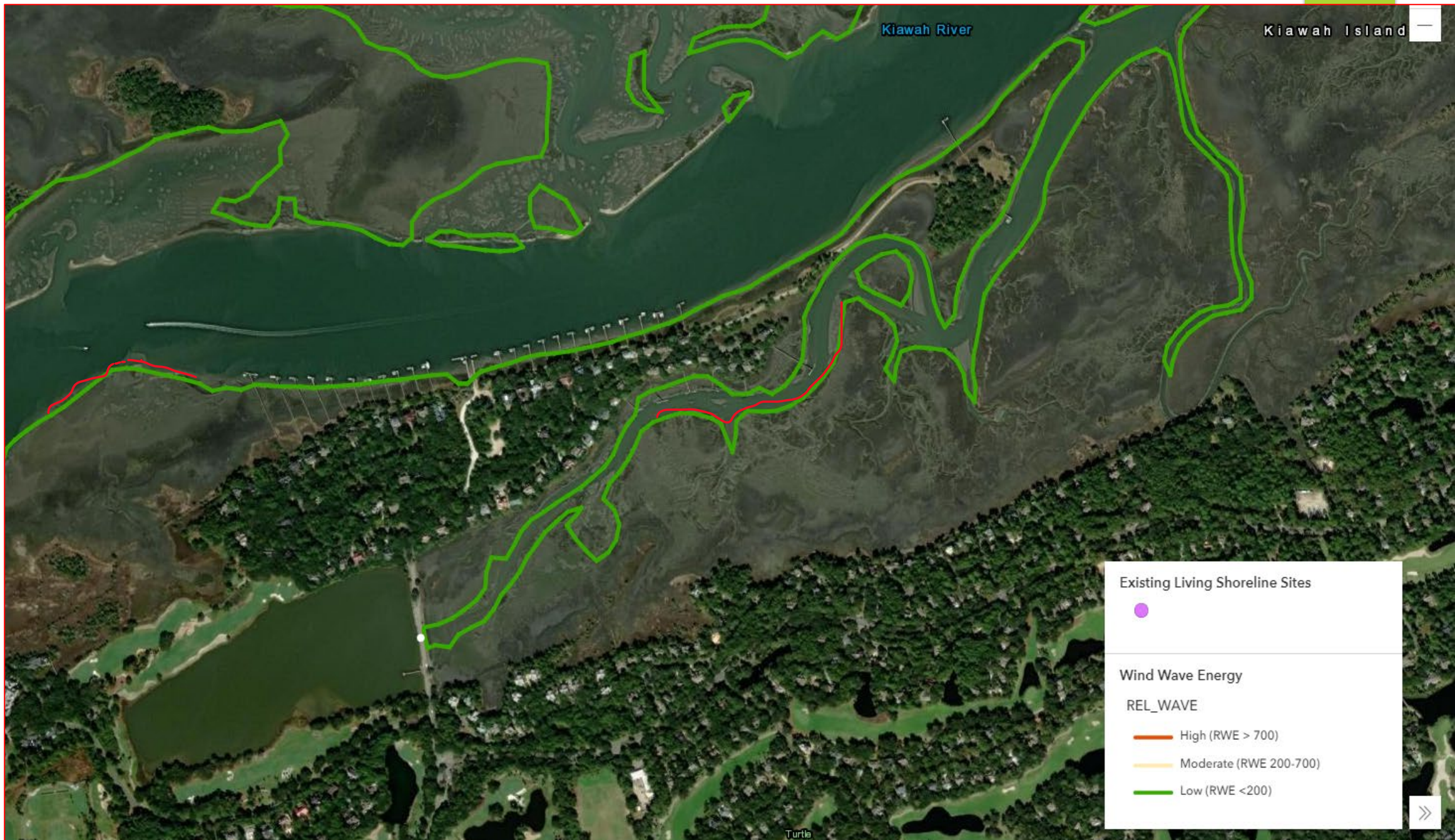
Marsh edge changes were analyzed using unmanned aerial vehicle (UAV) data.

Over a 2-year period, the MWR treatment site gained marsh while the negative control site continued to lose marsh (Fig. 11).



