

**STRATEGIC PLAN
for the
Town of Caswell Beach**

Status of Implementation and Updates



May 2022

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.

The revisions and updates presented by the Planning Board April 2022 were adopted by the Caswell Beach Board of Commissioners by unanimous vote on May 12, 2022.

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Executive Summary

A review of the Caswell Beach Strategic Plan, by the Caswell Beach Planning Board, was begun in November 2021 to update and revise the initiatives identified by the Town in the 2017 edition. During the review process for the 2022 revisions, the Town requested that the Town's citizens provide input to the Strategic Plan preparation. This was a new approach to establishing initiatives.

The original Plan identified enabler categories (strategic directions) that provide support in maintaining the quality of life as defined by the Town's mission and vision. All initiatives implemented in the Town from 2002 through 2017 are, in some-way, associated with one of these strategic directions.

There were significant accomplishments achieved between 2017 and 2021. These are listed under the more comprehensive discussion of each strategic directive.

Actions needed to continue moving the Town toward its stated goal of maintaining and enhancing the quality of life on Caswell Beach can be accomplished by creating three standing committees composed of Town Commissioners and full-time Caswell Beach residents. These committees are:

- Community Activity/Communication Committee of volunteers willing to plan and organize community wide events.
- Beach Preservation and Environment Committee to focus on beach re-nourishment, public education and awareness, and all issues related to dune, beach, and maritime forest vegetation and protection of these resources.
- Public Safety/Emergency Planning Committee will focus on community health and safety issues.

The Caswell Beach Planning Board will provide support to the Town administration and Town Commissioners as requested and establish a Strategic Plan progress review process to be used by the Town Commissioners. The Planning Board will assist with review and advancement of town stormwater plans according to the needs and direction of the Town Commissioners

Completion of the future objectives identified during the 2021 review would be the responsibility of these committees, including recommending and advocating for specific actions as appropriate. Reports detailing committees' efforts would be provided to the Town Commissioners upon completion.

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.

A review of the Strategic Plan by the Caswell Beach Planning Board was begun in November 2021 to track and review the accomplishments that the Town had achieved during the period 2017-2021.

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 future projects were to be developed and implemented over a multi-year period. Initially the Town's efforts to meet the Plan's objectives were determined during a series of meetings between the Planning Board members and the Town Manager. During the 2022 review each strategic direction was assigned to an individual Planning Board member to be evaluated during the review process. For the 2022 review particular emphasis was placed on identifying areas that needed attention. Using the "Notify Me" system, citizens were asked to respond to several issues that were previously identified by the Planning Board members. All comments received from the survey are shown in Appendix A. These comments were factored into the final future objectives for the Town Commissioners' consideration. The final Strategic Direction tables resulting from the 2022 review are presented in the Appendix B.

Quality of Life

Achieving the Town's Quality of Life

During the past 20 years the Town has initiated and implemented several programs and projects outlined in the (a) 2002 Strategic Plan and the (b) revision in 2009, (c) revision 2009-2014 and (d) revision 2014-2017 of the plan. In the current review for the interval 2017-2021, all the new action items that are suggested have been directed toward maintaining the unique character of Caswell Beach.

The projects associated with each strategic direction, completed during the review period (2017-2021) are summarized in the Sections that follow. Also included in the summaries are suggested actions, when implemented in the future, will continue to lead to enhance the quality of life.

Strategic Directions

A. 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 six separate and distinct neighborhoods: The Arboretum, Oak Island Beach Villas, Caswell Dunes, Ocean Greens, Ocean Greens Condos, and Caswell Beach Road. All but Caswell Beach Road have Homeowners/Condominium Owners Associations or the equivalent which are legal entities responsible for streets and street lighting, stormwater management, landscaping, enforcement of restrictive covenants and other matters unique to their respective neighborhoods. 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.

Summary for Strategic Direction: Cohesive Community

A. Significant Accomplishments: *Some significant accomplishments have been achieved over the past 4 years (2017-2021) including:*

- Town leaders have sought public comment on important topics (i.e., Build to Line, Coastal Issues & upcoming storm water projects)
- Community members along with Town staff have been involved with the pickup of vegetative debris.
- Community members have volunteered to assist Town staff in storm water mitigation.

B. Actions suggested to further enhance the Cohesive Community strategy as specified in the 2022 Strategic Plan review.

Establish a Community Activity/Communication Committee of volunteers willing to plan and organize community wide events. Activities that the citizens of Caswell Beach identified during the public survey were the Bonfire Movie night, Coast Guard Appreciation Day, Turtle Watch Program, and a Meet and Greet with the Mayor and Commissioners.

Other activities this committee may want to consider are discussed in Appendix B.

Cohesive Communities and include:

- Appoint an individual to spearhead the development of a “Town History” document.
- Continual updating of Town’s website.
- Create a Town Directory that incorporates all citizen information.
- Ensure that “special needs” individuals are identified.

B. Environment

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

Caswell Beach is a beautiful natural environment of truly priceless value. At the same time, it is presented with an impressive 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 extraordinarily complex. Some factors are under the control of the Town, such as local construction, storm-water erosion and runoff, and solid waste collection. However, a wide range of external factors also threaten the town's environment, including mainland and Cape Fear Basin stormwater management, commercial and recreational boating, a growing regional vacation industry and, of course, beach erosion. It is therefore suggested that the Town continues to 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 five years (2017-2021). Also noted are the suggested projects/programs needed to ensure that this pristine beauty will endure.

Summary for Strategic Direction: Environment

A. Significant Accomplishments were achieved by the Town during the period 2017-2021 and these are discussed below:

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

- Established an ordinance limiting placement of swimming pools in the dunes.
- Material recycling has been supported through the ad valorem tax base.
- The "line of sight line" ordinance was replaced with "the Build-to-Line" strengthening the Town's ability to protect our shoreline.
- The Town has contracted with a coastal engineer to evaluate effects associated with dredging causing changes in our beach.
- Passed an ordinance protecting the Town's maritime forest.

Protect the environment from the deleterious effects of stormwater by putting in place adequate management systems and controls.

- Continued enforcement of ordinances that require licensed professional engineer to supply engineered storm-water management plan with development permit applications.
- An innovative storm water system designed to reduce high volume runoff and standing water along CBR was completed.
- Purchased a 4" diesel pump dedicated to the removal of storm water
- Continued periodic groundwater monitoring program to ensure the integrity of Caswell Beach and neighboring sewage systems.

Minimize light and noise pollution.

- Continued enforcement of the ordinance concerning lighting and noise pollution.

Institute a citizen awareness program on environmental issues.

- Continued to update the Town “Notify Me” e-mail list for notifications.
- Utilized the Town website to keep both citizens and visitors aware of Caswell Beach activities.

