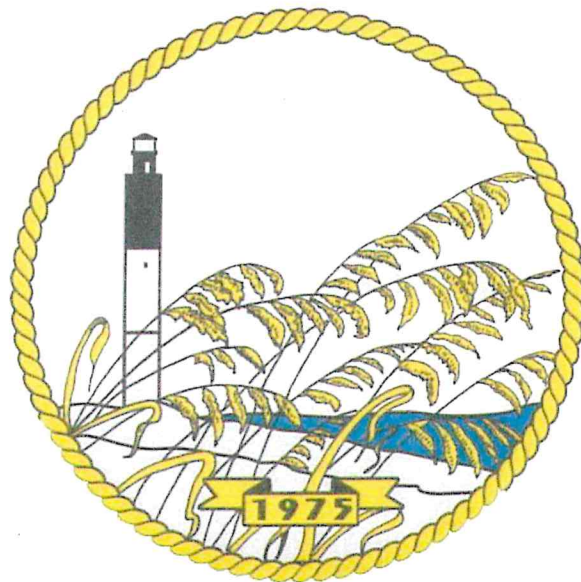


STRATEGIC PLAN for the Town of Caswell Beach

Status of Implementation and Updates



March, 2017

**The Strategic Plan for the Town of Caswell Beach was adopted by
the Caswell Beach Board of Commissioners by unanimous vote on
July 18, 2002.**

**Revisions and updates
by the Caswell Beach Planning Board
Presented
July 28, 2009**

**The revisions and updates presented by the Planning Board were adopted
by the Caswell Beach Board of Commissioners by unanimous vote on
September 10, 2009**

**The revisions and updates presented by the Planning Board August 19,
2015 were adopted by the Caswell Beach Board of Commissioners by
unanimous vote on November 12, 2015**

**The revisions and updates presented by the Planning Board April 19, 2017
were adopted by the Caswell Beach Board of Commissioners by unanimous
vote on May 11, 2017.**

Table of Contents

	<u>Page</u>
Executive Summary	3
Overview	
Preface	5
Strategic Plan Review Process	6
Town of Caswell Beach Mission/Vision	8
 Quality of Life and Enablers	 9
 Strategic Directions	 11
Environment	11
Town Government.....	13
Health and Public Safety	14
Community Cohesiveness	15
 Appendices	 16
 Figures: 1) Strategic Planning and Review Process.....	 7
2) Enablers to the Quality of Life.....	9

Executive Summary

A review of the Caswell Beach Strategic Plan was initiated in March 2017 to update and revise the initiatives identified by the Town in the 2014 edition. The 2014 revisions were undertaken to keep the Town moving toward its stated goal of enhancing the quality of life on Caswell Beach as outlined in the original Strategic Plan (2009). The original Plan identified enabler categories that support the quality of life as defined by the Town and the Board. All initiatives implemented in the Town are in some-way associated with one of these enabler categories. These Enablers are:

- Environment
- Town Government
- Health and Public Safety
- Cohesive Community

The Town Commissioners initiated a review process whereby one of the strategic directions' future objectives would be discussed each quarter. The Town's Planning Board would develop a list of discussion items for that specific strategic direction for the Town Commissioners to consider. The original Plan identified strategic directions (enabler categories) that support the quality of life as defined by the Town and the Board. All initiatives implemented in the Town are in some-way associated with one of these four strategic directions. The issues addressed by the Town Commissioners during their quarterly reviews are listed below:

Environmental quality:

- Beach Preservation Committee consisting of two Town commissioners to focus on beach re-nourishment, public education and awareness, and enforcement of the dune, beach and maritime forest vegetation.
- Support for the Caswell Beach Turtle Watch program.
- Storm-water projects to lessen effects of runoff and adherence to existing ordinances.
- For contractors working in Caswell Beach the Town's building inspector will meet and provide information on appropriate Town Ordinances and requirements.
- Continuance of efforts to protect marshes and woodlands.

Town Government:

- Elevate the current governing body from day to day operations to a policy making body with operational oversight.
- Maintain sound fiscal policies and effective use of taxpayer money to achieve the Town's vision using efficient multi-year planning e.g. cost/benefit analysis, outsourcing, joint ventures and comprehensive project data.
- Be aware of and pro-active toward land acquisition opportunities of benefit to the Town.
- Review the adequacy of the Town Charter in light of the increased complexities

facing the governing body.