Figure 11: UAV-based imagery of Big Bay Creek living shoreline experimental site showing changes in vegetation edge over time analyzed using AMBUR (Analyzing Moving Boundaries Using R) software (Georgia Southern University). Blue lines indicate marsh edge position at the time of imagery, green lines indicate mean accretion rate, and red lines indicate mean erosion rate.

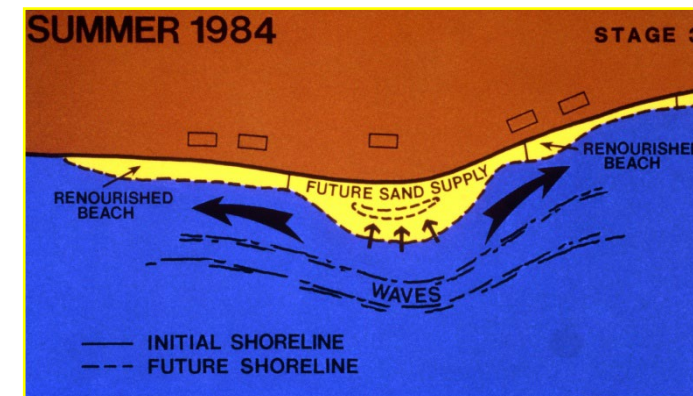
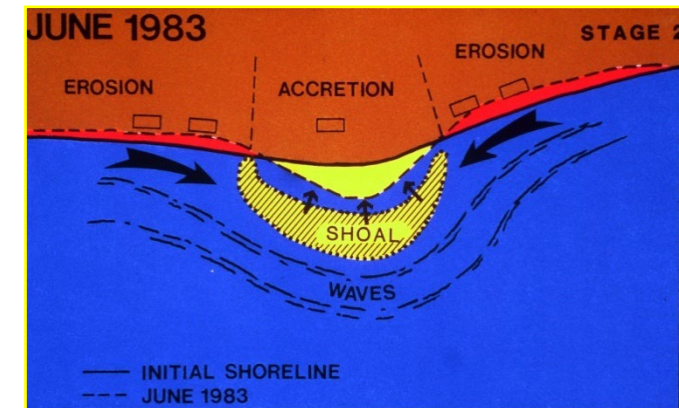
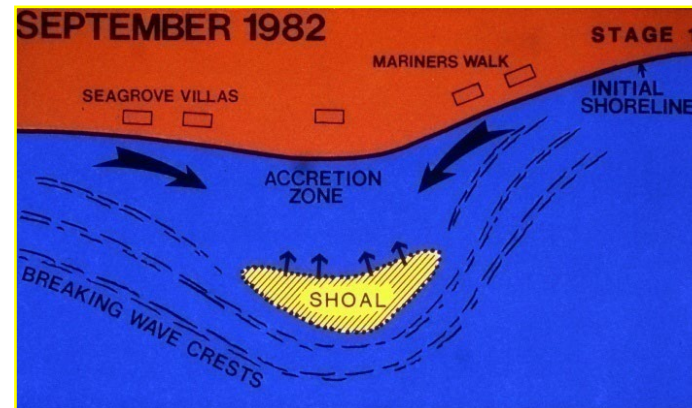




