

# SEABROOK ISLAND R/UDAT



**OCTOBER 2012**

**AIA** Communities by Design

ENVISION. CREATE. SUSTAIN.







# Table of Contents

SEABROOK PRESERVE	1
ECOLOGY & HERITAGE	17
COMMUNITY	24
INFRASTRCTURE	37
HOUSING & FABRIC	43
RECREATION & CLUB	52
VISIBILITY	74
TEAM ROSTER	81
APPENDIX- THE R/UDAT EVENT	86

## THE DESIGN ASSISTANCE TEAM PROGRAM

The American Institute of Architects has a 45-year history of public service work. The AIA's Center for Communities by Design has conducted design assistance projects across the country. Through these public service programs, over 1,000 professionals from more than 30 disciplines have provided millions of dollars in professional pro bono services to more than 200 communities across the country, engaging thousands of participants in community driven planning processes. Its projects have led to some of the most recognizable places in America, such as San Francisco's Embarcadero, Portland's Pearl District, and the Santa Fe Railyard Park.

### ***Regional and Urban Design Assistance Teams (R/UDAT):***

Created in 1967, the AIA's R/UDAT program pioneered the modern charrette process by combining multi-disciplinary teams in dynamic, multi-day grassroots processes to produce community visions, action plans and recommendations.

***Sustainable Design Assessment Teams (SDAT):*** In 2005, as a response to growing interest and concern about local sustainability planning, the AIA launched a companion program to the R/UDAT that allowed it to make a major institutional investment in public service work to assist communities in developing policy frameworks and long-term sustainability plans. Since 2005, the SDAT program has worked with over 50 towns, cities and regions.

The Center's Design Assistance Team programs operate with three guiding principles:

- **Multi-disciplinary Expertise.** Each project is designed as a customized approach to community assistance which incorporates local realities and the unique challenges and assets of each community. As a result, each design assistance team includes an interdisciplinary focus and a systems approach to assessment and recommendations, incorporating and examining cross-cutting topics and relationships between issues. In order to accomplish this task, the Center forms multi-disciplinary teams that combine a range of disciplines and professions in an integrated assessment and design process.





- **Enhanced Objectivity.** The goal of the design assistance team program is to provide communities with a framework for action. Consequently, each project team is constructed with the goal of bringing an objective perspective to the community that can transcend and transform the normal politics or public dialogue. Team members are deliberately selected from geographic regions outside of the host community, and national AIA teams are typically representative of a wide range of community settings. Team members all agree to serve pro bono, and do not engage in business development activity in association with their service. They do not serve a particular client. The team's role is to provide an independent analysis and unencumbered technical advice that serves the public interest.
- **Public Participation.** The AIA has a four decade tradition of designing community-driven processes that incorporate substantial public input through a multi-faceted format that includes public workshops, small group sessions, stakeholder interviews, formal meetings and presentations. This approach allows the national team to build on the substantial local expertise already present and available within the community and leverage the best existing knowledge available in formulating its recommendations.

For more information on AIA Design Assistance programs, including our 2012 program communities, go to <http://www.aia.org/about/initiatives/AIAS075425>.





A vertical photograph of a palm tree. The top portion shows the green fronds against a clear blue sky. The middle portion shows the textured, greyish-brown trunk of the palm tree. The bottom portion shows the trunk extending down to a sandy beach with some green grass and a rocky shoreline in the background under a hazy sky.

## **SEABROOK PRESERVE**

## SEABROOK ISLAND, SC: AN OVERVIEW

Adjacent to Kiawah Island and just 10-miles south of Charleston, SC, Seabrook Island is a 3,000 acre + -, natural oceanfront barrier island composed of mature maritime forest, tidal marshlands and 3.5 miles of beach.

The barrier islands of the mid-Atlantic region have been created over thousands of years; sediments from the uplands flush into the rivers, meeting the sand that migrates from north to south down the Atlantic coastline, forming vast tidal marshes. The Lowcountry as it is known, stretches from South Carolina into northern Florida. These low lying marshes gradually fill in; hammocks (patches of woody vegetation) form, trapping more sediment and the leaf litter from these plants create soil, gradually increasing the elevation of the land. As the landscape perpetually transitions from marsh to maritime forest, additional sand dunes build along the coast; more marshlands are formed behind the dunes and in areas surrounding the river inlets; the Lowcountry continues to expand seaward in an ever changing mosaic of creeks and tidal flats, rich in bio diversity.

The Lowcountry is known for fertile soils and Seabrook Island has a long history of being cultivated with crops ranging from cotton to corn, tomatoes and beans. This rich agricultural history is still a predominant component of the fabric of Johns Island, just inland from Seabrook Island.

In 1968 the first development plans for Seabrook Island were contemplated and the private community of Seabrook Island was established in 1972 when the Episcopal Church, who had for decades owned the vast majority of the island, sold most of the island to a developer. Over the next 17 years Seabrook Island was a destination conference resort; visitors were welcomed mainly from the north east and mid-west to enjoy the conference center and country club amenities of golf, tennis, equestrian center, beach and pools. Many visitors purchased property and began utilizing Seabrook Island as a vacation / second home community, inviting friends and family from "back home", many of whom followed suit.

Hitting a rough patch in the 1980's with high interest rates and a sluggish economy, the developer went bankrupt and within a couple of years a sizeable group of visionary Seabrook Island Property Owners purchased the country club amenities from the bank, establishing the private equity club, within Seabrook Island.

In 2005 "Island One" transitioned the club from a refundable to a non-refundable equity club, and membership in the Club became mandatory for all future purchasers of property within the Seabrook Island Property Owners Association, (for the purpose of the report referred to as The Seabrook Island Preserve or The Preserve). This transition has solidified the future of the Club, providing a financially sustainable business model that will ensure high quality facilities and services are maintained.



Encompassing 80% of Seabrook Island, The Preserve, a private community with 2,100 homes and villas, and more than 400 lots without homes not yet built. At the entrance to The Preserve is Bohicket Marina and Freshfields Village containing upscale dining, shops, and condos and deep-water facilities ample for recreational boating and charter fishing to dockage for sizeable sailboats and motor yachts. Cultural and community programming in Bohicket Marina and Freshfields Village provides a cohesive congregating point for residents and visitors of both Seabrook and Kiawah Islands.

The predominant feature throughout the island is the natural environment; Spanish moss draped oaks, sea oats, sweet grass permeate the landscape; deer, bobcats, foxes, raccoons and many other species flourish, including bald eagles, osprey, heron, alligators and sea turtles.