B. Suggested actions to be implemented to enhance the environmental quality of Caswell Beach as specified in the Town Strategic Plan.

Form a Beach Preservation and Environment Committee to focus on beach preservation and re-nourishment, public education and awareness, and enforcement of the dune, beach, and maritime forest vegetation. The initial focus of the committee will be to develop a “Long Range Beach Preservation Plan” to reflect current scientific thinking.

Other activities appropriate to this committee are discussed in Appendix B. Environment and include:

- Review regulations regarding sand dune disturbance during building construction or renovation.
- Review rules regarding pool placement on ocean front properties and the placement of sand that is displaced during pool installation.
- Continue to track beach preservation methods.
- Continue to participate in organizations associated with the preservation of coastal areas.
- Continue the Town’s participation in the Regional Sand Management Plan.
- Increase citizen awareness of all efforts related to the above efforts.
- Continue support for the Caswell Beach Turtle Watch program.
- Develop educational programs to highlight the extent of- and importance of the Maritime Forest within Caswell Beach and work with the Caswell Beach Plantation to enforce existing ordinance.

C. 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 Manager 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 revisions in 2009 and 2014, have been accomplished during the 2014-2017 period.

Summary for Strategic Direction: Government

A. Significant Accomplishments:

- The utilization of a Council/ Manager form of government has been adopted.
- The Town has successfully obtained grants to share the cost of major projects and will continue to seek grants for future projects.
- Taxes have been kept low, while maintaining service level.
- Efforts to maintain Caswell Beach's CRS rating for flood insurance are continuing.
- Issues effecting Caswell Beach have been kept transparent by the Staff's open-door policy.

B. Actions suggested in associated with the Town Government as specified in the Town Strategic Plan.

Utilize the Caswell Beach Planning Board to provide support to the Town Commissioners and administrator. Initially, the Board will work to establish a Strategic Plan review process that can be used by the Town Commissioners to measure the progress of suggested actions. Also, the Board can assist in identifying and recruiting Town's citizens to positions on committees as specified in the 2022 Strategic Plan.

Other suggested activities for the Board to consider are discussed in Appendix B. Town Government and include:

- Review the Town's current stormwater mitigation plan. This review then would suggest changes or additions to the projects if necessary.
- Posting agendas of various Town organization meetings, such as the Planning Board.
- Assist in providing information on the Town's website to the Caswell Beach citizens on current and impending plans/projects/issues.
- Review Ordinances relating to rentals being sure to incorporate Air BNB and VRBOs.

D. Health and Public Safety

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

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.

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 suggested 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 (2017-2021).

- Designated pedestrian crosswalks at the entrance to Caswell Dunes, and from the lighthouse parking area to the beach boardwalk.
- Supported the Friends of Oak Island Lighthouse in constructing a new parking area and walkway so that visitors to the Lighthouse could safely access the Lighthouse grounds
- Purchased electronic signs for speed control.
- Purchase of handheld radar.
- Provided roving patrol on the beach during tourist season.
- Both an EMS and fire station were positioned with the Town.
- Daily calls to residents with mobility issues to evaluate welfare.
- Police Officers perform home checks upon request.

B. Actions to be implemented associated with the health and safety as specified in the Town Strategic Plan.

Form a Public Safety/Emergency Planning Committee in support of public safety, and health initiatives.

Other suggested activities for this committee to consider are discussed in Appendix B. Health and safety and include:

- Review the “Southeast NC Regional Hazard Mitigation Plan” for Caswell Beach specific items and update the Caswell Beach Hazardous Mitigation Plan.

- Facilitate access of the Caswell Beach citizens to the educational and training resources that may be available from the Town's Fire and EMS services.
- Provide information/training regarding home preparation prior to storms along with protocols for evacuation and reentry to the Town post-storm.
- Support the "ageing in place" program and review the "Life Alert" systems for aging citizens.
- Communicate appropriate information that details the services of each medical facility on Oak Island/Southport.
- Require all rentals to provide a notice prominently displayed that provides beach safety regulations.

Composition and Function of The Strategic Directive Committees.

The Strategic Directive committees identified in this plan are:

- Community Activity/Communication Committee of volunteers willing to plan and organize community wide events.
- Beach Preservation and Environment Committee to focus on beach re-nourishment, dune protection, public education and awareness, and all issues related to dune, beach, and maritime forest vegetation and protection of these resources.
- Utilize the Caswell Beach Planning Board to provide support to the Town Commissioners and Manager and establish a Strategic Plan review process to be used by the Town Commissioners. Also, the Board can assist in identifying and recruiting Town's citizens to positions on committees as specified in the 2022 Strategic Plan.
- Public Safety/Emergency Planning Committee will focus on community health and safety issues of all sorts which might affect the community including but not limited to hazard mitigation, storm readiness, fire safety issues, road safety, etc.

Each of the proposed standing committees will be composed of volunteers from the Town's citizens. One Commissioner will be appointed to act as a liaison between the committee and the Town's governing body.

Once individuals are selected to the committees, they will elect a chairperson, who will serve as the spoke-person for the committee. The next order of business for the committee will be to evaluate the suggested Strategic Directive actions associated with their committee from appendix B in the Strategic Plan. The committees also should determine if there are any additional actions/future objectives that should be addressed.

As the actions/future objectives are completed, e.g., "development of a Beach Preservation Plan", the committee will prepare a written report. The report will form a rationale to support any actions the committee suggests that the Town Commissioners or the Planning Board need to consider for implementation.

APPENDIX A

Community Input : Questionnaire and Citizen Comments.
Planning Board Strategic Plan 2022

A). The following are areas of focus for our goal to have a COHESIVE COMMUNITY: 1)

Establish Community Activity/Communication Committee of volunteers willing to plan and organize community wide events. Also, continue the spirit of maintaining communication among the Town, the Baptist Assembly, and the Coast Guard Station. 2) Identify an individual to determine the status of the Town history document. Publish the history on the Town website. If you have any comments or additional ideas, please list below:

1) Establish Community Activity/Communication Committee of volunteers willing to plan and organize community wide events. Also, continue the spirit of maintaining communication among the Town, the Baptist Assembly, and the Coast Guard Station.