Beach Management



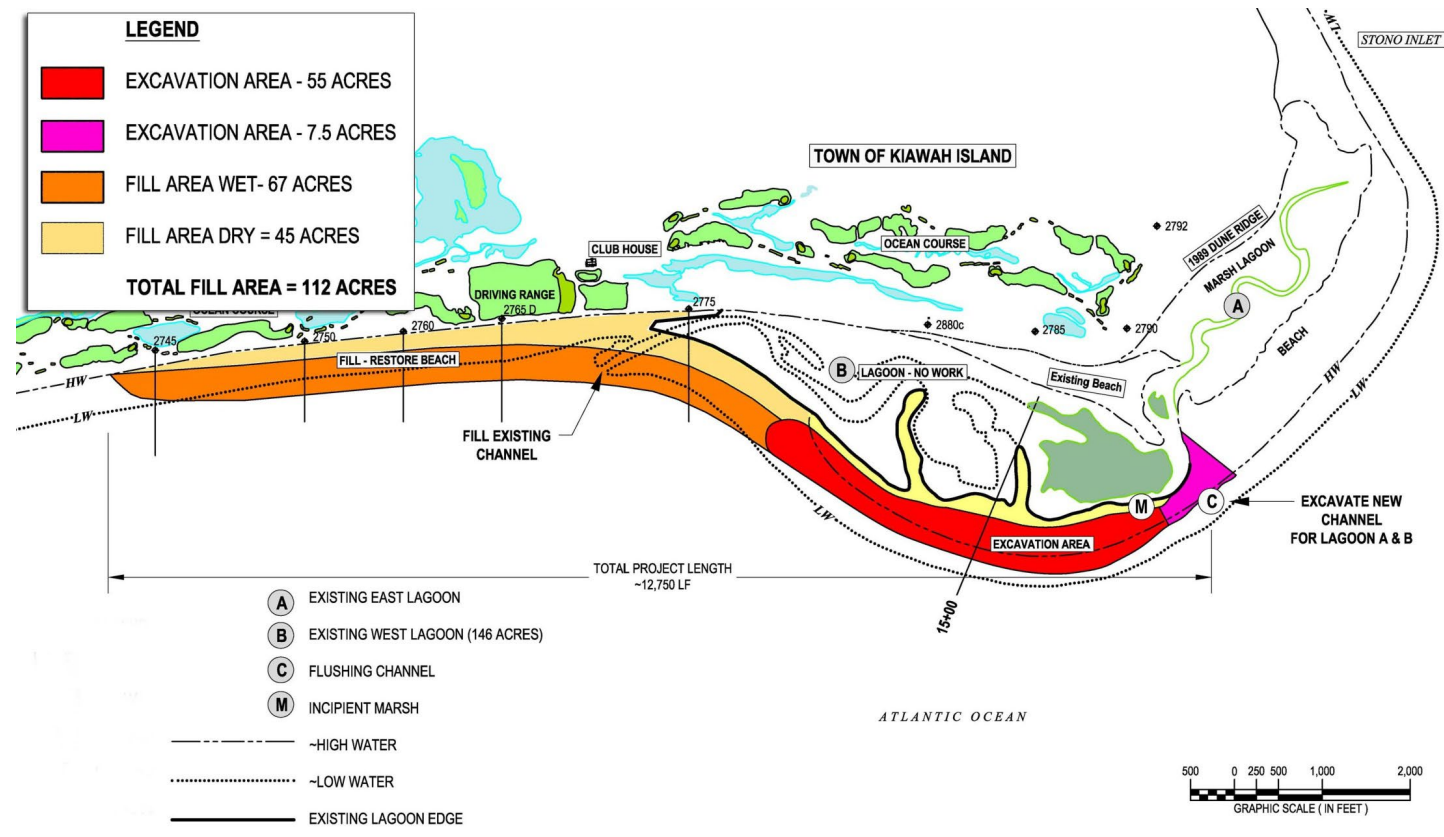
- ▶ Coastal Science and Engineering is the Town's beach consultant (Annual contract ≈\$40,000)
- ▶ 10 miles long
- ▶ Healthy, accreting beach
- ▶ Natural renourishment through shoal bypass events on eastern end
 - ▶ Every 5-7 years
 - ▶ 1 million cubic yards
- ▶ Eastern end has historically experienced periodic erosion caused primarily by a small tidal inlet
- ▶ 2 beach renourishment projects conducted by Town (2006, 2015)



2006 East End Renourishment Project



- ▶ June 8-July 28, 2006
- ▶ Land-based equipment
- ▶ 550,000 cubic yards of sand moved
- ▶ \$3.6 million (Town \$2.7 million)
- ▶ Sued by National Audubon Society and SC Wildlife Federation



-
- Project Map**
- Ocean Course Club House
- Driving Range
- OCRM Baseline
- OCRM Setback Line
- 2765 E
- 2
- Note: Landward end of the dike shall tie into the existing dune ridge (2006 dike) at time of construction.
- Fill Area
- Closure Dike
- Lagoon
- Haul Patch
- Washover Berm
- New Inlet
- Atlantic Ocean
- 3
- Note: Approximately 600 ft x 400 ft Excavation Area "3". Location & limits will be determined at time of construction to ensure sufficient volume is available at time of construction. Excavations to occur ±3 hours around low tide to a maximum depth of 5 ft below grade.

