

# **Vision 2025**



## **Framework for the Future**

**Bald Head Island, NC**

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## **Vision 2025: Overview**

The wishes of current property owners must guide how infrastructure, and therefore taxes and other community investments, are made. To provide a framework for island-wide strategic planning, a formal community-wide visioning process began in the spring of 2017. The Village, as the one entity that represents all property owners, spearheaded the visioning process. The results may provide a compass for decision making and future Island investments. The goal is to ensure that what attracted property owners to this magical place is preserved, while considering amenities that will contribute to our unique quality of life.

Bald Head Island is at a tipping point with respect to future growth. Islanders expressed strong interest in participating in decisions about how the island's growth could and should be managed. Build-out is approaching sixty-percent, large tracts of developable land are becoming rare, and an emphasis on resort versus primary and second-home living seems to be directing commercial growth. Bald Head Island Limited is reducing its presence with transfer of ownership of key Island businesses, sales of land, and the formation of the Bald Head Island Transportation Authority. These issues are of great concern to those who have invested in Bald Head Island.

Most of the *Vision 2025* responses reflect values expressed in two prior island visioning efforts: *Vision 2010* and the Village of Bald Head Island's 2005 *Concerns/Aspirations*. These Bald Head Island core values are the foundation of *Vision 2025*.

This report lists five overarching Visions for our community through 2025 with specific tangible and measurable goals delineated from twelve open-ended survey questions. The dominant theme from over 4,000 comments is preservation of Bald Head Island's uniquely beautiful and tranquil natural environment.

## Vision 2025: Process

The first Island-wide visioning process occurred through a series of public meetings in the summer of 1997 and resulted in a report called *Vision 2010*. A subsequent effort to identify key issues and concerns for the Village was conducted in 2005. Then, a public meeting was held followed by a mail-in questionnaire that was sent to 1,348 absentee property owners. Seventeen key issues resulted in a ranking of top ten aspirations and concerns, with some items tied. Each of these prior efforts articulated Island values and specific goals, many of which are relevant today.

With the increase in numbers of property owners and with advances in technology, an electronic survey became the chosen means to attain the broadest reach and highest response rates to *Vision 2025*. With Easter as the “soft launch” to each year’s Island peak season that begins Memorial Day, the survey’s timing was set to coincide with anticipation of the summer season. It was conducted over the six weeks between Easter and Memorial Day in 2017.

In order to obtain as much useful information as possible, open-ended questions were employed. Twelve questions were devised, one with two parts. Questions were grouped in six pairs. They were sent to all Islanders whose addresses were on file with the Village and the Bald Head Association in weekly *Village’s Voice* emails and BHA weekly eblasts, respectively. Links to prior weeks’ questions were available with each week’s new pair of questions.

The questions themselves were developed based on a variety of overarching issues discussed in meetings of various island entities and from specific issues and concerns addressed by Islanders. The questions were reviewed by volunteers whose expertise lies in this type of research. The questions, together with their specific identified goals, were presented to the Village Council at its March and April monthly meetings. The Council decided that the time span for the visioning should extend for eight years, to the year 2025.

Promotion of *Vision 2025* occurred in the Bald Head Association’s April *Island Report* and through *Village’s Voice* emails. Volunteers were recruited to help with the process and with analysis of the results through these same media.

The first week’s questions garnered the highest response rates, possibly because they were accessible for the entire six weeks. Response rates declined linearly as the weeks progressed. Though the volume of responses declined, the thoughtfulness and thoroughness of responses remained substantial. In total, four thousand complex responses were submitted and

reviewed. A committee of ten volunteers including one Council member read, sorted, and analyzed all submissions.

In addition to reviewing the *Vision 2025* questions, the committee also looked at *Vision 2010* from 1997, the Village of Bald Head Island *Concerns/Aspirations* survey from 2005, and a report completed by 2017 Conservancy intern Belle Cifu entitled “Analysis of the BHIC Human Community: Today and Tomorrow.” Ms. Cifu’s report analyzed a variety of data from a Bald Head Association survey from 2012, the Bald Head Island Conservancy 2017 summer survey, and the raw data from the *Vision 2025* survey.

In order to determine how to translate effectively the results from the *Vision 2025* survey into useful visions, a thorough review of *Vision 2010* was completed. Many of the *Vision 2010* statements were aspirational, while others recommended specific actions. Of particular interest was if or how those visions resulted in deliverables enjoyed by Islanders today.

This *Vision 2025* report begins with a list of the survey questions, with the numbers of often multi-faceted responses to each. This is followed by the statements and objectives that comprise *Vision 2025*. Results from the analyses of each question follow the vision statements. An interesting graphics application called Word Salad was run for each question as well. It highlights the frequency of specific words used in response to each question, with the level of frequency reflected by the size and line weight of the font used.