- Agree.
- Agreed.
- Agree.
- The Town used to sponsor a beach bonfire which was a wonderful way to bring the community together. I'd love to see that resurrected. Also, I miss that we no longer host the Wounded Warrior event on the beach. That program was an important way to honor those who served and gave so much. Perhaps we could also have a movie night on the beach. Bringing people out to meet and mingle is a wonderful way to meet our neighbors.
- Since a large percentage of people are not full time residents of the town an annual event or week for which activities are held, officials are available, and meetings done would be great. A set time for this such as the "2nd week in March" each year (off season) that we could block out well in advance in perpetuity would be most helpful.
- Yes. All good ideas.
- I agree that the Town needs to engage the community and have volunteers involved in planning community activities. There has been a huge influx of newcomers and many are unaware of the unique features of our Town. I agree the history of the Town needs to be collated and posted on the Town website. The Town website needs to be more comprehensive and include more information about the ecological features of our community. Tourists have discovered us and the first place they start is via the web.
- Sounds good!
- Good ideas. Could do a town appreciation day for Coast Guard, say on Veterans Day? Is similar communication ongoing with the Duke Energy installation? It would be great is beach-plants could be planted outside the fence along Caswell Beach Road. This would generally improve the appearance of our town. And seems especially appropriate now that the Golf Club and the Beach Villas have been upgraded.
- Advocate of community events committee.
- first focus is good; second not necessary.
- We could probably figure it out, but it would be interesting to know how many owners are full-time residents, how many are part-time residents who don't rent their properties, and now many are basically investors who rent their properties most of the time. The list above does not include Duke Energy. It would be interesting to know more about relations with Duke. The pump station facility is both a great asset but also a potential liability. Should we/do we work with Duke to maintain its prominent property, keep it landscaped, and keep advised of its long-term plans for its facilities?

- With all the HOAs around not sure we need any more community wide events i.e. entertainment.
- I have less enthusiasm for community events and history (other than to prevent repetition of policies that proved to be ill advised in retrospect). I would support a community wide event to remove Elaeagnus, but not very interested in community social events.
- Agreed. A cohesive community would be supported by having a method of communicating to full time and part time residents who own property in the town. A mailed monthly letter to the billing address of each parcel could be an option.
- I (Shirley Johnson - OceanGreens HOA) am interested in participating on item 1.
- As a new permanent resident of Caswell Beach, I would like to learn more about this & possibly be involved in some way. Jon Zaley, 1000 Caswell Beach Rd #912, Caswell Beach NC 28465, 847-989-1999, jmzaley@yahoo.com.
- Never liked the cohesive community focus as it is hard to measure success.
- I would love an email group for community events- trash pick up, etc.. I don't like to do Facebook but check emails every day.
- Caswell Beach community wide activities would be a great way to get to know our neighbors outside of our residential neighborhood. I think this would enhance the sense of community within our town.
- Community wide events would be great.
- The owner non renters like us want to have a community atmosphere. We didn't buy here to be surrounded by rentals and loud noise/lights from twenty ppl in one house. Hopefully our leadership can provide guidance that satisfies those who are invested personally here and those who are using CB as an investment but aren't personally invested.
- I started and now maintain the Caswell Beach Rd directory and we have found over the past five years that this has helped our CBR residents be more aware of one another and helped foster relationships. I would certainly welcome more conversation with the Baptist Assembly and Coast Guard station so that they feel and act more part of our community (from Debbie Wood).
- Why isn't the golf course included in #1?

2) Identify an individual to determine the status of the Town history document. Publish the history on the Town website.

- History would be nice rest isn't necessary.
- The history of Caswell is rich and documenting and publishing this history online would be a great addition to the website. I personally would love to see an updated version of the website. but I understand resources are limited.
- Get Frank Bausch input while you can.
- Sounds good.
- Maintaining/organizing town history website is a good idea.
- Good idea.
- Agree.

- Yes, I fully support having a historian and a history of the town.
- Very good.
- 1)support 2)support.
- I'd like a history.
- Fabulous!
- sounds good.
- good idea!
- Definitely do #2.
- Excellent!

3). Miscellaneous COHESIVE COMMUNITY comments

- Let's crack down on speeders and failure to stop at cross walks!

B). The following are areas of focus for our ENVIRONMENT: 1) Re-form the Beach Preservation Committee to include Caswell Beach citizens 2) Review and consider tightening regulations regarding sand dune disturbance during building construction or modification. 3) Review and consider tightening rules regarding pool placement on ocean front properties and the placement of sand that is displaced during pool installation. If you have any comments or additional ideas, please list below:

1) Re-form the Beach Preservation Committee to include Caswell Beach citizens

- Agree
- Yes to all.
- Actions on the environment are critical to our community. Each of these actions are needed to preserve Caswell Beach's unique environment and ambience.
- Agreed that these three areas are of key importance. I also believe public safety should be added as a fourth initiative.
- All good actions.
- I am in total agreement that the Beach Preservation Committee should be re-formed to include CB citizens.
- Agree. Need forward thinking leadership for beach preservation to acknowledge and plan for climate changes in future decades and preserving the unique aspects of CB that appeal to people who want a less crowded and less commercial beach experience as owners, full and part time residents and as renters who help drive the economy.
- Support all above.
- All of these are good.
- Sounds like a good idea.
- Yes, to beach preservation committee to include Caswell Beach citizens.
- These are all good ideas.
- Absolutely for all three.
- I wholeheartedly support all the above.
- Reform not only the beach committee but also the Stormwater Committee as well as forming a brand new one to deal with Hazard Mitigation.
- in favor of all of the above.
- Agreed.
- All of these are sorely needed.
- I agree with all three of these suggestions.
- Yes. Extremely important.
- Focus on #1 and #2.

2) Review and consider tightening regulations regarding sand dune disturbance during building construction or modification.

- The preservation of the dunes should be a top priority.
- Protecting our dunes protects us all during storms.

- I support tightening regulations pertaining to dune disturbance and reducing what is allowed to be disturbed, I think the dune and vegetation area is vital to the protection of the shoreline and the existing properties.
- I also support regulatory ordinances that govern sand disturbance by any organization that impact the dune sand areas.
- Appreciate the concern with beach front disturbance, but we are also concerned about marsh-side disturbances, the entire length of town. The back side of the Caswell dune system is also being disturbed. Bulkheads, re-vegetation, and storm water discharge to the marsh all need attention.
- Not sure what the plans currently include.... but the access at 200 has lost several steps to dune growth....and grasses are beginning to grow up in the pathway of those areas that have been covered. This is good news for the dunes, but we should have some regular schedule/plan for review and extending the access out beyond dune vegetation growth.
- Yes, we support this. We would also support some regulation of dune disturbances in general. For example, some dunes tops are being regularly trimmed to remove all vegetation which is an eyesore and ill-advised for dune health.
- Review and enhance regulations regarding our natural vegetative resources throughout Caswell Beach township, especially on the land side and marsh sides.
- Review and tighten regulations to prevent disturbance and cutting in areas zoned conservation
- The dunes can be destroyed by one significant storm, CB is appealing for protection they provide but also for the beauty of old, non-manmade structures and the ability to have direct walkways from beach front properties (unlike OKI).
- Our precious dunes are the envy of many!!! 1)support 2)support 3)support not just placement of sand but minimal destruction to the vegetation which is supporting the dune structure.
- In the 1990's the dunes areas were very narrow or non existent prior to the beach restorations. Now that we have healthy dunes I support protecting these areas from encroachment from other structures or pools.
- Some of the reasons we have done so well during major storms is (1) because of our walkways over the dunes rather than cut-ins which allows the ocean to breach and destroy dunes (2) the protection we have by having multiple dunes that have built up and our restricted building access to protect the dunes (3) the restriction of not walking on the dunes. If we allow builders and residents to cut into the dunes, it impacts all of us, not just those houses that are being constructed or modified. And we need to be consistent in what we do. There are multiple instances as you walk up and down the beach (or even look on the marshside) where residents and/or builders have gone outside the town ordinances with fences, setbacks, changes, etc. And when some of these have been called to the attention of the town, they've been ignored or allowed to happen anyway. Penalties should be assessed for non conformance, the person(s) making those changes should be made to restore the landscape back to its original condition and there should be harsher penalties assessed to repeat offenders.