Beach Management Plan



► Required by SC Beachfront Management Act

- Review every 5 years, no submission to DHEC
- Updated revision for DHEC approval every 10 years
- 10 required criteria
- Plan must be in place to receive state/federal funding for beach projects (Kiawah not eligible for funding)

► Original plan for Kiawah was completed in 1992

- Full update in 2006, 2012, and 2020.



Article 16 Beach Management

- ▶ **Beachfront lighting**
- ▶ Beach Traffic
- ▶ Dune Protection
- ▶ **Dune Walkovers**
- ▶ **Control of Pets and Critical Habitat**
- ▶ General Regulations - Holes on beach, glass, fireworks, fires, etc.

Beachfront Lighting

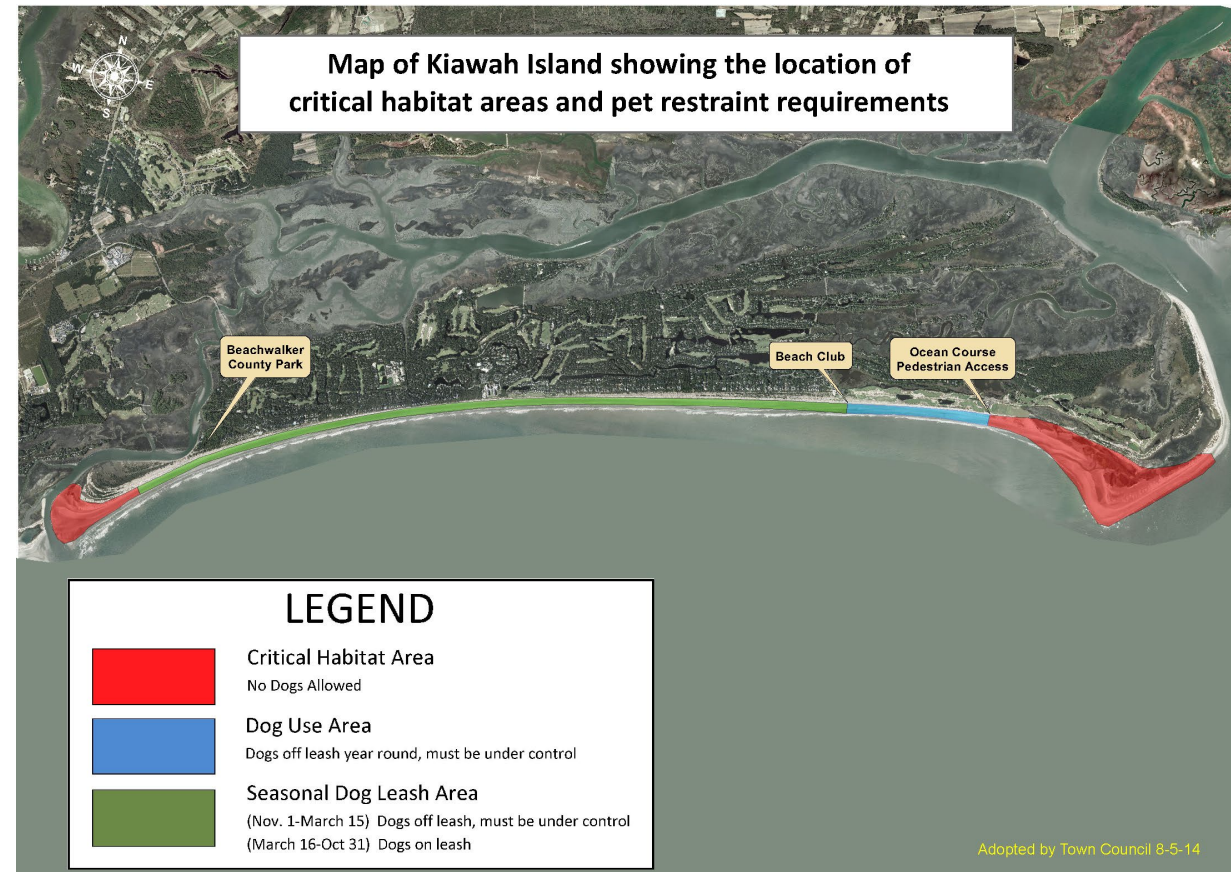
- ▶ Complete review and redesign of regulations in 2019.
 - ▶ Led by the Environmental Committee with input from SCDNR
 - ▶ It is the policy of the town that no artificial light shall illuminate any area of the beaches of Kiawah Island and that no exterior point source of artificial light shall be visible from the beach.
 - ▶ Applies to all properties visible from the beach
 - ▶ Additional restrictions for new construction
 - ▶ Tinted or filmed glass required
 - ▶ No floodlights