Appendices include *Vision 2010* results and an analysis of which elements of the Vision have been accomplished and, where applicable, what was accomplished. Also included is the 2005 *Bald Head Island Concerns/Aspirations* priority list. As previously stated, there is significant overlap among these earlier documents and *Vision 2025*.

## **Vision 2025**

**Assure Bald Head Island's image as a family-oriented community developed in harmony with nature.**

To meet this overarching goal the following Visions are offered.

- 1. Develop education programs for all Island stakeholders - residents, business owners and visitors - that encourage a low impact on the environment and respect for living in harmony with nature.**
  - Rehabilitate the Kent Mitchell Nature Trail and develop additional self-guided nature trails.
  - Develop owner-education programs about island-wide impacts of unpermitted tree cutting and excessive night lighting.
  - Consider feasibility of providing safe, multi-purpose bike and pedestrian paths, including reconsideration of the Blueway-Greenway plan.
  - Develop summer public service and environmental education programs for teens.
  
- 2. Develop programs that enhance Public Safety.**
  - Improve awareness and enforcement of existing laws, especially those relating to unlicensed drivers, driving under the influence or with an open container, and speeding.
  - Develop a handout for visitors that provides awareness of existing laws and customs and recommends additional child safety actions, for example, use of car seats for infants and helmets for all children.
  - Develop a plan to improve creek access and safety.
  
- 3. Develop plans to improve Island-related transportation.**
  - Limit use of internal combustion engine (ICE) vehicles on the Island.
  - Engage with Ferry Transportation Authority to advocate for needs of residents, businesses and visitors, to include improved baggage handling and additional options for residents.
  - Explore the need for and options to encourage an affordable on-island transportation system.
  
- 4. Develop strategies to encourage permanent residents and increase engagement of second homeowners in Island community life.**
  - Explore ways to continue improving island medical care options.

- Develop strategy for managing growth of commercial activity (seasonally or year round) consistent with environmental and lifestyle concerns, needs of a growing community, and sufficient to support good living.
- Work with Bald Head Island Conservancy and the Island's clubs to develop safe activities for teens.
- Develop programs to encourage Island-wide emphasis on active, healthy living and environmentally sensitive use of our natural environment.

**5. With the maturation of the Village as a municipality, revisit Village governance standards and organizational structure, Village responsibilities versus other Island entities, and develop a strategic plan for operational growth that accommodates a growing population.**

- Explore strategies to encourage compliance with or enforcement of existing ordinances.
- Continue efforts at cooperative, transparent, and collaborative planning among all Island entities.
- Continue to refine disaster plans and provide education and communication to all who may be affected.
- Develop long-term environmental plans to include impacts from potential sea level rise, alternatives to paving to prevent flooding, improved recycling, and rights-of-way maintenance policies.
- Establish a Village Parks and Recreation committee, an Economic Development committee (separate from the Chamber of Commerce), and a committee for the Environment.



## **Vision 2025: Questions and Response Rates**

**Question 1. What prompted your first visit to Bald Head Island?**

**Responses: 551**

**Question 2. What surprised or excited you about the Island during your first visit?**

**Responses: 547**

**Question 3. What motivated your investment in Bald Head Island?**

**Responses: 455**

**Question 4. If you are a second-home owner, or if rent your property, do you plan to become a full-time resident? Why or why not?**

**Responses: 435**

**Question 5. What excites you about coming to the Island?**

**Responses: 363**

**Question 6. What do you most look forward to doing and not doing when you arrive on Island?**

**Responses: 348**

**Question 7. What would make your time (other than more time!) more enjoyable at Bald Head Island?**

**Responses: 268**

**Question 8a. In which activities on Island do you spend the greatest amount of time?**

**Responses: 265**

**Question 8b. With which Island organizations do you or would you volunteer?**

**Responses: 252**

**Question 9. What changes would improve Bald Head Island?**

**Responses: 174**

**Question 10. What changes would you NOT want to see occur on Island?**

**Responses: 173**

**Question 11. How do you envision Bald Head Island in 2025 and beyond?**

**Responses: 107**

**Question 12. What question did you hope you'd be asked? Please ask and answer your question, or feel free to add comments, observations, speculations and worries.**

**Responses: 70**

**Notes:**

- Most responses included multiple elements; totals may be greater than the number of respondents for many questions.
- Although all questions were tallied, for several, a natural break point was found to create a "Top number" that were ranked and listed.