Today, Seabrook Island's human population is very active and somewhat seasonal. Approx. 40% of the population considers Seabrook Island to be their primary home.

Adjacent to The Seabrook Island Preserve is Camp St. Christopher; still owned and operated by the Episcopal Church, the camp is a nature themed retreat, hosting thousands of visitors each year in a cottage / camp atmosphere.

Integral to The Preserve is The Seabrook Island Club, with 36 holes of championship golf, world class tennis and equestrian facilities and both fine and casual dining.

A large Community / Fitness center with indoor and outdoor pools, many other pools, nature trails and a bike routes round out the outdoor amenities. In 2009 The Preserve and The Seabrook Island Club invested approx. \$30M in updating Club and Community amenity buildings.

Although nature is everywhere, so is high speed connectivity, with fiber optic lines installed throughout The Preserve and wireless internet in all public facilities.

BOLD MOVES, BIG FUTURE



BEACH FRONT PARK



ELEVATED  
BEACH-PARK  
WITH OCEAN  
VIEWS

NATURE PRESERVE



RECLAIMED FROM  
NINE HOLES:  
A NEW TRAIL SYSTEM  
AND NEW OPTIONS

PRESERVE VILLAGE

WELCOMING  
VISITORS WITH  
A DRAMATIC  
PASTORAL  
ENTRY



NORTH MEADOW

A NEW CAMPUS  
FOR WELLNESS &  
ECOLOGICAL  
PRESERVATION



SEABROOK  
ISLAND ROAD



ECO-CORRIDOR





## TELLING A NEW STORY: A PLACE CALLED SEABROOK PRESERVE

After a great deal of discussion about the Island, The Seabrook R/UDAT team focused on five major initiatives - along with a number of additional recommendations - with the potential to help reimagine the Island on its own terms. We believe these items can enhance and further develop the Island's core values and livability for a wider variety of people, and provide a consistent and attractive image for new visitors - who represent the island's future. Namely, these initiatives include: 1) A New Entry Village; 2) The North Meadow; 3) The Seabrook Island Road; 4) A New Beachfront; and 5) A Redesigned Golf Experience.

One of the most important aspects of our analysis was the recognition that every design recommendation needed to reinforce a single important mission for the Island. In order to arrive at this mission and our decision to reimagine the island as a place called "Seabrook Preserve,," we agreed on the following descriptives:

*Stewardship; Lasting; Contributing; Volunteer; Nature/Resiliency; Island; Low Country; Technology; Progressive; Agrarian Roots; Care; Private; Pastoral; Education; and Value.*

## THE NEW ENTRY VILLAGE

**THE POSITIVE CONTRIBUTION OF OUTSIDE DEVELOPMENT:** it is important to acknowledge that the Freshfields project, a local commercial center designed and executed by the Kiawah Development Company, has been a major success and an excellent urban amenity for local communities. It has allowed people living in the

area to avoid numerous trips to Charleston and to spend more time in the area. It also serves as a community unifier, bringing together residents from Kiawah and Seabrook Islands. The Team quickly recognized a number of facets that could be addressed through a reorganized entry sequence.

**TOO MUCH PARKING, TOO MANY LAWNS:** Currently, visitors to Seabrook are treated to expanses of grass and parking lots. Often, folks who wanted to stop by for a look are simply turned away from the gates in an embarrassing way. We believe that Seabrook can do much better for their image, and that an Entry Village might be a major part of this solution.



**Existing Gate-House**



**Exposed Parking Lots**



**Tidal Marsh**



**Equestrian / Pastoral**



**Farm-To-Table**

**PROVIDING NEW COMMERCIAL AMENITIES:** New buildings might include a Visitor's Center and Preserve Museum; a Gourmet Grocer or Farm Stand Market; a pharmacy; a wine bar/beer garden and wine store; and a Coffee Shop. A Farm-to-Table Restaurant - beautifully oriented to provide dining between fields and marsh-lands - could serve heirloom cultivars grown on-site, reinforcing the area's agrarian history and forwarding the concepts of the local food movement. Seabrook could recruit a well know Charleston chef interested in the opportunity to provide five-star dining in a beautiful location. Lastly, a small Inn or Bed and Breakfast could provide a bit of nice hospitality outside of the gates, with provisions for use of Seabrook facilities via golf-carts and/or shuttles.

**UNCOVERING NATURE:** The Entry Village would be organized around a new, enhanced meadow, extending the beauty of the existing adjacent marsh land through the site as a newly imagined wildlife and habitat corridor. Meanwhile, a beautiful entry causeway, oriented to a long view of the marshland, will be raised above grade to "float" above newly planted grasses and meadows, and will allow wildlife to pass through undisturbed.

**PASTURES, MEADOWS AND AGRICULTURE:** Upon crossing the causeway, visitors who cannot enter Seabrook Preserve through its re-oriented entry gate are invited to experience its culinary hospitality and pastoral beauty. Visitors to the area can stroll around to view the horses, experience the farm fields, and enjoy the beauty of the marshes and meadows.

**ICONIC ARCHITECTURE:** Architecture might include a lower-scale mix of vernacular farm buildings, contemporary compositions of natural and machined materials, and simple punched wall openings of brick, masonry, wood and even board-formed concrete - connecting courtyards and passageways that include shade trees. Don't be afraid to make a bold statement with a building. And study carefully the Freshfields design model: using a single Master Planner to promote multiple architects yielded an organic result which has been universally applauded and promotes use and loyalty. North meadow: a place for wellness and the study of ecology

## **NORTH MEADOW: A PLACE FOR WELLNESS AND THE STUDY OF ECOLOGY**

**OUTSIDE THE GATES:** One of the critical issues facing Seabrook Preserve over the next 10 to 30 years will be the parcel called 005, which stretches from land currently owned by the Kiawah Island Development Company at the Freshfields site, all the way to the current Seabrook Island gate location. While there is currently a 50' buffer requirement from the roadway, this may not be enough room to insulate the roadway entry from unsightly development - especially given the stated residential density at four units per acre.

Seabrook has two legitimate options for assuring that the use of this site will not be to the detriment of views from the entry road. The first would be to discover ways to collaborate on uses with benevolent and accomplished neighbors, with similar interests in the proper use of this property.