Dune Walkovers

- ▶ Several reviews and changes have taken place. 2012, 2013, 2017
- ▶ All beach walkovers must be constructed in accordance with the Coastal Division of DHEC requirements as set forth in the South Carolina Code of State Regulations, R 30-13(O)(1).
- ▶ Private and Community Boardwalks
 - ▶ Cannot exist in a state of disrepair on the active beach. Owners have 30 days to make repairs.
 - ▶ Cannot extend more than 10 feet onto the active beach. Owner has 30 days to submit plans and 60 days to complete the work after approval.
- ▶ Private Boardwalks Only
 - ▶ Existing boardwalks that terminate landward of the beach are “grandfathered” and travel through the dunes on a pre-existing path is allowed.
- ▶ Community Boardwalks Only
 - ▶ Existing boardwalks that terminate more than 20 feet from the active beach and are causing destruction of vegetation must be extended to the active beach. Owners have 30 days to submit plans and 180 to complete the work after approval.

Control of Pets and Critical Habitat

- ▶ Last revision was in 2014
 - ▶ Critical Habitat - East and West ends of the island are designated as critical habitat and pets are prohibited
 - ▶ Dog Use Area – between the Beach Club and Ocean Course. Dogs off leash from 7 am-7 pm.
 - ▶ Seasonal Dog Leash Area – remainder of beach. Dogs off leash from 7am-7pm from November 1-March 15.



Wildlife and Outreach Technician

- ▶ This position would be responsible for performing a variety of duties to mitigate human-wildlife conflict in a developed mixed-use community.
- ▶ Advocate for awareness and appreciation of native wildlife species and habitats via outreach and education.
- ▶ Assists with all Town wildlife research projects and wildlife population surveys.
- ▶ Non-exempt
- ▶ Salary Range

Min	\$33,134
Mid	\$41,418
Max	\$49,702

Wildlife and Outreach Technician

- ▶ Proactively patrols all parts of the island to promote wildlife awareness and human safety.
- ▶ Responds to nuisance alligator complaints and perform behavioral assessments of alligators. Assists with the capture, removal, and euthanasia of nuisance alligators. Maintains records of nuisance alligators.
- ▶ Relocates or euthanizes injured, diseased or nuisance wildlife as needed.
- ▶ Provides technical guidance to community members via phone, email and in-person visits on mitigating conflict with wildlife.
- ▶ Enforces wildlife-related Town ordinances as needed.

Kiawah River No Wake Zone

- ▶ Proposed no wake zone for a 3-mile section extending from a point in the Kiawah River 300 yards east of the Kiawah River Bridge to the terminus of the Kiawah River into the Atlantic Ocean at Captain Sams Inlet.
- ▶ Discussions started in 2016.
- ▶ Recent efforts by LMMN have been unsuccessful
- ▶ Support from Environmental Committee





TOWN OF *Kiawah Island*®

Mayor

John D. Labriola

Council Members

F. Daniel Prickett
Maryanne Connelly
John Moffitt
Scott M. Parker, MD

Town Administrator

Stephanie Monroe Tillerson

December 9, 2021

To whom it may concern,

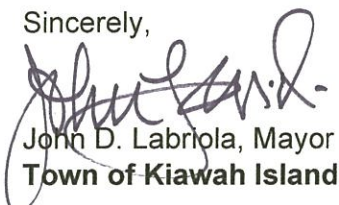
Please find this letter supporting the Lowcountry Marine Mammal Network's efforts to make Captain Sam's Inlet a 'No Wake Zone.' This is a critical feeding habitat for local bottlenose dolphins. As you know, "Strand feeding" is a unique hunting behavior in which bottlenose dolphins work together in small groups to herd fish towards the shore. South Carolina and Georgia are the only two locations along the Atlantic coast where this behavior has been documented. Captain Sam's Inlet, located between Kiawah and Seabrook Islands, is a central strand feeding location. The dolphins feed here daily, monthly, and yearly, and disturbing dolphins while feeding may decrease or stop their normal foraging behavior and cause displacement from preferred habitats.