Wall Street Journal	10.3
Southern Living Magazine	10.3
Coastal Living	8.8
Internet	4.4
Billboards	2.9
News and Observer	2.9
Golf Digest	1.5
State Port Pilot	1.5
Southern Links	1.5

<b>Goal 2: Identify unique elements that drive visits</b>	<b>Percent</b>
Ferry ride	20.0
Harmony with nature	15.6
No cars	14.4
Beauty	13.3
Low development	11.1
Safe	10.0
Character of the island	8.9
Quiet	6.7

**Note:**

Of the 551 responses to this question, only four (4) mentioned golf or golf packages as the reason for visiting. However, in Questions 6 and 8A, golf is listed as a favorite activity and as a way many spend a high percentage of time on the island.



Unique/Unlike other beaches	2.5
Nice People	2.5
Slow pace/casual	2.2
Alligators and turtles	1.9
Miscellaneous (7 reasons with 10 or fewer similar responses)	3.0

**Goal 1: Identify valued features, natural and built**

Respondents provided answers to natural and as well as built elements, and included adjectives describing qualities that differentiate Bald Head Island from other places. These were segregated to provide greater clarity.

<b>Natural Features (340)</b>	<b>Percent</b>
Peaceful and quiet	30.0
The environment	28.8
Total beauty	21.5
Beaches	19.7

<b>Built/Planned Features (234)</b>	<b>Percent</b>
No cars/golf cart use	39.7
Not overdeveloped	16.7
Lack of commercialism/highrises	14.1
Charm/ Architecture	10.3
Ferry System including trams	9.8
Miscellaneous* (4 reasons with fewer than 10 responses)	9.4

\* Bald Head Island Club (8), Bald Head Island Conservancy (6), Village Chapel (4), Harbor (4)

<b>Identified Qualities (249)</b>	<b>Percent</b>
Peaceful and quiet	41.0
Uncrowded	19.7
Serene	15.7
Unique/Unlike other beaches	7.2
Slow pace/casual	6.4
Remote but close	4.0
Miscellaneous* (4 reasons with fewer than 10 responses)	6.0

\* Adjectives such as secluded, safe, clean were also stated.

**Goal 2: Differentiate between BHI and other vacation options**

**Golf cart use/Lack of cars (internal combustion engine vehicles)/Escape from traffic**

**Uncrowded**

**Environmental focus/lack of commercialism**

**No highrises**

**Not junky or tacky**

**Escape from the rat race**





Beach	3.8
Second home	3.8
Children/grandchildren	3.6
No cars	3.4
Safe	2.7
Quality of life	2.5
Getaway	2.1
Miscellaneous (51 reasons with 9 or fewer responses)	29.3

**Goal 2: Differentiate between BHI and other vacation home options**

**Other Terms/Reasons (154)**

Retire	Escape
Vacation	Getaway from winter
Forest	The people
Lifestyle	Trees
Proximity	History
Relax	Boating
Remote	Climate
Conservation	Community
Love	Dream
Low key	Enjoyment
Magical	Fishing
Paradise	Freedom
Safe biking	Friends
Amenities	Geography
Atmosphere	Lack of rules
Dogs	Long-term commitment
Friendly	Marsh
Golf	Private
Home	Retreat
Ocean	Tropical
Rental	Wanted to be here
Ferry	Turtles
Memories	Well planned
Timing	Lack of street lights
Slow pace	My wife
Coastal architecture	

**Question 4**



**Question 4**

**If you are a second-home owner, or if rent your property, do you plan to become a full-time resident? Why or why not?**

Goal 1: Project balance of ownership for infrastructure and planning

Goal 2: Identify features that attract or detract from permanent residency

Number of responses: 435

**Goal 1: Project balance of ownership for infrastructure and planning**

**Ranked Summary [275]**

	<b>Percent</b>
No	54.9
Yes	17.5
Maybe	17.1
Already	10.5

**Goal 2: Identify features that attract or detract from permanent residency**

There was no singular reason attributable to Bald Head Island that was a determining factor in residency plans.



**Goal 1: Identify valued features, natural and built**

**(See also Question 2)**

Quiet

Beach

No cars

Nature

Friends

Family

**Goal 2: Generate language and themes for branding**

Listen to the quiet

Wade in the water

Leave car on shore

Appreciate nature

Quality time with friends and family

**Note:**

There were few mentions of golf or boating as anticipated activities.