The other option would be to purchase and annex either a portion or the entirety of the site, consistent with the Seabrook Preserve vision described in this document. We have indicated a 30 acre parcel which is contiguous with Seabrook's current boundaries, though more study should be undertaken to provide an accurate assessment of size for the following uses:

**Seabrook Center For Wellness And Aging:** Many Seabrookers are interested in options which would allow them to age here in Seabrook. A facility like this would be designed to appeal as a wellness facility, in which 40-50 year old residents could also begin working with doctors to create long-term life-health plans.

**Seabrook Preserve Institute:** We believe that consistent with the Seabrook Preserve ethos, land might be purchased and used for the following concurrent uses: A large tract of land could be purchased either here, or perhaps even on the current site of the St. Christopher's Camp, for the sole purpose of conservation in perpetuity - along with a small but critically entitled portion for the construction of an innovative facility for ecological research.

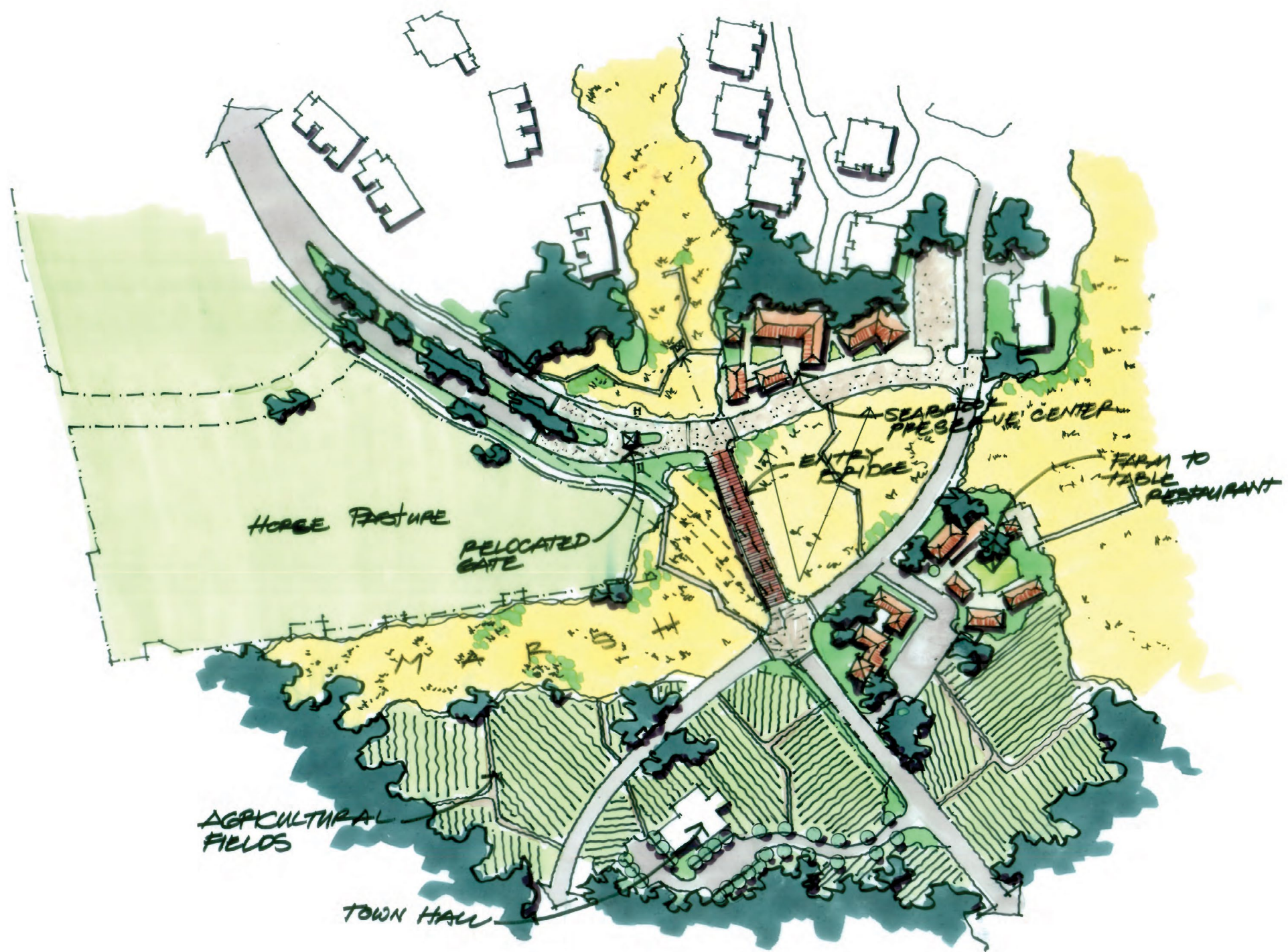


SUPPORTING PLAN: ENTRY REDESIGN (BEFORE)





SUPPORTING PLAN: ENTRY REDESIGN (DASHED LINES SHOW CURRENT ENTRY ROAD CONFIGURATION)





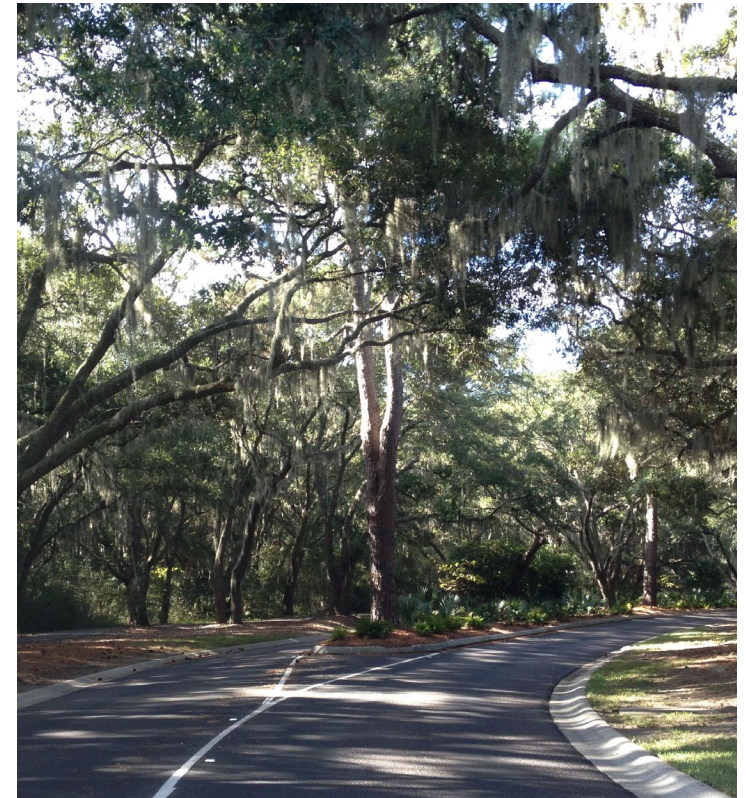
## SEABROOK ISLAND ROAD: PRESERVING THE NATURAL AESTHETIC

**SEABROOK ISLAND ROAD:** Seabrook Island Road is an incredible opportunity to celebrate the natural identity of your community. The roadway, as a continuous loop, passes through various beautiful landscapes. From the moment one crosses through the gateway threshold a visitor should feel that they have arrived somewhere special, different and unique. Our R/UDAT recommendations situate Seabrook Island Road as one of the most important undertakings of your community.