3) Review and consider tightening rules regarding pool placement on ocean front properties and the placement of sand that is displaced during pool installation.

- I agree with these proposed changes. I also think they need to review the zoning for what is allowed to be built on the lots and how it affects the neighbors sight lines negatively due to the new heights of the homes and how they can be built to block views of the adjoining neighbors. I thought they were not supposed to be able to build a home that blocks the views of an existing home.
- Item #3 should be broadened to include any visual disturbance created by an individual, this could include decks, walkways, overhangs, poles, lights, sculptures, fences, pools, etc... In short, anything that interferes with the visual to the ocean.
- With the new ordinance in place the only change would be placement of the pool directly behind the residence and can't be wider then the residence.
- I am not in favor of any pool placement in the dune areas.
- I would like to see pools not allowed on beachfront properties. I like the natural, undeveloped feel of Caswell. If pools are allowed, it will attract more investors and increase the rental market.
- Make the rules much more restrictive on pools and raise the fines for dune disturbances
- The current ordinance allows dune-destruction across a 40-foot swath of dunes. For this reason--and because an ocean-front pool can increase rental revenue by \$1,000/week, which means that many such pools will be built, I suggest the following further restrictions for ocean-front property: 1. Limiting the square-footage of new pools that are built seaward from the home 2. Charging (a) a substantial pool building-permit fee (e.g., \$50,000), (b) a square-footage fee, and/or (c) annual fees (all of which would help contribute to our dune preservation fund)--all to be charged ONLY for pools built seaward of the home. 3. Stopping FUTURE ocean-front property owners (new purchasers) from building a pool seaward of the home...or if the Town Council might reconsider this: 4. Stopping ALL (current and future) ocean-front property-owners from building new pools seaward of the home, going forward (pool-location-moratorium) Also, I suggest that the Town make efforts to increase all citizens' awareness of the following, which taken together--I believe--indicate that we need to be more proactive in protecting our dunes: 1. The dredging of the Cape Fear channel by the Corps of Engineers tends to erode our beach--and would--except for the periodic donation of FREE sand to our beach by the Corps. 2. The Corps is not compelled to donate this sand to us--AND OTHERS CAN REQUEST THAT SAND. Currently, the Audobon Society is talking with the Corps about Bird Island. There are many, many sand-replacement projects going on in the Cape Fear area--projects to which the Corps is not donating sand, currently. 3. The percentage of dredged sand that is "beach quality" could decline and/or Federal policies could change. 4. Caswell Beach is a tiny town that cannot afford beach-renourishment or sand-replacement.

- I think we should revisit our recent pool ordinance and include something different for new ocean front homes.... requiring them to fit the footprint of their home and the pool within the space available without impacting the dunes....at all. Beach Access Maintenance....
- I didn't realize pool placement was much of an issue; that many pools being built??
- The recent resolution that was passed by the council does improve the town's ability to define what is acceptable from what is not in terms of pool placement. Agreed. However, the 40 ft. from primary structure directive may be rather vague about how much destruction to the dune is allowed. By this I mean that the pool may fall within the 40 ft. however the earth moving equipment that is used may be disturbing areas that are well beyond the 40 ft. I am very interested in how this is controlled under the new resolution. Do we specifically say that no equipment may alter the dunes more than 10 or 20 ft. beyond the 40 ft. It may but I am not aware of the actual wording. If not, I believe it should be included to minimize the impact of building pools on the ocean side of any residence. Lastly, the railings that are allowed today are intended to be rather transparent however when viewed at an angle through more than one railing makes them appear much more opaque than transparent and I feel that having lost our view of Bald Head from my mother's deck at 207 CBR the requirements should be more stringent. I appreciate you trying to get more citizen involvement in governing our beach.
- Prohibit in-dune pools.
- I agree with limiting installation of pools. I also would be interested in code requirements for building on the marsh side of the beach. There is a small fine for WALKING on dunes yet thousands of gallons POOL can be placed on top of one, not counting the disturbance of land past the current 40 foot regulation in order to place the surround & drop in the pool. We are seeing this at 309 currently under construction. BTW up the fine amount please so ppl understand we're serious about protecting those dunes. If oceanside owners desire pools, any new builds will have to place their property closer to the road, current build would be allowed but at less than 40ft if there isn't an ability to place the pool without disturbing the most landward dune. The building inspector and the town need to enforce not disturbing the dunes which may mean that you only get a 20ft pool & surround. Previous emails to board link research documenting most landward dunes are the most valuable. In addition, when the previous town manager was shown the most offending pool (peach house) with white surround that doesn't meet the non obstructed view regulation, our neighbor reported he said, "what can I do now?" Who is in charge of non-compliance and enforcing restriction if not town management? marshside properties likewise should have restrictive guidelines regarding pools. Personally we are not in favor of any pools on the marsh side.

4). Miscellaneous ENVIRONMENT concerns:

- Review and strengthen regulations regarding storm water.
- Our ENVIRONMENT also includes the straggly remains of the "Maritime forest" which is being daily consumed by Elaeagnus. IF any of the native plants that comprise "maritime

forest" are to be salvaged, the *Elaeagnus* needs to be removed NOW. This invasive non-native destructive force needs to be removed from public as well as private lands. Most people do not even SEE it as "it's all green"...People need to be educated to see native from non-native plants and the planting of non-native invasives should be stopped and those already flourishing should be removed.