**Goal 1: Prioritize valued features, natural and built**

Beach  
Relaxation  
Seeing friends and family  
Watching nature  
Playing golf

**Goal 2: Identify experiences, positive and negative**

**Positive**

Beach  
Relaxation  
Seeing friends and family  
Watching nature  
Playing golf

**Negative**

Too many trucks  
Crowds  
Slow building  
Intruding on nature  
Impossible to get maintenance help

**Goal 3: Identify social component: family, friends, alone time**

**Social**

Golf  
Visits with family and friends

**Alone time**

Beach  
Relaxation  
Watching nature

**Notes:**

Very few references to Internet (broadband installed late 2017.)  
Once property has been purchased, golf plays a greater role.  
Getting away from cars and traffic is one of the island's merits  
The presence of trucks detracts from enjoyment.







**Goal 1: To what extent are organized activities or events central to the Island experience**  
**Organized activities were not reported to be central to the BHI experience.**

See Ranked Summary above.

**Goal 2: Which organized activities or events are priorities?**

Responses listing organized activities with number of times mentioned follow

Conservancy camps/activities	11
Clubs' Holiday events	5
Volunteer activities	3
Chapel	1
4th of July Parade	1
Market events	1
Events in the former tent area	1

**Goal 3: What opportunities exist for non-organized activities?**

In terms of opportunities for non-organized activities, based on the responses, the Village and Island entities should:

1. Encourage Island businesses to promote visits to BHI as an escape to a place that is committed to preserving and protecting our natural resources.
2. Focus on creating (perhaps in conjunction with the Conservancy) self-guided activities that rely on our natural resources and beauty, e.g., refurbishing the Kent Mitchell Nature Trail and creating other walking trails that provide information about our flora and fauna.
3. Consider creating dedicated bike paths.
4. Explore ways to provide easier access to marshes and creeks, along with an education program about low impact ways to enjoy the beauty of those areas.





<b>II. Response Summary (128)</b>	<b>Percent</b>
Environment	28.1
Protect/Preserve (25)	
Dune/Beach preservation and maintenance (6)	
Pruning/maintenance at beach accesses and roadways (5)	
Public Safety	19.5
Traffic regulations enforced (17)	
Night and weekend enforcement (4)	
Unlicensed/underage drivers (4)	
Dining	19.5
More options (18)	
More diversity (3)	
Moderate cost (3)	
Commerce	18.8
Retail/Services	
More retail/services (14)	
Cap on retail (6)	
Less retail (1)	
Limit numbers of new homes built per year (3)	
Internal combustion engine (ICE) vehicle limitation	14.1

**Goal 1: Identify focus areas for improvements sought by those already invested**

This survey was completed largely by people who have already invested in the Island. Many of the comments are reflections about or reactions to changes that have occurred over time. Protection and preservation of the environment and public safety enforcement issues mentioned are indicative of this sensitivity. The cluster of responses in grouping “I” versus the significant drop off in thematic subheading answers shown in grouping “II” further demonstrates the emphasis Islanders place on the group “I” issues.

Areas for improvement are largely education and service-related. Respondents’ top concern is the environment, particularly its protection. Second are concerns about internal combustion engine (ICE) vehicle usage on the island. Close behind, at third, are public safety issues, which include enforcement of the laws, particularly speed limits and preventing unlicensed/underage drivers.

**Goal 2: Identify specific amenities sought by property owners**

Additional amenities include more dining and retail options, greater variety in services, and some infrastructure. With respect to dining, greater diversity and lower-cost options are

desired. The interest in more retail was more broad-based, including preferences for very specific types and to specific locations. Among these are:

- a more centralized location for retail, keeping it away from homes;
- more retail at the marina for visitors and day-trip guests;
- places to buy books, home goods, undergarments, etc.;
- ABC (alcoholic beverage) store;
- health clinics for people and pets;
- a pharmacy;
- delivery options from popular retail outlets in Wilmington;
- taxi, water taxi and Uber options;
- more contractors for home repair, assistance, maintenance;
- more musical/cultural opportunities; and
- a playground area for small children, separate from the clubs.

### **Goal 3: Identify emphasis placed on natural versus built, commercial versus nonprofit versus government**

Almost no emphasis was placed on which entity should provide desired services. From reading the issues/concerns, one would gather that environmental protection issues would fall within the realm of the Village and Conservancy, a nonprofit. The second most concerning issues are dining, which would fall to the commercial sector, and concerns about ICE vehicles (truck, car and cart) would seem to fall to the Village.

Third was public safety, an obvious Village concern. Last was an interest in more retail and services. Much of this would be commercial, but some could be Village or nonprofit sponsored. Under the aegis of the Village, or possibly a non-profit, several committees should be formed such as economic development committee - separate from the Chamber of Commerce, a parks and recreation committee, an environmental committee, and others as needed.



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**Goal 3: Assess specific options**

Limit development on BHI

Restrict internal combustion engine (ICE) vehicles



## Question 11

How do you envision Bald Head Island in 2025 and beyond?