**CREATE PAUSES:** A sense of arrival should be continuous around the entire six miles of Seabrook Island Road. The first pause is the gatehouse. The second pause is the existing canopy of Live Oaks trees that leads you deeper into the community of Seabrook Island. However, additional pauses need to be introduced. Views out to the marshes should be framed and one should know when they are approaching the beach.

**CREATE A SENSE OF PLACE THROUGH EDGE PLANTINGS:** The edges of Seabrook Island Road are characterized by strips of lawn, driveways, and mailboxes. While Oaks and other vegetation are also apparent along the length of the roadway, the edges could be used to identify more closely with the native plant communities. As Seabrook Island Road passes along the beach, the edges of the street could be planted with beach and dune planting [see dunescape rendering].

**BUFFER RESIDENTIAL HOMES:** The front yards are another great opportunity to help give definition to Seabrook Island Road that further celebrates its local ecology. While architectural variety adds interest to the community as a whole, one's arrival to Seabrook Island should include views of native plants, wildlife, framed views and vistas. R/UDAT recommends that properties that abut Seabrook Island Road be subject to stricter landscaping guidelines in order to create the necessary separation between the loop that defines Seabrook community as a whole and the individual identities of specific lots.



*Upon entry, Seabrook Visitors are greeted by a beautiful oak canopy*



*Nearing the Beach and the new Dune Park*

## THE NEW BEACHFRONT: A NEW HEART FOR SEABROOK PRESERVE

### Beachfront Park

When we first visited Seabrook Island, we noticed that the Seabrook Island Road seemed to have no connection or punctuation at the beach. Given its elevation below the dunes, first-time visitors to Seabrook might take a moment to realize they'd reached the beach. On this visit, we realized that a simple solution existed that could change and energize the heart of Seabrook. We imagined that a subtle upward grade change in the roadway might signal an event to visitors: The Ocean.

*Adding fill and raising the elevation of the road along its existing geometries could create major new seafront park at the heart of the community. We believe that this could be done with little to no disruption to existing buildings, save potential interior reprogramming discussed below.*

### The Island House

In order to serve the new Park with uses more complementary to its goals, the Island House's interior spaces could be modified in several ways. Generally, there does not

seem to be any meaningful street-level connection at the first living floor to better activate the current verandah spaces. Some ground-floor use options could include a small convenience market, casual grill-style restaurant, small resort retail.

### The Beach Club

The Beach Club could develop a stronger connection to the Island Club facility, and this landscape intervention would have the added benefit of allowing the dining/ top of dune area to be expanded.

### Market Plaza

Create a new resort resident destination by adding a new hardscape plaza. This one-story plinth will be adjacent to the Island house, with structured parking beneath. It will host open-air dining opportunities, a large multi-use open space for soft programming (such as outdoor art festivals, farmers markets, etc.) Most appealingly, it will feature views back to the 18th Green, as well as to the ocean.



*The Beach Club*



*Cart Parking at Bald Head Island*



*Non-native planting Pallate*



*Future Dune Park*



## **Landscape Continuity and Screening**

The current landscape design does not signify any meaningful connection to a coastal plant palette. We suggest incorporating large swaths of dune-style landscaping to envelop the Beach Club and Island House to signify their setting adjacent to the beach. In terms of current service areas, we'd also suggest that there are direct views to service areas for both the Island House and Beach Club that could be better screened.

## **Golf Carts**

By allowing golf carts on the roadways within the resort, we can reduce much of the surface car parking areas for golf, restaurant, and beach access in critical areas. Although we know that some guests will continue to utilize their cars, we feel that most residents will prefer to arrive to the new Beach Village by golf cart, bicycle, or trolley. Communities such as Bald Head Island in North Carolina have made increasing density much less of a negative issue by simply reducing traffic load. During summer months when crowding is greatest, cars are less than ideal for the health of a beach community - they are noisy, bulky, and potentially dangerous. Golf Carts should be integrated into roadway use during warmer and more popular seasons.

Critical to the Island's future: Young families with children will have very positive experience with carts, and will develop greater loyalty to Seabrook Preserve as a result. The best thing about a golf cart is how it connects you with the surrounding natural environment in a clean and quiet way.

SUPPORTING PLAN: BEACHFRONT REDESIGN (BEFORE)





SUPPORTING PLAN: BEACHFRONT REDESIGN AFTER





### **SCALING BACK TO NINE HOLES: A “LESS IS MORE” PHILOSOPHY:**

Over the past decade The National Golf Foundation has documented more golf courses in the United States have closed than opened. In our community meetings over the past few days it appears that Seabrook is also following this national trend with the underutilization of their 36 holes of golf. What are the alternatives for the future of golf at Seabrook?

In studying Ocean Winds and Crooked Oaks golf courses it is apparent that both golf courses are outdated and need of renovation. Crooked Oaks is the most recently constructed golf course, designed by Robert Trent Jones, Sr. and built in 1981. This golf course has held up well over the past 30 years and with infrastructure and design updates will remain a wonderful golf course for years to come.

Ocean Winds, designed by Willard Byrd and built in 1973 is different. The design criteria for golf course corridors, fairway widths and safety setbacks have increased beyond the existing golf course’s original design. The narrow corridor widths, especially on the back nine, are compounded by the tall architecture made necessary by hurricane building regulations.

### **Constraints of Ocean Winds’ Current Back Nine:**

For the golfer, it can create a claustrophobic experience trying to manage his golf game using equipment that propels the ball 20 to 25% farther than originally designed for the course.

Another disappointment of the back nine at Ocean Winds is the lack of ocean view while playing the golf course. Golf holes 10 through 14 are more an experience of playing along the rear of 3 story homes than experiencing long views out to the ocean and dunes environment.