- Review and enforce exterior lighting restrictions to reduce light pollution in our area.
- Tighten rules for the maritime forest and enforce any violators. There was recently some unauthorized trimming of trees and vines. Violators should be prosecuted.
- PARKING AREA at lighthouse destroyed a large swath of maritime forest which is endangered. In addition when the town manager was questioned during construction, he reported 30 minute parking but instead it is 1hr. We live close to this parking lot and many ppl seem to have figured out that there are no tickets written and use it for their day at the beach. In addition there are regulars who walk their dogs (we have seen increase in feces not picked up along beach). Also, we've never seen 15 cars worth of ppl at the lighthouse, (people are using it to go to the beach). The parking seems much too large for the reasons given to build it. 2 main points: if there are ever future plans to add parking and destroy maritime forest, can the community be well informed with good explanation as to WHY we'd destroy endanger maritime forest? the argument of not walking along the road seems weak as visitors still do. Second, would you consider installing parking meters at the rate of \$5/hour (as is done near Wilmington beach) to discourage the park all day people if the violators can't be ticketed. This could also generate revenue.
- Have volunteers patrol the beach to remind people to pick up trash, fill in holes, and take beach gear with them every day when they leave the beach.
- Protecting the environment is a stated goal of Caswell Beach. Light pollution is an ever increasing issue for wildlife (turtles and birds alike) and should be address with the same vigor as chemical pollution or sewage would be. Not only does it impact wildlife but also spoils the enjoyment of those interested in astronomy or just showing grandchildren a few constellations. New homes are being built with 3,4,5 exterior lights on the house that come on every night, even when unoccupied for weeks. They have spotlights shining up at the homes, spilling over onto neighbors properties and into their windows and lighting up the night sky. Brunswick county has restrictions that are not being enforced and either are the existing restrictions in Caswell beach. Better to try and get ahead of this pollution now before it gets out of hand. A side benefit of keeping the lights off is reducing pollution by saving energy.
- Rebuild the dunes walkover at Pinehurst Drive before it is completely buried.

C). The following are areas of focus for our Town GOVERNMENT: 1) Regular periodic review of each of the enabler categories focusing on actions identified in the review of the Strategic Plan. 2) Acquire and retain a Town Building Inspector. If you have any comments or additional ideas, please list below:

1) Regular periodic review of each of the enabler categories focusing on actions identified in the review of the Strategic Plan.

- Agree.
- Agreed.
- I am in agreement with #1 and support the hiring a Town Building Inspector.
- Town is currently doing this.
- Seriously consider reformation to the town manager format.
- Consider having item 1 as a standard agenda item during town council meetings.
- Re plan review, fully support periodic (annual review), start with the Hazard Mitigation Plan.

2) Acquire and retain a Town Building Inspector.

- Acquiring a Building Inspector is critical in light of the tremendous amount of building in Caswell Beach.
- A town building inspector would be a great acquisition - it is clear in speaking with builders in our town that this is needed.
- A Building Inspector is a must! We live in an environmentally sensitive area, barely above sea level. We need to ensure that all building meets code.
- Agree, an inspector would be nice to police some of the building activity.
- If the budget can handle the expense, then yes.
- I highly support having our own inspector.
- A Town Building inspector is an absolute need in our community!
- Not sure I understand #1. Would need to know more re: Inspector. Cost, how are current codes maintained; could we share w/ TOI if possible for cost savings, etc.
- We need a building inspector.
- Hire a low-wage/part-time "committee coordinator" to communicate with committees and keep town officials informed, increase communication across committees where appropriate, etc.
- Strongly encourage a building inspector.
- i do not know how building inspections work now.
- Not sure about enabler information- do u mean a full time inspector? Is there not already one?!
- I thought we had a bldg inspector; I'm sure one came to my house when we were bldg an expanded back deck. Yes we need one if we don't now have one.
- Is there enough building to require an on staff building inspector just for Caswell Beach? Does the County not have one that can take care of Caswell Beach in addition to other duties at no cost to Caswell Beach since any homeowner requiring a permit would pay a county fee thus not expanding our number of employees and cost?

- Item 2, while the cost of an inspector (even part-time) is not cheap, it is my belief as a architect that we are making a huge mistake to rely on Brunswick county to provide this service.
- Agree.
- Building inspector, yes, we need one.
- Yes, code enforcement seems to be weak. The visual barrier ordinance could be better enforced. Also, multiple parcels apparently zoned as R8-SF are being marketed for sale even though they do not meet the 8,000 sf lot size requirement. Will zoning be enforced? If so, when and by whom? A clear process to proactively raise these type of issues could be helpful to preserve the nature and character of the town. Unfamiliar with how current building inspections are handled, but this makes sense if necessary.
- And yes get a building inspector.
- Definitely needed.
- Yes. Thanks to the town building inspector in 2015 when we had a "roadblock" with a new AC installation the problem was quickly resolved.
- Yes please lets get a building inspector!
- Yes we need an inspector.
- #2! Yes, please!
- We definitely need a full time Town Building Inspector that can keep a handle on all of the activity going on and be certain changes conform to the building ordinances. This will also insure that we collect fees associated with new and existing building changes. We have waited too long to have a full time inspector and are now dealing with rogue builders that have made changes without gaining permits or conforming to standards.
- I do not understand why we no longer have an Inspector. This is a vital role.
- Very much in favor of getting a building Inspector!
- County inspection is a joke .I have been year and still haven't gotten permits resolved. We need our own inspector.
- Definitely prioritize #2.
- If you don't have an inspector who is completely independent and not friends with the main players and builders in town then you don't need to worry about rules and ordinances as they will not be followed anyway.

3). Miscellaneous GOVERNMENT comments:

- We are non-resident owners. Anything to help us be more informed is welcome. Notify Me is helpful and could be used more. Technology now allows low-cost video cast meetings and recorded meetings. We would welcome the chance to attend or review meetings remotely.
- In light of the issues Southport has had with Air BnB....and the turnover of houses as ownership changes occur, I think we should get ahead of the potential problem and have some analysis and thinking on just how many houses being seasonal rentals would change our community from a quiet beach where families visit and live into a tourist destination with all the relevant problems associated with that. Additionally, large houses

with 5+ bedrooms are not only great places to get away with the kids and grandkids.... but great places to have as “party houses” ...which isn’t a problem when the owner is present, or when a Real Estate Agency is available to help with any problems that occur.... but can be a real issue which only the police can resolve if neighbors don’t know how to get in touch with owners....as often happens when folks buy and put on Air B&B as investment properties. Flooding on Caswell Beach Road.... not the kind we get the pumps out for. There seems to be inadequate drainage for simple heavy rains at numerous places on CBR. What are our options for managing this?

D). The following are areas of focus for our goal to ensure HEALTH AND PUBLIC SAFETY: 1) Encourage the Fire/EMS Departments to conduct training sessions on fire prevention for the citizens. 2) Work with the rentals to have a notice prominently displayed that provides telephone numbers to access Fire, EMS, and Police. Also have a notice prominently displayed that outlines the beach safety regulations (i.e., do not walk in dunes; swim at own risk; fill in holes; clean up after pets; understand undertows; do not leave chairs, umbrellas, etc. on beach at night; do not disturb turtle nests; fire permits). 3) Review existing signage at beach accesses to assure signage is appropriate and visible, specifically at it relates to dunes and pets. Consider enhanced signage (like the beach accesses at the 800 & 900 blocks of Caswell Beach Road) to encourage vehicles to slow down at the lighthouse. If you have any comments or additional ideas, please list below:

1) Encourage the Fire/EMS Departments to conduct training sessions on fire prevention for the citizens.