This behavior is rare and extraordinary to witness; at a minimum, it attracts 10k visitors per year. In addition, it has drawn wildlife docuseries to film here, such as National Geographic and Netflix. Some dolphins have been monitored in this inlet for 12 hours/day, representing a large amount of their daily budget. The dolphins have also been documented to use this inlet to rest, play, mate, socialize, feed, and care for their young. The dolphins are part of the Charleston Estuarine System (CES) stock of dolphins that ranges from Paces Inlet to the north and the North Edisto River to the south. The population size is unknown, though previous estimates place it at 289 individuals. Because the stock is small and likely few mortalities and serious injuries would exceed sustainable levels, it is considered to be a strategic stock under the Marine Mammal Protection Act (MMPA) of 1972.

Dolphins are sensitive to boats, noise, watercraft, and tidal changes. When boats use this inlet in excess speed, the dolphins have been documented to stop feeding, leave the area, or dive for long periods of time, directly altering their behavior. According to the Marine Mammal Protection Act, feeding or disturbing wild dolphins is illegal. In 2020, LMMN applied for a No Wake Zone with the SCDNR because the increasing boat activity moved above idle speed, thus disturbing the dolphins. LMMN was denied the No Wake Zone stating that a No Wake Zone is typically given when boater safety is at risk, such as at fuel docks, for swimmers, or marinas. But, according to **SECTION 50-21-870 (B7)**, a boater should not: *"chase, harass, molest, worry or disturb wildlife with a personal watercraft, specialty propcraft, or vessel except while lawfully angling for, hunting, or trapping wildlife."*

The SCDNR has protected other critical habitats in South Carolina for nesting birds and sea turtles, and we would encourage you to protect this area as well. The Town of Kiawah Island supports making Captain Sam's Inlet a No Wake Zone for the conservation and safety of our local dolphins.

Sincerely,



John D. Labriola, Mayor
Town of Kiawah Island



Comprehensive Marsh Management Plan – Implementation Phase I (March – December 2023)

Small subcommittees were formed to explore each of the identified priorities. Subcommittees are to develop more refined language and details towards future implementation strategies of each of the priorities. Since March subcommittees have been meeting to work on implementation. The subcommittees report out to the marsh management workgroup at each of the monthly meetings. Although members may be identify within a small subcommittee, members within their role or expertise may engage in all action items as coordinated efforts among entities will be required.

- I. **Develop a comprehensive communication plan that educates, informs and promotes to the Kiawah Community the importance of the salt marsh, the CMMP and prioritized recommendations towards Kiawah resiliency. Subcommittee Chair (Madeleine Kaye)**
 1. The subcommittee has produced a communication work plan that highlights all the communication strategies.
 1. Stage 1: Initial Efforts has commenced which focuses on the introduction of the CMMP and its champions, marsh education, and highlights of focal projects.
- II. **Modify Kiawah’s permeable and impermeable standards and guidelines across all Kiawah review entities. Subcommittee Chair Tommy Manuel**
 1. The subcommittee created an extensive list of interconnected objectives related to permeable / impermeable surfaces. The first stage is to begin with:
 1. Establishing objective standards for Pervious Materials
 2. Exploring Collective Implementation as modeled by Oceanwoods Neighborhood Driveway Replacement
 3. Building a Master List of Potential Pervious Surface Case Studies/Target Locations (To Be Identified)
 - a) Buildings
 - b) Trails
 - c) Drives
 - d) Parking Lots/Spaces
- III. **Prioritize the coordination of protection and restoration of unregulated public access point and disturbed vegetation at the Kiawah Island Parkway Bridge. Subcommittee Chair Jim Jordan**
 1. This subcommittee has advanced a project proposal with Elko Coastal Consulting. Five objectives were established for the proposal which members of the workgroup and subcommittee support.
 1. Restoration: Restore oyster beds along river bend, restore grasses along causeway, showcase a variety of living shoreline strategies.
 2. Conservation: Prevent negative impacts and damage to the marsh.
 3. Public access: Provide passive access, observation, fishing/crabbing, no kayak launching, no pedestrians on grasses.
 4. Education: Include an outreach element with signage to explain marsh restoration/conservation efforts, benefits of healthy marshes, how you can help (stay off the grasses).
 5. Community Showcase: Enhance marsh, educational opportunities, and showcase the community as a resilience leader at this gateway location to the Kiawah Community for residents and visitors.