Golf holes 15, 16 and 17 are good golf holes playing adjacent to salt marshes, but the 18th, with its finishing abruptly at the back porch of 3 storied regimes is disappointing.

Of the 36 holes, this 9 has been more negatively impacted by development than the other 27 due to the height and close proximity of the neighboring homes.

The tight corridor on this nine prohibits the ability to screen or soften the architecture with planting. Conversely the large trees, mainly beautiful live oaks, on the remaining 27 golf holes provide this important visual and safety buffer.

The Ocean Winds back nine will become so outdated in the next 5, 10 or 20 years, that golfers may not want to play it.

### **Recommendations for the Ocean Wind’s Back Nine Reuse**

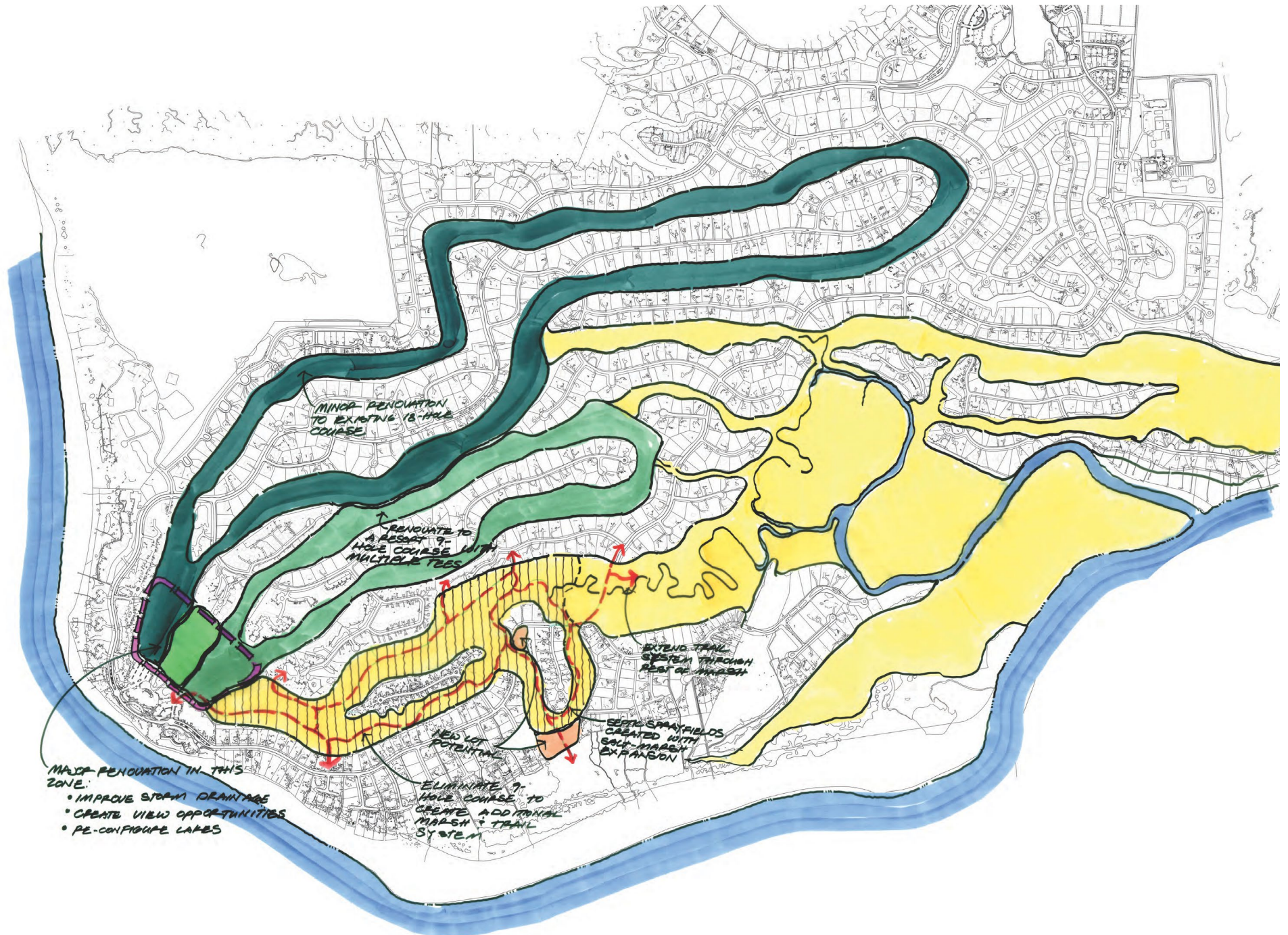
We recommend that Seabrook anticipate the closing of these nine holes, and we’d like to propose the potential benefits and reuse:

- A 2.5 mile nature trail system could be created, unencumbered by automobile traffic. This trail system will benefit a large population at Seabrook.
- It will also allow additional land to revise the remaining 9 holes of Ocean Winds, with a potential to finish the nine holes adjacent to the expanded salt marsh instead of at the back of a 3 story regime complex.
- It would allow for additional land to create a new fresh-water wetland system created to accommodate spray field requirements from the sewage treatment plant if needed.
- Local Ecology will benefit through the potential to extend the salt marsh approximately 1/2 mile from Seabrook Island Road west into the Island center, along the abandoned 15th, 16th and 17th golf hole corridors.
- Close to 400' of potential new oceanfront development area behind the Ocean Winds' thirteenth green.

#### **Recommendations for the Ocean Wind's Front Nine Remodel:**

- The Ocean Winds front nine, with new tees at various angles and lengths added will provide for an 18 hole golf experience for the average golfer.
- 18 hole Crooked Oaks championship golf course could be modified to suit the serious golfer, with the 18th green raised for a glimpse of the ocean at the finish of the round, greatly enhancing the golf experience and sense of place near the ocean.
- Ocean Winds 9 hole golf course could be modified with various tees to facilitate enjoying 18 golf holes for the recreational golfer. Additionally, with the potential to extend the salt marsh into this area, the 9th golf hole will finish with a long vista of the newly created salt marsh instead of its current view into back of a 3 story regime complex.