- Good safety measures for the Town's residents and visitors.
- I agree that the Town needs to expand the safety education in the community. This weekend's fire at Bald Head may provide some insight on how best to proceed with this initiative. I agree the rental agencies must be engaged in the mission to require visitors to respect the ordinances that the Town has in place. This is also an ongoing challenge for the HOA's. I agree that more targeted signage is needed to help with messaging to all owners and guests. Perhaps a review of other coastal communities' signage would provide insight to improve effectiveness and reduce potential "sign pollution".
- Agree.
- Great list. Does Caswell Beach need to pitch in on boat safety issues? Also, we run into wildlife issues from time to time. Education on wildlife management resources might be good. People do drive too fast, everywhere, not just at the lighthouse.
- Especially after the recent BHI fires, I can understand the need for resident training. I'd also like to see some training on hurricane preparedness too. As for signage, since I now live at Oak Island Beach Villas, all the above signage is prominently displayed on this property. Prior to becoming a permanent resident, I was a long time Caswell Beach seasonal house renter, & know most of the rental companies provide this information to the seasonal renters. Not sure how many homes are rented out directly by the owners/residents, but I would think it is common sense to provide this information to the renters.

2) Work with the rentals to have a notice prominently displayed that provides telephone numbers to access Fire, EMS, and Police. Also have a notice prominently displayed that outlines the beach safety regulations (i.e., do not walk in dunes; swim at own risk; fill in holes; clean up after pets; understand undertows; do not leave chairs, umbrellas, etc. on beach at night; do not disturb turtle nests; fire permits).

- Similar to many other municipalities of similar size, I believe it is prudent for Caswell to form a public safety committee to oversee the actions of the various agencies protecting

our town. The committee could include town council members and council appointed citizens. The goal would be to hold a monthly meeting discussing public safety activities including call volumes, training opportunities, volunteer recruitment, town initiatives, and any other items that impact our towns public safety (Fire/EMS/Police). The value in this subcommittee lies in the fact that 2/3 of our public safety departments are not operated by the town (Southport Fire and Brunswick EMS) so this committee would give us better oversight and input into the level of services we receive.

- Please contact myself, Parker Yount, at pyount@lenovo.com for any further questions about my public safety committee proposal. I would love to talk to any member of council or the town manager if there is any interest at all. Thank you!
- While most citizens are happy with the current services it appears, that doesn't mean we can't be more knowledgeable and striving for the highest performance possible.
- Improved signs are fine, but we need less signs not more.
- Yes, we definitely need access and information on the fire department, especially after the fire on Bald head last weekend.
- Also, tighten up dog leash laws to keep dogs on leash during summer season. Too many people are not doing that and don't have their animals under control. I like dogs but don't like strange dogs running up to me under any circumstance.
- Rules state nothing should be left on the beach after dark, yet some people leave up tents and chairs. These rules as well as the unfilled holes need to be enforced!! If you don't have the manpower to patrol the beach, encourage reporting by including contact information on the signs. This is really bad for the turtles.
- Encourage regular patrolling of all areas of CB by police.
- I support strongly--renters leave large holes and leave beach facing lights on routinely during turtle season.
- Also - while i support our efforts of our turtle patrols, they should not become the rulers, I do not want that to overcome the power of nature we experience. When my kids were growing up, when turtle nest hatch we sent them down by the water with a flashlight to guide the turtles. What an experience! We seem to be moving to more controls as to use of the beach. Leaving stuff on the beach etc. i would not like us to become like Oak Island. We are a special place in my mind let's keep it that way.
- I would also encourage signage at the end of public walkways that drop into Caswell Beach Rd asking them to stop and look both ways. Especially during the summer, people will just step out into the road without even stopping.
- Improved and more timely signage on the tide conditions, similar to those used at Oak Island should be used.
- Speeding on CB Rd is definitely a problem. I use the road for bicycle rides and the biggest speeders are...contractors and parents running late for their kids swimming classes. Why not include recycling messages on rental properties?

3) Review existing signage at beach accesses to assure signage is appropriate and visible, specifically as it relates to dunes and pets. Consider enhanced signage (like the beach accesses at the 800 & 900 blocks of Caswell Beach Road) to encourage vehicles to slow down at the lighthouse.

- Add signage at Bob Spake Way to encourage vehicles to slow down. There is a curve in the road just before Bob Spake heading as one is heading eastward making it difficult for vehicles to see pedestrians or for pedestrians to see cars until they come around the curve. As most of us know the 35 MPH speed limit is commonly disregarded.
- Agree, but get rid of slow down signs/areas and make the speed limit 25 mph along the entire road.
- Also, if the lighthouse parking is for that and not beach parking, enforce it. Otherwise, amend the use.
- Let's add stop signs and ticket everyone for failure to stop!!!
- Do something to better enforce the cross walks including a speed bump.
- Speeding and traffic on Caswell Beach Road. We continue to have speeders and speed enforcement doesn't seem to be a priority. I am especially concerned by a few folks speeding West on CBR. Many times, you can't see who is in the cross-walk at the Lighthouse until you top the "hill". Someone could be seriously hurt. Additionally, we have lots of runners and bikers who are at risk. Do we need to consider sidewalks? a raised boardwalk or something to protect pedestrians. Additionally, we should consider other options for speed "education" and reduction. (Solar powered "your speed is" signs..., ticketing.... pedestrian walkways at most/all beach accesses.
- We need to do something more about speeding please. It's difficult to walk down the street at any time but especially peak hours because people speed so much. It is very unsafe. Have we explored options like speed bumps? We moved from the 600 block to the 100 block, and it is no better. Especially at school start and release times.
- Yes. We also support requiring rental properties to communicate beach safety and courtesy regulations to their short-term tenants. Many out-of-town visitors simply are not aware of community norms and expectations and would likely adhere if educated. As more people continue to visit, more visitor education seems to be a needed first step.
- Consider adding "tips for recycling materials" and other trash collection as an item of focus.
- Caswell police doing a good job monitoring & ticketing parked vehicles along the roadways, overall good job on monitoring speeders. Slow down or stop at lighthouse may have prevented us from having to destroy maritime forest for parking.
- Would also be helpful to encourage vehicles to slow down and move over when passing bikers, joggers, walkers, and individuals walking their pets to embrace safety for all.
- Crossing sign at Bob Spake Way, please. It's right at a blind curve in the road and vehicles do not obey the speed limit in that stretch of road.
- Clearing the beach at night is important for turtles as well as people. It has not been enforced. The reduce speed for pedestrians' signs at the 2 crosswalks are not clear as to what the intent or requirements are. Slow down as you drive by pedestrians in the

crosswalk? People drive at that reduced speed until they just give up looking for a resume speed sign. I stopped into the police station and asked what you were supposed to do at the signs. The officer at the desk did not know what the sign meant and seemed angry that people slowed down to a crawl, blocking traffic, even after passing the crosswalk.