Health and Safety:

- Implementation of and continued support to the “Ageing in Place” program.
- Transitioning to the new Public Services Facility Building.

Cohesive Community:

- Establish a welcoming committee for introducing newcomers to the Caswell Beach community.
- Review of the “Notify Me” system.
- Continual updating of Town’s web-site.
- Ensure that “special needs” individuals are identified.
- Preparation of a Town history document.

Overview

Preface

In 2002 the need for a Strategic Plan for the Town of Caswell Beach arose from a growing recognition that the affairs of the Town had become sufficiently complex to demand a multi-year comprehensive planning and management process document. This document would enable the Town Commissioners to discharge their leadership responsibilities in a more efficient and effective manner.

A second review of the plan and an update of accomplishments, along with future objectives were completed by the Caswell Beach Planning Board (hereafter referred to as The Board) in July 2009. A third review was initiated in May 2014 and was completed in May 2015. From that review, the status of the Strategic Plan actions and objectives were updated based on initiatives implemented by the Town of Caswell Beach during the past five years (2009-2014). These actions and objectives, noted in the 2009 strategic directions, were developed and defined by the Town and the Board. A modification of the “Format for tracking Strategic Plan Activities”, provided in the original Plan was used to list the Town’s specific actions in meeting the original strategic objectives. They also were used to develop future objectives that are needed to keep the Town moving toward its stated goal of enhancing the quality of life on Caswell Beach.

The Town of Caswell Beach adopted a “Town Administrator” form of operations in 2004 and where the 2004 Strategic plan discussed the role of the town Commissioners’ in daily duties and responsibilities, this role was not addressed in the 2009 revision nor is it in this 2009-2014 revision.

The structure of this revision parallels the original Strategic Plan to allow comparisons to the original to proceed more easily. The delivery of this supplement to the Strategic Plan to the Town Commissioners fulfills the Planning Board’s responsibility for monitoring the implementation process.

In 2016 the Town Commissioners initiated a review process whereby one of the strategic directions’ future objectives would be discussed each quarter. The Town’s Planning Board would develop a list of discussion items for that specific strategic direction for the Town Commissioners to discuss and take action when necessary.