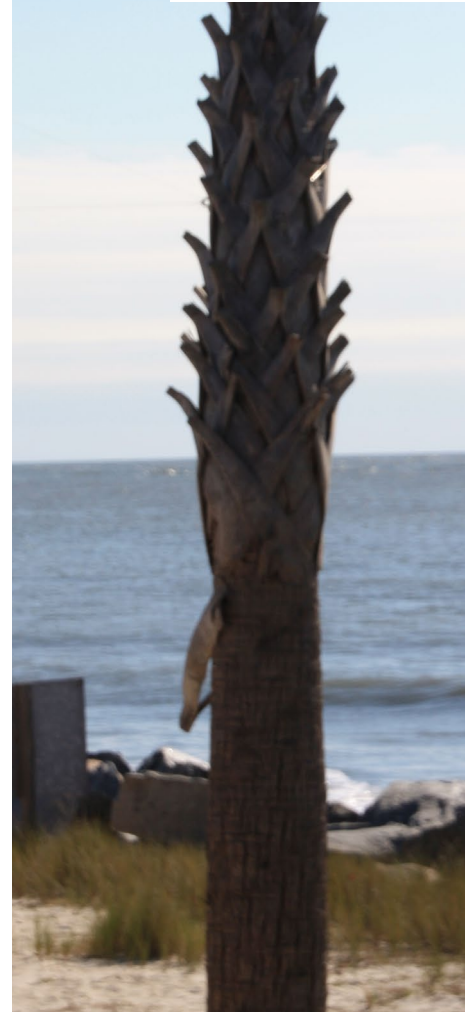
# SUPPORTING PLAN: LANDUSE ALTERNATIVE FOR OCEAN WINDS' BACK NINE







## **ECOLOGY & HERITAGE**



## ECOLOGY

Rooted in the distinct ecologies of the barrier island of South Carolina, this R/UDAT plan builds up physical connectivity throughout Seabrook Island. The result is the diversification of uses of significant nodes on the island that incite a younger audience while improving the lives of the elderly population.

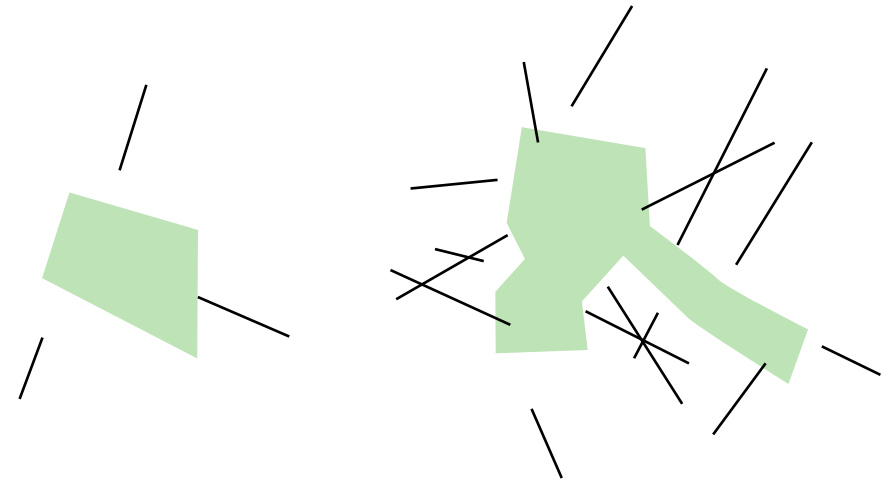
This proposal harnesses complementary ecological strategies to address Seabrook's concerns with infrastructure, connectivity and identity. A patch-corridor-matrix framework allows us to identify areas of concern within Seabrook's community and to propose more diversity within the patches and solutions that create new linkages between them. Attention to the specific ecologies of the barrier islands of South Carolina's Low Country leads to the creation of a new formal vocabulary (both planted and constructed) for the development of streetscapes, villas and regimes, residential lots, newly densified nodes and new common open spaces. The overlay of these approaches results in a proposal that inserts new uses for both a new generation



of renters and buyers while maintaining the quality of life for an existing aging population.

### Patch-Corridor Matrix: Framework

A healthy and resilient community consists of patches with a strong identity that can accommodate a range of uses and users that are connected to each other with corridors that link these places together. Unhealthy ecosystems are fragmented. At Seabrook Island we will provide a multi-dimensional transportation and connectivity system that will better link people and wildlife to important landmarks, nodes and habitats within the community.







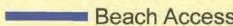


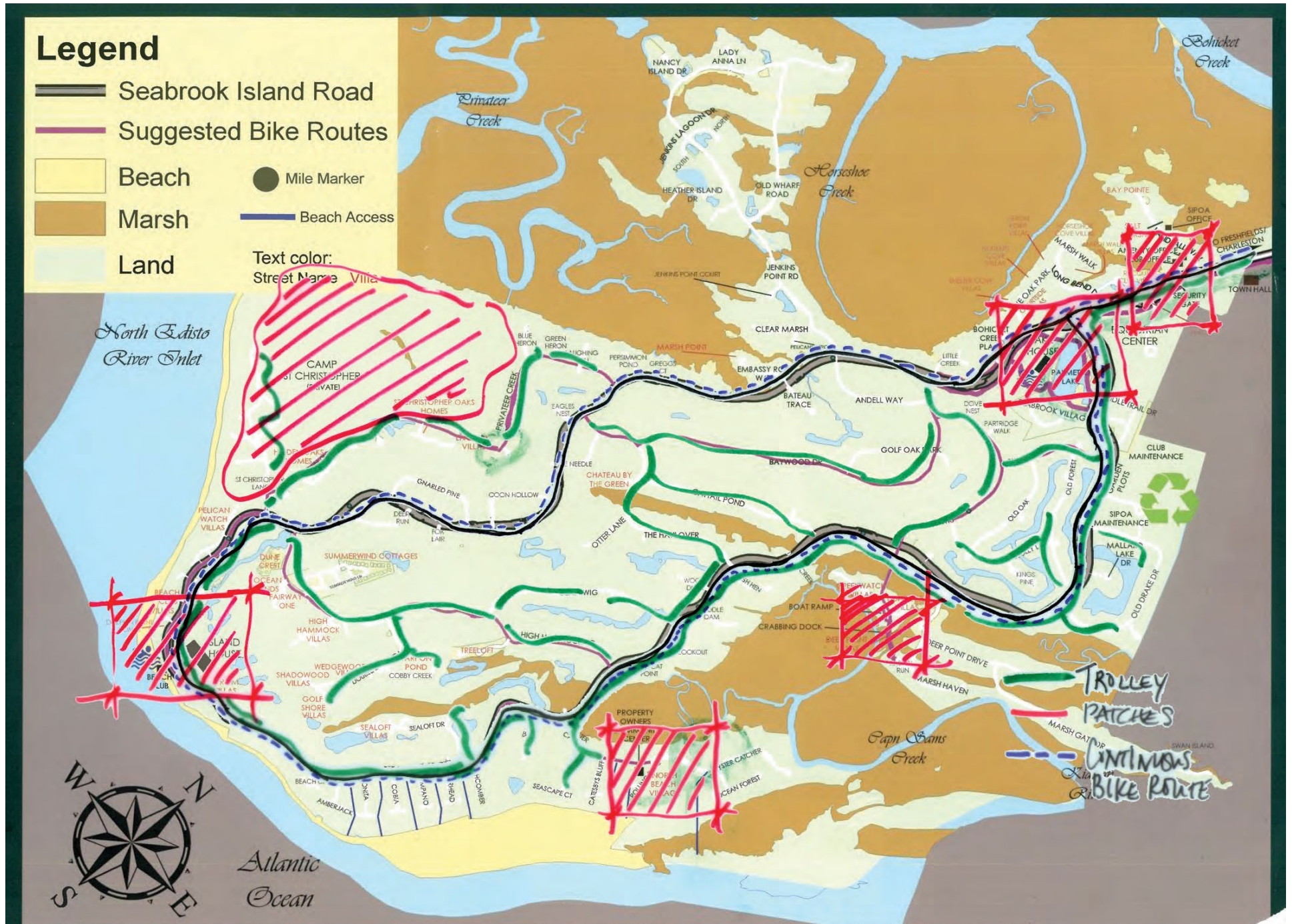
bad patch:  
limited opportunities for  
interaction