- Signage is a great idea, but you cannot force someone to read a sign or notice. Would hate to see Caswell Beach cluttered with signage. How's that song go...Sign, sign, Everywhere a sign...Blocking' out the scenery, Breaking' my mind...Do this, don't do that, Can't you read the sign?

4). Miscellaneous HEALTH AND SAFETY comments

- All great ideas.
- Would you also consider amending the trash pickup policy to mirror Oak Island's? What I am referring to is the number of containers. We only get one trash can, but our house size dictates larger or more cans. Our provider will not provide another without a significant cost whereas OI provides cans based on the number of bedrooms. It would keep the trash out of the street and yards as presently people bag it and animals tear it up.
- I would love to see some sort of shower/foot rinse at the beach entrance across from Caswell Dunes, the other areas have one but not ours.
- My main concern is increasing the safety of the narrow bike lanes on either side of Caswell Beach Road. In some areas, ground-vines or other ground-growth are encroaching on the bike lanes--making it even narrower. Mailboxes are often very close to the road, etc. Perhaps an 18-inch gravel area or maybe added border to the bike lane (e.g., the border along Ocean Greens Lane, consisting of pavers perhaps 6 or 8 inches wide, would help--and would improve the upscale look). I understand that the road surfacing cannot be extended to widen the bike lanes--is this the case? Are there other solutions? (2) An additional concern is whether the portable toilets at the public beach are sufficiently sanitary/salubrious. For example, a proper restroom with running water would incorporate a sink. I remember seeing mention in the STATE PORT PILOT a year or so ago that the Town of Oak Island had obtained a grant to build a new rest room (or replace the old one) on their beach. An improved restroom would benefit all beach-goers/beach-walkers, including many Caswell Beach residents as well as visitors (not just those parked at the Public Beach). (3) Finally, the recent fire on Bald Head is a reminder that the wind factor is crucial, especially along Caswell Beach Road. When my husband and I built our home on Caswell Beach Road, we included fire-sprinklers throughout. Is there any way that the town could encourage this--at least on Caswell Beach Road and any other especially windy locations?
- Concern about speed of vehicles near lighthouse and beach parking area
- I have always felt that someone should gather tents/canopies/chairs left on the beach over night. Bring them to the police station to be picked up for a fee (post signs like for towing cars).
- Enhanced signage or keep a check to keep limit on using those accessed for extended time on strand versus a lighthouse visit.

- Parking in the Lighthouse parking lot. It has been found. Many people are now aware, and this has become simply another public access parking. Time limits should be enforced. Additionally, it is a shame we tore up the dunes there, to provide safe access for lighthouse tours (what it was "sold" to us who live on CBR as) and not has become just another place for folks to park for free to access the beach. Did we anticipate this? Was it planned for? What can we do about this?
- Parking lot across from lighthouse, contrary to Town's promises @ time it was approved, has turned into another public beach access. Strict enforcement of signage rules is needed. There's no evidence that leaving umbrellas, chairs & canopies on the beach overnight causes problems as long as they are left near the frontal dune. Don't fix something that isn't broke.
- I plan on attending the next planning board. meeting and present an alternative structure for the Strategic Plan.
- Missing from this is a focus on our disabled, aging community. Specifically, we need a ramp rather than steps at ocean greens.

E). Additional Comments received from the citizens

- On a personal note, I'm unhappy how damage to my front yard was managed. When work was done to benefit the entire community the property of the one or more who gave up their yard space should be restored to same or better condition. Jeff and his team did try after some prodding, but efforts fell short. Now the county tore up things without proper restoration. The town should be my "enforcer" on such matters pressing in on those that disturb the property of our residents. I've compromised and live with it, but it should not work this way. Enforce a proper standard for those who work for or with Caswell Beach.
- I have owned property at Caswell Beach for 32 years, before I-40 connected to Wilmington and Walmart opened in Southport. Change is inevitable and a lot has changed. It is wonderful to have amenities and newcomers. I hope the Town can balance the pressures that come with folks who want bigger and better. Caswell Beach has wonderful natural areas that have not been mowed down and that was what attracted many of us to this island. I hope the Town continues to protect the ecosystem and support minimizing excessive lighting. As an owner who helped plant dune grass plugs in early 2000, I hope to continue to enjoy our wonderful undeveloped dunes and dark night skies that treat us to meteor showers and incredible offshore lightning storms! Our Town is truly unique and we can't replicate this in any city.
- Deal with the impact of VRBOs etc. under-cutting rental fees and overloading houses. This is a BIG threat to the ambiance of the beach I've enjoyed for over 50 years. Not to mention safety and fire risks of having very large parties, etc. in homes that cannot/should not accommodate that many. More patrolling of beach and road during high rental seasons for noise control, public drinking to excess, inappropriate use of grills, etc. 2. This is trivial but get GFL to do pick-ups NOT in the middle of the week when rental garbage ends up being split between rental groups. No one wants someone else's smelly garbage filling bin until Wed. 3. Really appreciate having the Town newsletters/updates. Sounds like communication with owners will increase further. That's good.
- Let's work to keep our beaches clean; ban smoking, walking on dunes and restrict turtle folks from parking by the side of the roads. Park at the town offices and carpool to assigned turtle nests!!!
- I appreciate this questionnaire--thank you so much for requesting opinions.

APPENDIX B

Strategic Directions.
Planning Board Strategic Plan 2022

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<i>Strategic Direction</i>	<i>Goals</i>	<i>Objectives</i>	<i>Future Actions</i>
A. Cohesive Community Achieve a community united with a shared town vision and spirit.	A.1 Create a community of volunteers willing to plan and organize community wide events.	A. 1.1 Form a Community Activities/ Communications Committee to plan and advertise communitywide events.	A1.1.1. Plan town activities that were identified by the citizens of Caswell Beach: Bonfire Movie night, Coast Guard Appreciation Day, Turtle Watch Program, and a Meet and Greet with the Mayor and Commissioners A1.1.2. Create a Town Directory that incorporates all citizen information. A1.1.3. Continue to encourage all citizens to sign up for and utilize the “notify me” system.
	A.2 3. Develop a sense of pride in and celebrate the fact that we live in the Town of Caswell Beach.	A. 2.1. Research and document/publish a history of the Town.	A.2.1.1 Appoint an individual to spearhead the development of a “Town History” document. A.2.1.2. Develop a link on the Town website to access the Historical publication.
		A. 2.2. Continue to enhance the overall “look” of the Town of Caswell Beach, from its entrance to and through the various neighborhoods and public areas and the length of Caswell Beach Road.	A. 2.2.1 Promote and encourage Town beautification activities. A. 2.2.2. Continue to selectively participate in area events, festivals, parades and other activities and celebrations as a Town.
A.3. Establish and maintain a “lifeline” for those residents living alone and/or with health problems	A. 3.1 Establish that people who need special assistance are identified and linked into emergency preparedness plans. Coordinate with Strategic Direction D. <i>Health and safety</i>	A. 3.1.1. Continue to add to the Town’s list of “special needs” individual as they are identified. A3.1.2 Identify other community resources that might be a part neighborhood HOAs	