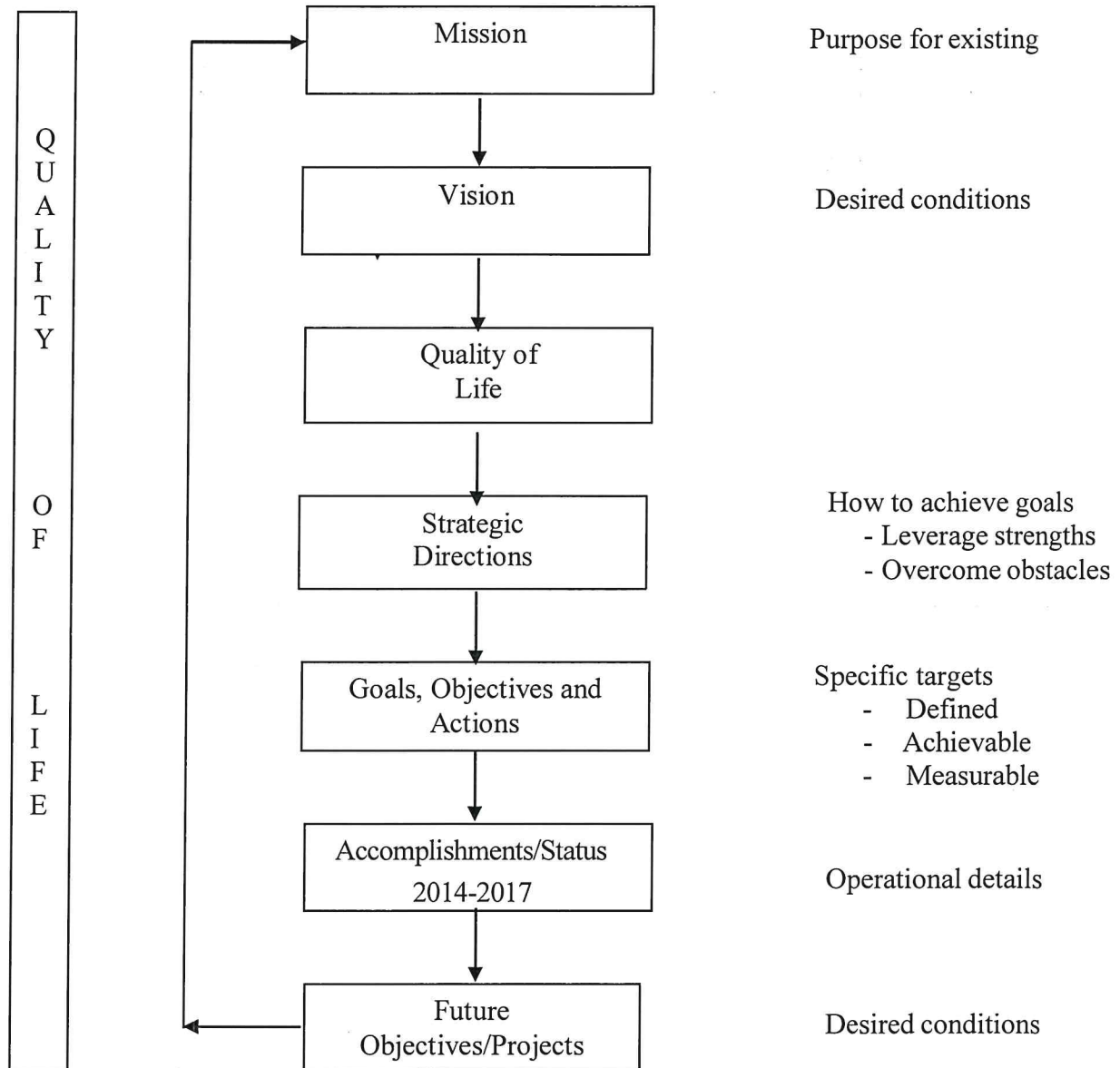
A review of the Strategic Directions was initiated in March 2017 to update and revise the initiatives that the Town had reviewed during 2016. The 2017 revisions were undertaken to keep the Town moving toward its stated goal of enhancing the quality of life on Caswell Beach as outlined in the original Strategic Plan (2009).

Strategic Planning Review Process

The purpose of the Caswell Beach Strategic Plan is to provide a road map and tools to achieve the Town's vision. In so doing, the Strategic Plan was designed to be the master-management guideline and discipline by which all subsequent plans and projects were to be developed and implemented over a multi-year period. The Town's efforts to meet the Plan's objectives (Figure 1) were determined during a series of meetings between the Planning Board members and the Town Administrator. A modification of the "Format for tracking Strategic Plan Activities" provided in the original Plan was used to list the Town's specific actions in meeting the original strategic objectives. Each "quality of life enabler" or strategic direction (Figure 2) was listed in a separate table in a manner that allowed each goal, objective and action to be evaluated during the review process. As the Board proceeded through the review process for the 2014-2017 time-period, accomplishments and future objectives were added to the tables. In this manner the Board and the Town could quickly and easily assess the progress toward meeting Town goals. At the same time, areas that required more effort also were identified.

The final tables resulting from the 2014-2017 review are presented in the Appendices. Two copies of each Table are included for each Strategic Direction. The first is the revised statement of objectives and actions, along with the Town's accomplishments and future objectives; and the second is a color-coded form that shows how the changes to the original Plan's statement of objectives and action were made.

Figure 1. Strategic Planning Review Process



This Process ensures that continuing actions taken to meet the Goals set forth in the Strategic Plan will enable The Town to achieve Its Vision and Quality Of Life.

I. The Town of Caswell Beach, North Carolina

Mission

The mission of the Town of Caswell Beach, a North Carolina residential beach community, is to provide leadership, cost-effective services and protection of individual and collective investment. The Town believes in necessary regulations, involved constituents, pragmatic independence*, efficient government, beach preservation, protection of natural resources, public health and safety, preservation of quality of life and stakeholder interests.