- Goal 1: Direction respondents want to see
- Goal 2: Ideas and opportunities for investment
- Goal 3: Share with island entities

Number of responses: 107

The responses fell into four main categories.

- **Environmental Concerns** – There was unanimity that the environment should be protected and development must consider the environmental impact.
- **Business Development** – Respondents wish to control or even limit business development. There appears to be a dislike or distrust of business owners who are seen as greedy. Again, attention to living in harmony with nature is desired. Some people seek additional activities while others don't.
- **Population/Housing Growth** – There seems to be acceptance of additional building, but a desire to control it. "Growth in all facets, but at an incredibly slow, measured and thoughtful manner and in keeping with the original vision of living in harmony with nature." Specific suggestions include no spec homes; encouragement of full time residents with attention to their concerns; avenues for owners to remove lots from the market; and more emphasis on renovation and remodeling.
- **Infrastructure and Governance** – Major themes include safety/traffic control and maintenance/improvement to infrastructure (roads, bike paths, signage);



preservation/maintenance of beaches; more organized government and improved communication; and technology.

The most commonly expressed concern was the preservation of the concept of living in harmony with nature. While responses seemed to indicate an acknowledgement of inevitable development and population growth, respondents want them to be controlled and limited.

Specific concerns expressed were the environmental impact of development, uncontrolled commercial development, erosion, tourism, and safety on the roads. However, there were also occasional concerns regarding the limiting of personal freedoms.

### **Goal 1: Direction respondents want to see**

Respondents clearly expressed a desire to maintain the natural environment and commitment to living in harmony with nature. This included controlled building and commercial development. There was a suggestion that there be more encouragement of donating land for preservation.

### **Goal 2: Ideas and opportunities for investment**

There was not agreement on what business opportunities might be necessary. Some people wanted more options for activities while others wanted activities to center around the traditional BHI outdoor, family activities (biking, kayaking, etc.). The possible exception would be the need for additional dining options. Businesses congruent with the traditional BHI atmosphere were viewed as more acceptable, but there was disapproval of beachy-type businesses that would create a commercial atmosphere (similar to Myrtle Beach). A couple of respondents mentioned the possible use of the clubs for providing activities and dining options. There was a strong thread of the need to limit and/or manage development, and a distrust of business owners.

### **Goal 3: Share with island entities (in no particular order)**

- A desire to maintain an environmentally friendly community
- Management/control of development
- Management of tourism
- Safety on the roads (golf cart safety, pedestrians, cyclists, traffic control)
- Management of erosion and flooding
- Transportation costs
- The Conservancy is viewed favorably, with some opinion that their role/aims be expanded
- Internet/communication

**Specific Suggestions:**

- Continued protection of natural environment (including noise and light management, prohibition of offshore drilling), possibly through expansion of the role of the Conservancy
- Encouragement of donations to the Land Trust
- Improve safety through limiting size/speed of golf carts; adding bike/walking paths; traffic management
- Control of costs/expansion of services to encourage permanent residents
- Expansion of role of clubs to provide additional activities
- Maintenance of roads, signs, buildings
- Beach preservation
- Transparent government, better communication
- Limit building of spec homes, control building
- Management/control of business development
- Better/more dining options
- Farmers' Market
- Management of tourism



**Goal 1: What topics have been missed?**

Only one person actually posed a question that was not asked. The rest used this question to state opinions.

**Goal 2: Identify areas of concern.**

See Ranked Summary above.

**Goal 3: Identify specific problems/challenges that may require more resources, more discussion, more education, etc.**

- The overwhelming topic is preservation of the island and its uniqueness. A definition of what is unique and what needs to be protected to preserve that uniqueness should be developed. Preservation of trees, understory, dunes etc. should be universally a higher priority. Ongoing education for existing homeowners and emphasis on these important aspects of the Island should be emphasized early in the home-buying process
- A desire to prevent BHI from becoming a typical commercially-oriented beach community versus an environmentally focused community, especially as it relates to commerce and development.
- Negative impacts from renters seems to be a lack of understanding of or appreciation and respect for the environment. A prime example is the apparent disregard of standard traffic rules. Respect for the whole island, its flora, fauna and human population must be fostered. Education, plus consistent enforcement of laws and rules would perhaps go a long way to improve this.
- Although mentioned only once as a response, a broader program of recycling should be addressed. There could be educational opportunities for all, and participation by islanders, visitors and businesses should be encouraged.
- Also mentioned only once is the need to return a greater share of Brunswick County taxes to the Village and taxpayers of BHI.