Strategic Direction	Goals	Objectives	Future Actions
B. Environment Preserve and protect our endangered environment of physical and living natural beauty.	B.1. Preserve and protect our shoreline environment.	B1.1 Form a Beach Preservation and Environment Committee to focus on beach preservation and re-nourishment, public education and awareness, and enforcement of the dune, beach, and maritime forest vegetation.	B1.1.1 Appoint members to the Beach Preservation committee. B1.1.2. Prepare a Beach Preservation Plan to reflect current scientific thinking. B1.1.3. Review regulations regarding sand dune disturbance during building construction or modification. B1.1.4. Review rules regarding pool placement on ocean front properties and the placement of sand that is displaced during pool installation.
		B1.2. Track appropriate funding entities. programs/projects available for beach nourishment.	B1.2.1. Continue to participate in organizations associated with the preservation of coastal areas. B1.2.2 Continue the Town’s participation in the Regional Sand Management Plan. B1.2.3. Increase citizen awareness of all efforts related to the above efforts.
		B1.3. Provide the means for a litter free community.	B1.3.1. Develop volunteer beach shoreline and roadside litter pickup B1.3.2. Continue the twice a year debris pickup.
		B1.4. Protect and nurture beach and marsh wildlife including nesting sea turtles.	B1.4.1 Enhance wildlife and habitat protection. B1.4.2. Support Caswell Beach Turtle Watch

	<i>B.2. Preserve marshes and woodlands.</i>	B.2.1. Continue to support protection of the maritime forest and maintain the areas zoned Conservation consistent with Ordinance 98.01	<p>B.2.1.1. Develop educational programs to highlight the importance of the Maritime Forest within Caswell Beach.</p> <p>B.2.1.2. Enforce the maritime forest ordinance, ensuring that permits for activities within the forest meet all ordinance requirements. Fines will be levied for violations.</p>
		B.2.2. Monitor and implement changes to the Clean Water Act.	B.2.2. Continue the periodic groundwater monitoring program to ensure the integrity of Caswell Beach and neighboring sewage systems.
	<i>B.3. Minimize light and noise pollution.</i>	B.3.1. Minimize effects of excessive light and noise that are detrimental to the Town’s environment and quality of life	B3.1.1. Continue monitoring and enforcing the light and noise pollution ordinance.
	<p><i>B.4. Institute a citizen awareness program on environmental issues.</i></p> <p><i>B.5 Improve Stormwater control in the neighborhoods.</i></p>	<p>B.4.1. Provide information on important issues dealing with the environment.</p> <p>B.5.1 Obtain acceptable engineered plans.</p>	<p>E4.1.1. Post on the “Notify Me” the agendas of pertinent Town meetings, such as the Planning Board.</p> <p>B.5.1.1 Secure source of funding as needed to execute plans.</p>

Strategic Direction	Goal	Objective	Action
C. Town Government <i>Provide an efficient and cost-effective Town government that meets the growing and challenging demands of Caswell Beach.</i>	C.1. Operate as a policy making body with oversight of daily operations that are required to maintain and enhance the quality of life in Caswell Beach.	C1.1. Approve the revised 2022 Strategic Plan for implementation.	C1.3.1 Appoint Town citizens to positions on committees as specified in the 2022 Strategic Plan
		C1.2. Utilize the Caswell Beach Planning Board to provide support to the Town Commissioners and administrator.	
		C1.3 Review and determine if the volunteer positions suggested in the Strategic Plan are needed.	
		C1.4. Provide sufficient support to handle routine activities which should not be occupying the time of the Town Manager or Mayor	
	C.2. Establish and maintain effective direct communication on current and impending Town plans/projects/issues, with the Town citizens.	C2.1. Interface with the Community activities/ Communication committee to achieve G2.1, goal.	C2.1.1. Provide information on the Town’s website to the Caswell Beach citizens. (Identify that person responsible for the website maintenance.)
	C.3. Establish the practice of a Strategic Plan review at Town meetings.	C3.1. Council should review each of the revised Strategic Directions at monthly meetings. These reviews will provide information on the status of each project.	C3.1.1. Relate findings, quarterly, to the public in a Town meeting and via the Town website.

	<p>D.3. Traffic & Beach Safety:</p>	<p>D.3.1. Support police visibility and safety initiatives.</p>	<p>D2.1.4. Ensure that medical helicopter service (currently Airlink) has clearance to land at the Coast Guard pad. Explore other alternatives including water transport.</p> <p>Health Services:</p> <p>D2.1.5. Ensure that drinking water to acceptable standards is provided to consumers</p> <p>D2.1.6. Ensure that sufficient water volume and pressure exists for use during a fire emergency. Report the status of water pressure at Town Council meetings.</p> <p>D2.1.7. Develop and implement a plan to ensure a supply of emergency water in the event of loss of regular supply failure.</p> <p>D3.1.1. Enhance information at beach accesses regarding beach safety and dune preservation</p> <p>D3.1.2. Enhance signage at beach accesses to support general safety and ensure compliance with adopted Beach Regulations</p> <p>D3.1.3. Review current road signage to minimize unsafe intersections/crosswalks</p> <p>D3.1.4. Require all rentals to provide a notice prominently displayed that explains beach safety regulations.</p> <p>D3.1.6. Support on-going safety patrol along Caswell Beach Road for speed management and on the beach during peak months to ensure compliance with safety regulations and ordinances.</p>
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	<p><i>D.4. Emergency preparedness for Storm & Hazard Management.</i></p>	<p>D.4.1. Ensure emergency preparedness during hurricanes, oil spills, fish kills and other emergency situations.</p>	<p>D4.1.1. Provide information/training regarding home preparation prior to storms along with protocols for evacuation.</p> <p>D4.1.2. Provide proper communication of post storm damage (via website and Notify Me), including bridge closures, protocols & estimated time parameters for safely reentering Town as well as availability of local services.</p> <p>D4.1.3. Develop and maintain list of remediation companies, roofing contractors, etc. licensed to do business in Caswell Beach.</p>
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