** Pragmatic independence is the desire of the Town of Caswell Beach to remain independent as long as it is viable.*

Vision

The vision of the Town of Caswell Beach is one of a viable residential community having the foresight, resources and will to meet new challenges and opportunities in accomplishing its mission. The Town is proud of its unique residential character, its natural assets and quality of life, and these will continue to be of paramount importance. Caswell Beach will provide cost-effective and timely services. Caswell Beach will endeavor to be a friendly, cohesive, community-spirited town in which the residents work together. Caswell Beach will continue to practice mutually beneficial relationships with local, state and federal governing bodies. These in combination will achieve the desired quality of life.

Quality of Life

Achieving the Town's Quality of Life

During the past 15 years the Town has initiated and implemented a number of programs and projects outlined in the (a) 2002 Strategic Plan and the subsequent (b) revision in 2009, (c) revision (2009-2014) and this current revision (2017) of the plan. All of these have been directed toward maintaining the unique character of Caswell Beach and thus supporting the Town as a desirable place to live. In developing the original 2002 Strategic Plan, four enablers were defined as necessary prerequisites to the quality of life, and thus the town vision.

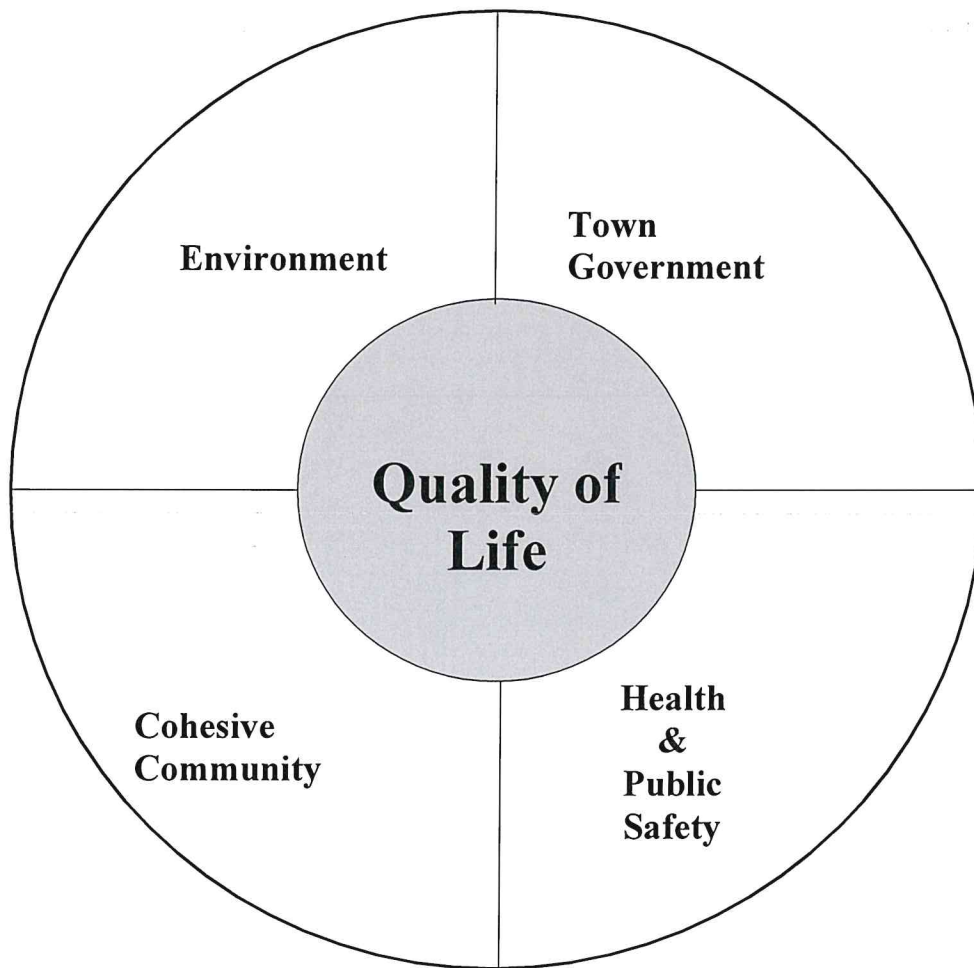
Figure 2 from the original Strategic Plan depicts the enablers that support the quality of life as defined by the Planning Board in developing the Strategic Plan. In this diagram, quality of life is the foremost and central desire of residents who moved to Caswell Beach.