Town of Kiawah Island Comprehensive Marsh Management Plan

February 2023

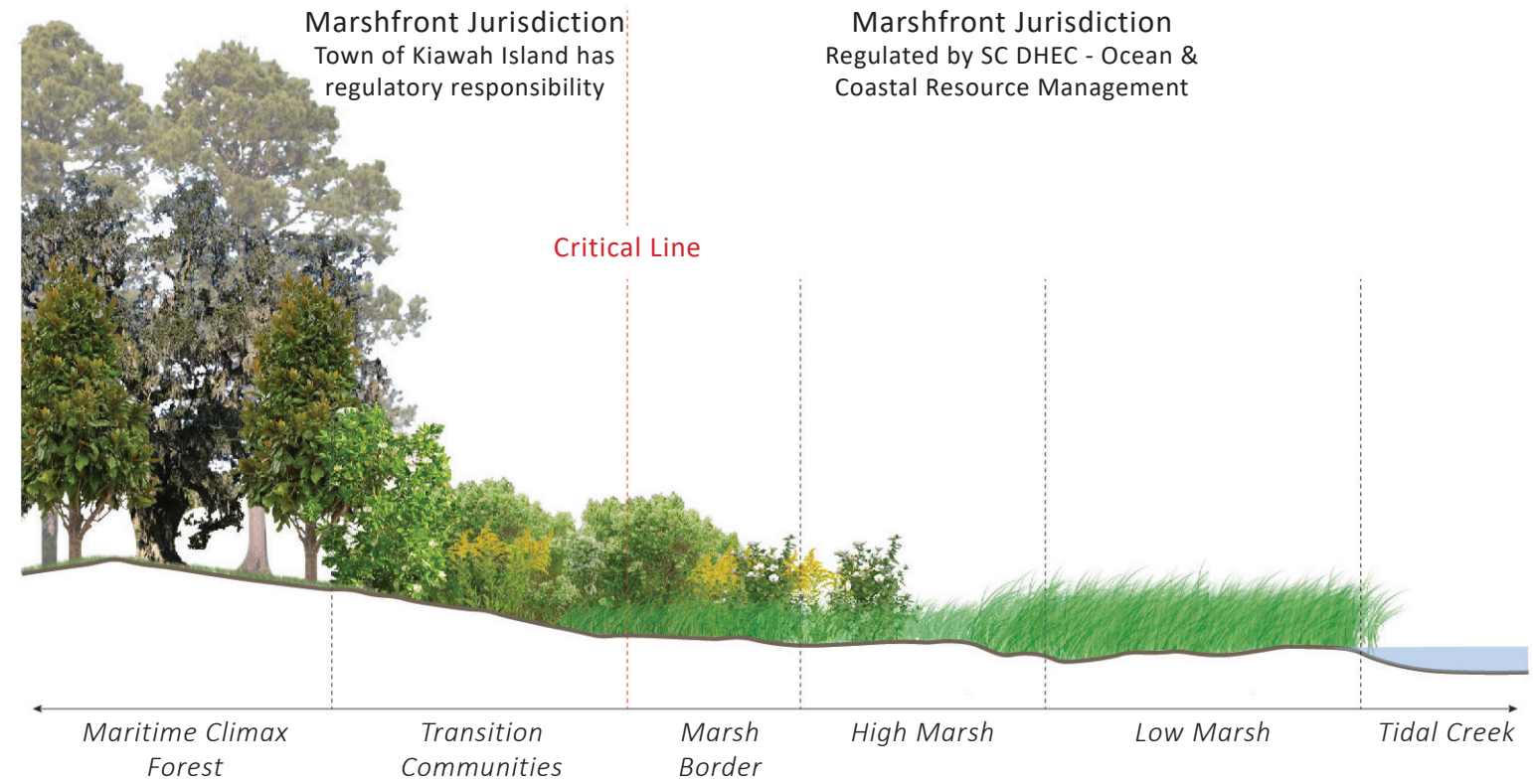
Although the health of salt marsh in Kiawah has been considered in several recent assessment and planning processes, this is the first document to focus solely on the marsh and bring together various tools for its management. The Comprehensive Marsh Management Plan (CMMP) is envisioned to be a living document that should be revisited once every five years to assess the effectiveness of implemented recommendations and adapt as needed for improved management.