## Appendix A

### SECTION IV. BALD HEAD ISLAND CONCERNS/ASPIRATIONS

#### A. KEY ISSUES

On January 17, 2005, the Village conducted a publicly advertised meeting with the purpose of identifying key issues and concerns for the Village. The intent of this effort was to identify issues related to the Village that can be addressed in the context of this plan. All permanent Village residents were mailed a letter inviting them to attend the meeting, and advertisements were also run in the local newspaper and on the Bald Head Island Association public cable channel. Approximately 30 people attended the meeting. The following provides the top ten issues (see Appendix II for a complete listing):

Rank	Issue	Score
1	Protect maritime forests	25
2*	Beach erosion	22
2*	Address carrying capacity and future needs of the island. Build-out?	22
3	Water quality in Bald Head Creek	21
4	Need to address redevelopment of a public restroom/shower facility at East Beach	18
5	Wildlife management	16
6*	Allow for adequate commercial development	13
6*	Preservation of vegetation and dune lines (Live Oaks)	13
6*	Protect conservation areas	13
6*	Coordinate LUP with restrictive covenants	13
7	Stormwater management	11
8*	Maintenance of ferry basin	10
8*	Protection of water table (foreign water affecting aquifer)	10
9*	Restriction of gas powered engines	9
9*	Processing of waste	9
9*	Address utilities	9
	- Size (7)	
	- Disposal of treated reuse quality wastewater of golf courses (2)	
10	Preservation of the dune ridge	8

\*Indicates a tie score.

Additionally, surveys were mailed out to 1,348 absentee property owners. A total of 473 completed questionnaires were received. Results of the responses to the village meeting and absentee property owners were very similar. See Appendix III for a comparison of these results as well as the tabulation of additional questions from the absentee property owners survey.

## **Appendix B**

### **Vision 2010- Summary**

#### **Subcommittees:**

- Roads and Transportation (R&T)**
- Recreation, Environment, Tourism and Resource Conservation (RETR)**
- Public Facilities, Utilities and Services (PFUS)**
- Community Design and Land Use (CDLU)**

#### **Prioritized Visions**

- 1. Assure Bald Head Island's image as a family-oriented island developed in harmony with nature and educate all islanders, residents, and visitors to love and respect its unique qualities. (RETR)**
- 2. Public Safety- Enhance safety measures for property owners and guests through the regulation of golf cart features, safety devices, and activities. Also, create an innovative infrastructure design to accommodate various forms of pedestrian traffic. (PFUS)**
- 3. We visualize an Island with strong local government that supports effective community planning and appropriate land use controls. (CDLU)**
- 4. A Community that is an environmental showcase which blends responsible development with respect for the environment. (RETR)**
- 5. We visualize a community shopping area that is built around small shops, catering to the leisurely lifestyle of the Island. Form a non-profit organization, the focus of which is commercial activity consistent with our vision. (CDLU)**
- 6. Beach and Dune Stabilization accomplished through an empowered group that will continually examine alternatives of funding and stabilization. (RETR)**
- 7. Create for Bald Head Island an advanced, full-service medical facility, as well as implement a disaster and environmental plan. (PFUS)**
- 8. Utilities – Establish a completed and well-maintained infrastructure, including a state of the art comprehensive solid waste collection system. (PFUS)**
- 9. Fire Protection- Ensure for Bald Head Island adequate fire protection for the future that would include professional and volunteer firefighters and built-in fire protection within the structures on the island. (PFUS)**
- 10 A. Ensure user-friendly, smooth functioning public transportation system with emphasis on a more efficient baggage handling system, marina traffic, emergency transportation, and special services for property owners. (R&T)**

10 B. Ensure a user friendly, smooth public transportation system by improving intra-island public transportation using a multi-loop system and connectors. (R&T)

### **Other Visions with Rankings**

11. We visualize expanded emphasis on recreational facilities including a Health and Fitness Center, teen facilities (re: Recreation, Environment #c).(CDLU)

12 A. Improved transportation through better construction. Traffic control and separate bike and pedestrian paths (re: Public Facilities, #d). (R&T)

12 B. We visualize a need for the Chapel to expand in such areas as having an office, rest rooms, and educational facilities. (CDLU)

13 A. Improved Marina Traffic including lighting, no wake zone, larger barge and ferry. (R&T)

13. B. Cultural programs and facilities such as an amphitheater or multi-use community center. (RETR)

### **Unranked Visions...**

Communication: Create a timeline to upgrade public facilities to ensure proper funding and planning. In addition, create improved channel of communication to property owners. (PFUS)

Improved Emergency Transportation using an on-island medical facility (R&T, PFUS)

Emphasis on seasonal utilization with the island being more primary and secondary home community. (R&T, CDLU, RETR)

Separate arrival/departure schedule, special services for property owners. (R&T)