Enablers to the Quality of Life: Strategic Directions

Environment:	Preserve and protect our endangered environment of physical and living natural beauty.
Town Government:	Provide an efficient and cost-effective Town government that meets the growing and challenging demands of Caswell Beach.
Health and Public Safety:	Assure the availability of human services and maintain a safe and secure environment.
Cohesive Community:	Achieve a community united with a shared town vision and spirit.

The accomplishments the Town has achieved associated with each strategic direction are summarized in the Sections that follow. Also included in the summaries are future objectives that specify projects and programs that will continue to lead the Town to enhance the quality of life in our community.

Figure 2. Enablers to the Quality of Life



The Consistent And Enduring Effort Applied Through Four Integrated Enablers Will Ensure The Desired Quality of Life.

Strategic Directions

Environment

Preserve and Protect Our Endangered Environment of Physical and Living Natural Beauty

The Town of Caswell Beach exists in a beautiful but fragile and endangered natural environment of truly priceless value. It is located on the eastern end of a south-facing barrier island that is bounded by the Atlantic Ocean on the south, the marshes and Intracoastal Waterway on the north, the Cape Fear River on the east and the Town of Oak Island on the west. This unusual location provides an abundance of physical and living natural beauty.

Caswell Beach is an outstanding place to live, work and play, but at the same time, it is presented with an awesome challenge and responsibility for protection of the natural beauty and wildlife that is an integral part of the lifestyle. The challenge of environmental protection is multidimensional and highly complex. Some factors are under the control of the Town, such as local construction, storm-water erosion and runoff, wastewater control and solid waste collection. However, a wide range of external factors also threaten the town's environment, including mainland and Cape Fear Basin storm-water and wastewater management, commercial and recreational boating, a growing regional vacation industry and, of course, beach erosion. It is therefore imperative that the Town dedicate itself to the perpetual task of environmental protection, whatever the threat, so that future generations can also enjoy the natural beauty of Caswell Beach. The following summary lists the projects/programs that have been implemented over the past three years (2014-2017). Also noted are the future projects/programs needed to ensure that this pristine beauty will endure:

Summary for Strategic Direction: Environment

A. Significant Accomplishments: implementing actions associated with the environment as specified in the Town Strategic Plan (2014-2017).

E1. Preserve and protect our endangered environment of physical and living natural beauty.

- Reactivated the Beach Preservation Committee. The committee is composed of two Town Commissioners.

E2. Protect the environment from the deleterious effects of storm-water by putting in place adequate management systems and controls.

- Enforcement of ordinances that require licensed professional engineer to supply engineered storm-water management plan with development permit applications.

E.3. Protect the environment from the deleterious effects of wastewater by developing a pro-active plan that is cost-effective and fair for our citizens and which uses management systems and controls.

- Turned over the wastewater collection system to Brunswick County.

E.4. Integrate development and implementation of the storm-water and wastewater projects to ensure compliance with regulatory requirements and awareness of cost benefits.

- Continued enforcement of storm-water ordinances.

E.5. Preserve marshes and woodlands.

- Continued periodic ground-water monitoring program.
- Ordinance prohibiting discharges from private boats.

E.6. Minimize light and noise pollution.

- Enforced ordinance concerning lighting and noise pollution.

E.7. Institute a citizen awareness program on environmental issues.

- Continued to update the Town “Notify Me” e-mail list for notifications.
- Developed a Town web-site for dissemination of information.

B. Future Objectives: Actions to be implemented to enhance the environmental quality of the Caswell Beach as specified in the Town Strategic Plan.

- Utilized, as needed, the Beach Preservation Committee to focus on beach re-nourishment, public education and awareness, and enforcement of the dune, beach and maritime forest vegetation.
- Continue to support the Caswell Beach Turtle Watch program.
- Storm-water projects to lessen effects of runoff and adherence to existing ordinances.
- Education for contractors working in Caswell Beach by the Town’s building inspector.
- Continuance of efforts to protect marshes and woodlands.

Town Government

Provide an Efficient and Cost-Effective Town Government that Meets the Growing and Challenging Demands of Caswell Beach

The form of Caswell Beach government adopted in 2004 has provided the Town Commissioners the time to focus on operational oversight and on policy and planning. The everyday operations are performed by the Town Administrator and a dedicated staff that are well qualified to conduct the functional aspects of Town daily activities.