good patch:  
many opportunities for engagement



# Legend

-  Seabrook Island Road
-  Suggested Bike Routes
-  Beach
-  Marsh
-  Land
-  Mile Marker
-  Beach Access
- Text color:  
Street Name Villa



## Local Ecology

Seabrook Island is blessed with a rich and varied natural environment. Dunes, hammock forests, fresh water lakes, and salt marshes define the underlayment for the physical environment of the island. These different habitats provide a rich and diverse palette of native plants and wildlife that provide a unique experience for residents, workers and visitors of Seabrook Island (See plant communities diagram below.)



Fresh Lake Community

Dune Community

Hammock Community

Salt Marsh Community



**Beach / Dunes:** The dunes are important habitat for sea turtles and a variety of plant species. Common beach native plants include

- Sea Oats: (*Uniola paniculata*)
- Sea Pickle (*Sesuvium portulacastrum*),
- Railroad Vine (*Ipomoea pes-capre*),
- Beach Morning Glory (*Ipomoea stolonifera*),
- Beach Sunflower (*Helianthus debilis*),
- Beach Dropseed (*Sporobolus virginicus*),
- Beach Berry (*Scaevola plumieri*),
- Seashore Elder (*Iva imbricata*), and
- Bay Cedar (*Suriana maritima*).



**Salt Marsh:** Common salt marsh native plants include

- Smooth Cordgrass (*Spartina alterniflora*)
- Saltmeadow cordgrass (*Spartina patens*)
- Hammock Forest: [Hammock Picture]
- Live Oak (*Quercus Virginia*)
- Malberry (*Ardusia escallondoides*)
- Bottlebrush (*Astrida stricta*)
- Saw Palmetto (*Serena repens*)
- Cabbage Palm (*Sabal palmetto*)
- Sassafras (*Sassafras albidom*)
- Cinnamon Fern (*Osmunda cinnamonea*)
- Wax Myrtle (*Myrica cerifera*)
- Little Bluestem (*Andropogon scoparium*)
- Goldenrod (*Solidago sp.*)
- American Beautybush (*Callicarpa Americana*)
- Golden Leather Fern



**Fresh Water:** Common Lake native plants include

- Cattail (*Typha latifolia*)
- Bald Cypress (*Taxodium distichum*)
- Sugar Maples (*Acer Saccharum*)
- Swamp Fern (*Blechnum serrulatum*)
- Yellow-eyed Grass (*Sisyrinchium californicum*)
- Rosemallow (*Hibiscus moscheutos*)



The R/UDAT plan has designated different communities within the island determined by their adjacent ecological habitats. These plant communities are then integrated into the built fabric of Seabrook Island. Sea Oats and other dune plants are planted within the streetscapes and yards of roads and residential lots within the dune and beach communities. Palmettos and Ferns are planted within the Hammock

environments, a variety of deciduous trees including Maples and Willows are planted within the Lakes region, and a variety of sedges and grasses are planted in the Salt Marsh environments.

### **Wildlife Corridors**

Seabrook island residents are passionate about their wildlife. Alligator, bobcat, dolphin, and fox sightings are all common in Seabrook Island. The current ARC Policies and Procedures document requires that all development lots maintain a wildlife corridor setback. The R/UDAT plan recommends the development of a wildlife monitoring plan that measures the mating, eating, and nesting habitats of the wildlife in order to more strategically understand the role of the wildlife corridors and wildlife patches throughout the island.

### **Water**

Water is the most important resource on Seabrook Island. The ocean provides the inspiration and is the reason most people choose to come here. The marshes are important ecotones between the built environment and the ocean –cleansing and providing important habitat for wildlife that bring pleasure to Seabrook residents. And, the rainwater that nurtures the plants and provides drinking water for wildlife and irrigation for our gardens and golf courses is a resource that should be harnessed rather than wasted (see sections on golf and recreation and green infrastructure for methods for better water management).



The R/UDAT plan recommends that water management be addressed throughout all decisions made on the island. Water can be collected and harvested on all residential and recreational lots, plants should be planted that are native that require minimum watering needs. Water discharge should be filtered adequately before entering any water body – including the fresh water lakes, marshes and ocean. Monitoring the marshes to test for salinity, contaminants, and sediment loads would reinforce Seabrook Island’s commitment to their local ecology.

## **HERITAGE**

### **Natural History**

Seabrook Island has a rich history as a place for agriculture and production, natural history and settlement. Its waterfront location, and easy access to Charleston, made it a full time and part time playground for a diversity of visitors. The R/UDAT plan looks to the history of this place as inspiration for a more robust ecological and cultural Seabrook Island where community gardens and farm to table restaurants reinforce the area’s heritage as a place of production and where recreational activities are networked into larger regional systems – such as kayaking, boating, and cycling.