Ease of movement of personal transportation as good or better than currently existing. I.e., wider roads, identified parking, cart safety, weight, size, speed and specifications, traffic rules known and enforced. (PFUS)

We visualize things in 2010 very much as they are now. We see a family-oriented community that welcomes guests. (RETR) Vision 2010 is a springboard for cooperative planning. (CDLU)

We visualize an area of commercial enterprises other than the community shopping area, such as services, crafts, studios, etc. Space for cottage industries and seasonal temporary structures. (CDLU)

Year round recreational/sports/fitness/education facilities and programs that are centered on the three ecosystems of the island: beach, forest, and marsh. (RETR, CDLU)

## Appendix C



Vision 2010 (Complete list)		Ongoing	Completed	To Do	Progress and Discussion
1	Assure the Island's image as a family-oriented island development in harmony with nature and educate all islanders, residents and visitors to love and respect its unique qualities	X			
2	Public Safety - Enhance safety measures for property owners and guests through the regulation of golf cart features, safety devices and activities.	X	X	X	Golf cart safety features required via ordinance; Education required for road use rules and traffic laws.
3	Also create an innovative infrastructure design to accommodate various forms of pedestrian traffic. We visualize an island with a strong local government that supports effective community planning and appropriate land use controls			X	Blueway-Greenway plan rejected by adjacent property owners. New Village Charter; Elected form of government; Master Plan; Zoning Ordinances; Planning Board; Board of Adjustment
4	A community that is an environmental showcase which blends responsible development with respect for the environment.	X			
5	We visualize a community shopping area that is built around small shops, catering to the leisurely lifestyle of the Island. Form a non-profit organization, the focus of which is commercial activity consistent with our vision.		X	X	Maritime Way and Merchants Row are located centrally. A Chamber of Commerce was formed but is currently on hiatus. Aside from Village building code and excluding Merchants Row, no area-wide architectural or other standards exist for the commercial area at the island's center.

<p>6 Beach and Dune Stabilization accomplished through an empowered group that will continually examine alternatives of funding and stabilization.</p>		X		<p>A Shore Line Protection Committee worked for years and was instrumental in having the Island's beaches designated as "engineered." The state's first terminal groin was constructed in 2015.</p>
<p>7 Create for Bald Head Island an advanced, full-service medical facility,</p>	X			<p>Economics and a stable population of adequate size drive this. In 2015 a summer collaboration began with Doshier Hospital to provide on-island daytime medical care.</p>
<p>as well as implement a disaster and environmental plan.</p>		X		<p>A comprehensive and thorough emergency plan focused on storm management has been developed, updated and is in place.</p>
<p>8 Utilities - Establish a completed and well-maintained infrastructure, including a state-of-the-art comprehensive solid waste collection system.</p>		X		<p>Island Utility sewer system has been completed to accommodate island build-out. Plans in place for constructing water treatment system for build-out. Solid waste and recycling systems in place, but improvements can be made to meet new materials and capabilities.</p>
<p>9 Fire Protection - Ensure for Bald Head Island adequate fire protection for the future that would include professional and volunteer firefighters. and built-in fire protection systems within the structures on the island.</p>		X		<p>Public Safety system with staff cross-trained in four disciplines implemented in 2009. Ongoing weekly training for volunteers. New Public Safety building to accommodate build-out under construction 2017-18.</p>
<p>10 A Ensure user-friendly, smooth functioning public transportation system</p>		X	X	<p>Several fire protection and alarm companies service numerous island homes.</p> <p>The ever-increasing numbers of people who visit Bald Head create challenges during peak seasons. Deep Point Marina was completed in 2009. Since Vision 2010 in 1997, two new twin-hull ferries, the Patriot and the Ranger, have been put in service.</p>

<p>10 B</p> <p>emphasis on a more efficient baggage handling system, marina traffic and emergency transportation.</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>Marina traffic and most emergency transportation issues have been addressed. Baggage handling is challenging during peak season. Better communication to renters about what is provided at rental homes might reduce the increasing volumes of baggage being conveyed.</p>
<p>10 B</p> <p>Ensure a user-friendly, smooth public transportation system by improving intra-island transportation using a multi-loop system and connectors.</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>The extension of South Bald Head Wynd to intersect with Federal Road near the Conservancy campus partially addresses this. This does not assure user-friendliness or offer public transportation.</p>
<p>11</p> <p>We visualize expnded emphasis on recreational facilities including a Health and Wellness Center</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>BHI Club constructed a fitness center; BHA constructed the Association Center where several fitness classes are offered weekly; Shoals Club was constructed and offers fitness classes; private business offering yoga opened in 2017; Village acquired The Common at Cape Fear Station and the Marina Tent site for open space for impromptu and pick-up activities.</p>
<p>and teen facilities</p>	<p>X</p>	<p></p>	<p></p>	<p>Few teen-specific formal programs are offered</p>
<p>12 A</p> <p>Improved transportation through better construction.</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>Thirty miles of island roads have been paved.</p>
<p>Traffic control.</p>	<p>X</p>	<p></p>	<p>X</p>	<p>Improved signage and more education are needed.</p>
<p>12 B</p> <p>We visualize a need for the Chapel to expand in such areas as having an office, rest rooms and educational facilities</p>	<p>X</p>	<p>X</p>	<p></p>	<p>Original apartment annex converted to office space; Royal James unit acquired for ministers' families use. Bald Head Association Center, constructed in the early 2000s, is next door and shares meeting, overflow, video and educational facilities.</p>