Many projects and programs designed to meet the initial goals of the Strategic Plan and the subsequent revisions in 2009 and 2014, have been accomplished during the 2014-2017 period.

Summary for Strategic Direction: Government

A. Significant Accomplishments: implementing actions associated with the Town Government as specified in the Town Strategic Plan (2014-2017).

- G.3. Establish the practice of a Strategic Plan-based review at Town meetings.**
- Reviewed, on a quarterly basis, each of the “Strategic Directions”.

B. Future Objectives: Actions to be implemented associated with the Town Government as specified in the Town Strategic Plan.

- Continue efforts to encourage current governing body from performing day to day operations to a policy making body with operational oversight.
- Maintain sound fiscal policies and effective use of taxpayer money to achieve the Town’s vision using efficient multi-year planning e.g. cost/benefit analysis, outsourcing, joint ventures and comprehensive project data.
- Be aware of and pro-active toward land acquisition opportunities of benefit to the Town.
- Review the adequacy of the Town Charter in light of the increased complexities facing the governing body.

Health and Public Safety

Assure the Availability of Human Services and Maintain a Safe and Secure Community

The Town of Caswell Beach is a residential community located in a coastal regional area of a geographically dispersed population that has resulted in many key services also being dispersed. Human services being provided by the town include police, EMS, fire protection, building and code inspections. The waste-water system and water and tax billing and solid waste collection for the residents are paid to outside entities.

Overall, citizens enjoy a safe environment with a very low crime rate, good fire protection, and good access to quality professional medical facilities. During the period from the statement of original objectives, many projects /programs have been implemented, making Caswell Beach a safer and healthier place to reside. The future objectives recommended by the Board will continue to refine existing efforts and services and promote new approaches to potential problems.

Summary for Strategic Direction: Health and Safety.

A. Significant Accomplishments: implementing actions associated with the health and safety as specified in the Town Strategic Plan (2014-2017).

H.1. Provide effective and timely medical emergency services to the Town's residents.

- Constructed a Fire/EMS station in Caswell Beach

B. Future Objectives: Implementing actions associated with health and safety strategies.

- Continued support of the "Ageing in Place" program.

Cohesive Community

Achieve a Cohesive Community United with a Shared Town Vision and Spirit

Despite its small size and relative youth, the Town has developed as five separate and distinct neighborhoods: The Arboretum, Oak Island Beach Villas, Caswell Dunes, Ocean Greens and Caswell Beach Road. All but Caswell Beach Road have Home Owners/Condominium Owners Associations or the equivalent which are legal entities responsible for streets and street lighting, storm-water and waste-water management, landscaping, enforcement of restrictive covenants and other matters unique to their respective properties. The Town includes two corporate property owners, CP&L and the Oak Island Golf Club. In addition, there are two valued neighbors, the North Carolina Baptist Assembly and the U.S. Coast Guard, both with property adjoining the Town. For many reasons, the Town has developed without a shared vision and behavior. Some significant accomplishments have been achieved over the past 5 years (A), but there are still much needed to bring the community into a single minded unit.

The future objectives and actions for a Cohesive Community must be undertaken if we are, indeed, to be “The Best Little Beach Town in America”.

Summary for Strategic Direction: Cohesive Community

A. Significant Accomplishments: implementing actions associated with our cohesive community as specified in the Town Strategic Plan.

C.1. Know and care about each other, recognizing that we share in common the fact that we have chosen to live in the Town of Caswell Beach.

- Updated the Town Website.

B. Future Objectives: Actions to be implemented associated with the Cohesive Community strategy as specified in the Town Strategic Plan.

- Establish a welcoming committee for introducing newcomers to the Caswell Beach community.
- Review of the “Notify Me” system.
- Continual updating of Town’s web-site.
- Ensure that “special needs” individuals are identified.
- Preparation of a Town history document.

Appendices:

Appendix 1. Environment Strategic Direction.

Appendix 2. Government Strategic Direction.

Appendix 3. Health and Safety Strategic Direction.

Appendix 4. Cohesive Community Strategic Direction.