This plan focused on two approaches to understanding management concerns and threats to the salt marsh. The first was to seek community input on concerns and locations of management issues. The second way was to synthesize the stressors that undermine ecological function from a data-driven perspective, including analysis from primary literature, previous planning documents, and expert interviews.



A Changing Marsh

If the current salt marsh is unconstrained by development and able to migrate as sea levels rise, marsh plants will move upslope to areas that are currently dry uplands. Tidal marshes are highly dynamic communities that have the capacity to adapt to sea level rise (SLR) by the accretion of sediments through tidal exchange. However, the marshes cannot keep up with the projected acceleration in SLR after 2050. Marsh migration will impact properties adjacent to the marsh, as the Critical Line defining jurisdiction over the marsh is determined by biophysical traits. Kiawah Island residents will need to adapt to a changing marsh, and implement solutions to mitigate this change.



CONCERNS

Erosion is a source of concern and expense to homeowners; sea level rise and increased storm events will begin to cause more widespread impacts to property.

BANK EROSION

Marshes are sensitive to water depth changes. There are early signs that marsh vegetation is drowning, converting shoreline marsh systems to mudflats and open water.

HABITAT QUALITY

Sea Level Rise will increase vulnerability of marsh health while weakening its ability to provide flood and storm surge protection. Bulkheads to prevent erosion can affect adjacent properties.

SEA LEVEL RISE

Recreational users trample vegetation, resulting in local erosion that can become more severe during storm events.

UNREGULATED PUBLIC ACCESS

GOALS

MONITOR

Understand and track status of the marsh’s health, extent, and functionality

PROTECT

Establish regulatory frameworks for adopting marsh management actions and solutions to protect Kiawah’s marshes

ENGAGE

Educate the public, property owners, and decision-makers about issues and future options.

RESTORE

Restore marsh in vulnerable areas to create more resilient systems and mitigate for future change.

RECOMMENDATIONS

Managing Kiawah's marshes will require an organizational framework for collaboration among entities.

PROTECT

Implement development guidelines for marsh protection. Consolidate Town Code's existing marsh-related elements.

Streamline natural design solutions permitting at local, state, federal levels to maintain balance between development and a healthy marsh.

Incentivize permeable surfaces, formalize storm water Best Management Practices (BMPs) for private properties.

Regulate bulkheads and marsh-front berms upland of critical line.

Standardize and codify the Architectural Review Board's marsh set-back rule and add a buffer requirement. For new development, the marsh setback is recommended to be 30 feet from the property line or the Ocean & Coastal Resource Management's "critical line," using whichever is most restrictive.

Significantly limit impermeable surfaces and incentivize on-site stormwater management, particularly in new developments.

MONITOR

The Kiawah Conservancy Marsh Task Force recommends establishing a baseline dataset and monitoring invertebrate abundance and density, water quality, oyster reef abundance and survival, land cover, and recreational fisheries.

ENGAGE

Develop citizen science program for monitoring marsh conditions.

Hire local organization to undertake a concerted outreach campaign, based on materials from the Conservancy and this CMMP process.

RESTORE

Annually monitor and update funding opportunities for marsh restoration.

Acquire additional parcels of marsh and marshfront property.

Prioritize voluntary, multi-property-scale, comprehensive demonstration/pilot living shoreline project (near-term)

Assess feasibility and conceptual design of a large-scale community-administered marsh restoration project (2-3 years)