<p>13 A Improved marina traffic including lighting, no wake zone, larger barge and ferry.</p>		X		<p>The Island Marina has been organized into a Yacht Club with condominium slip ownership. Two new twin-hull ferries, the Patriot and the Ranger, were added to the fleet, and a new tug and barge were acquired and put into service in 2017. A second dock was constructed on island to accommodate two ferries and staggered schedules. Deep Point Marina was added in 2009, heated interior passenger space, additional restrooms, two docks, a maintenance facility, and greatly improved barge access and landing.</p>
<p>13 B Cultural programs and facilities such as an amphitheater or multi-use community center.</p>	X	X		<p>The Association Center offers both multi-use and meeting rooms for a variety of purposes. BHA also offers a variety of cultural and educational programs. The Village has acquired the Common at Cape Fear Station and the former Tent site at the marina for outdoor community gatherings. Musical programs are offered through a recently formed non-profit.</p>
<p>14 Communication: Create a timeline to upgrade public facilities to ensure proper funding and planning.</p>	X	X		<p>The Village Finance Committee and now Village staff look at both short- and long-term infrastructure needs and their financing.</p>
<p>In addition, create improved channel of communication to property owners.</p>		X		<p>BHA's Island Report revamped in 1998. Village's Voice sent electronically on monthly schedule and as needed. BHA eblast sent weekly and as needed. BHI Everything BHI app initiated in 2013. Spectrum high-speed broadband installation begun in 2017.</p>
<p>15 Improved emergency transportation and</p>		X		<p>Formal arrangements in place between Village and BHI Transportation for ferry transport. New helipad constructed in 2017 for life flights of high risk patients.</p>

<p>on-island medical facility.</p>					<p>Economics and a stable population of adequate size drive this. In 2015 a summer collaboration began with Doshier Hospital to provide on-island daytime medical care.</p>
<p>Emphasis on seasonal utilization with the Island being more primary and secondary home community.</p>	<p>X</p>				<p>As a percentage, rental properties have remained constant at about 45 percent. There are more fractional owners resulting in higher year-round occupancy. With installation of broadband in 2017, these percentages may change.</p>
<p>Separate arrival/departure schedule and special services for property owners.</p>	<p>X</p>				<p>As a public utility, the ferry system can not make special accommodations for one category of user. As the Island's population has increased, half-hour ferries during peak travel times have been added. Contractor ferries have also been added on weekdays in early mornings and late afternoons.</p>
<p>Ease of movement of personal transportation as good or better than currently existing, i.e.,</p>					<p>Most island roads have been paved.</p>
<p>wider roads, identified parking,</p>	<p>X</p>				<p>Most island roads have been paved and standards set for main, secondary and tertiary roads. Parking has been designated at all beach accesses. Marina parking is governed by the owners of that land.</p>
<p>cart safety, weight, size, speed and specifications,</p>	<p>X</p>				<p>Village ordinances were added to define golf cart size and safety standards.</p>
<p>traffic rules known and enforced.</p>	<p>X</p>				<p>Education about road rules and safety are an ongoing challenge in a community with a transient population.</p>
<p>We visualize things in 2010 very much as they are now. We see a family-oriented community that welcomes guests.</p>	<p>X</p>				
<p>Vision 2010 is a springboard for cooperative planning.</p>	<p>X</p>				

<p>20</p> <p>We visualize an area of commercial enterprises other than the community shopping area, such as services, crafts, studios, etc. Space for cottage industries and seasonal temporary structures.</p>		X		
<p>21</p> <p>Year-round recreational/sports/fitness/education facilities and programs that are centered around the three ecosystems of the island: beach, forest and marsh.</p>		X		<p>Greatly expanded programs by BHI Conservancy and BHI Club since 1997. Village Creek Access site has been doubled in size and an additional creek access site at the Marina Tent site has been acquired by the Village.</p>