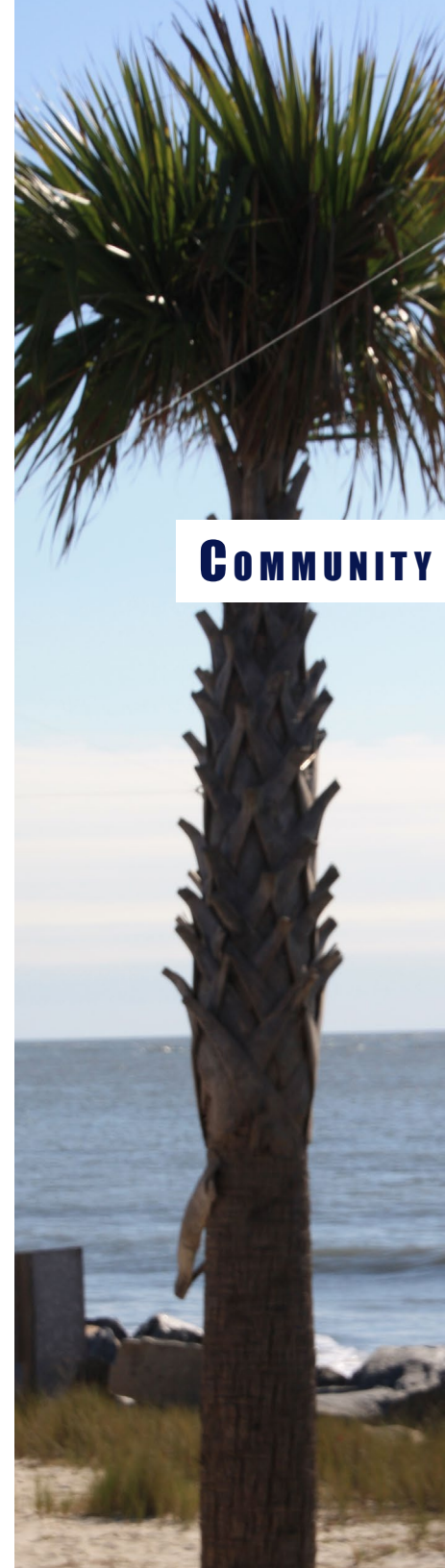
### **Regional / Global Market**

Seabrook is situated in a unique and varied regional landscape. Condé Nast Traveler readers voted Charleston, South Carolina the number one city in the United States for the second year in a row. During our community input session, many of the residents mentioned Charleston as one of the reasons they own in Seabrook Island. It is critical

that decisions made in regards to land use, housing, recreational activities, and the environment are connected to this larger regional network.

THE R/UDAT plan recommends the following:

- Create a bike network that can be connected to larger, regional bike paths and systems (see the report section on “Infrastructure” for more detail).
- Restore farm and pasture lands for use in local restaurants, farmers markets, and other island uses.
- Provide additional locations for community garden plots throughout Seabrook Island.



**COMMUNITY**



## SENSE OF COMMUNITY IN SEABROOK ISLAND

People come to Seabrook Island to experience a uniquely beautiful natural setting. However, like other places, Seabrook Island's sense of community is strongly associated with residents' quality of life. In fact, community is identified as one of Seabrook Island's core values.



## HOW DO WE MEASURE COMMUNITY?

In the field of civic health, many tools have been developed to measure community strength. The National Civic League has one of the most widely used methodologies, called the Civic Index, which includes the following components:

- Community Vision & Pride
- Civic Participation
- Community Leadership

- Government Performance
- Volunteerism & Philanthropy
- Intergroup Relations
- Civic Education
- Community Information Sharing
- Capacity for Cooperation & Consensus Building
- Intercommunity Cooperation (Regionalism)

## Community Strengths

In applying the Civic Index to Seabrook Island, the community strengths are clearly evident to an outsider.

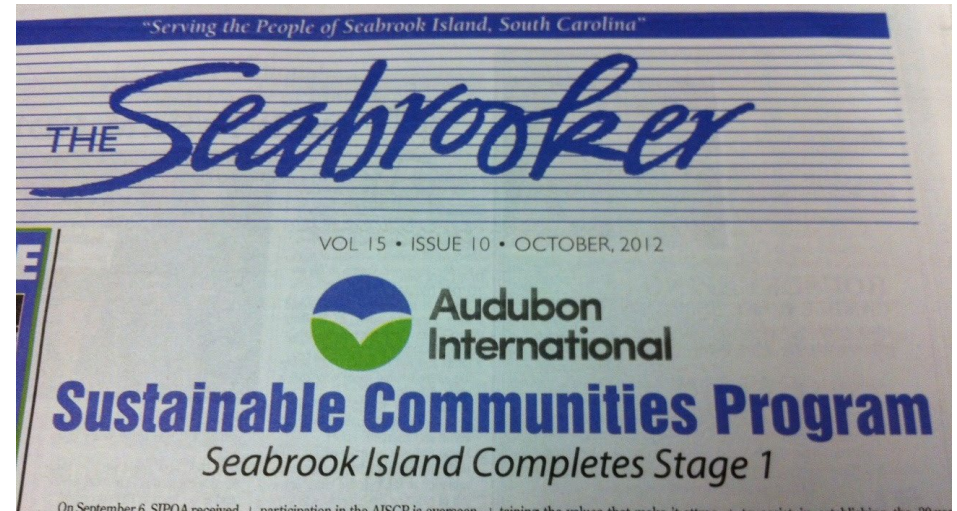
**1) Vision and Shared Values.** The community has a vision that was the product of a strategic planning process, and residents broadly subscribe (over 80%) to the aspirations expressed in the community vision statement:

“Seabrook Island is private residential community with lifestyle amenities for all ages where homeowners control their own destiny and, with their guests, share a unique sense of belonging in a natural, forested, ocean-front environment. Recreation and leisure facilities are provided for the use and enjoyment of the Seabrook Island community.”

According to the Annual Community Survey, over 81 percent of residents agree with the island's core values of community, family, serenity, stewardship, sustainability, wellness, learning, and volunteerism.

**2) A Sophisticated and Savvy Citizenry.** The island's citizenry represents a highly educated, successful, technologically savvy demographic. According to the annual survey, over 97 percent of respondents use a computer, 36.5% use a tablet, and almost half (46.7%) own a smart phone. An astonishing 99.1% of residents use email, and almost 20% use Facebook. Over 80 percent of the community is using an electronic device (computer, tablet, smart phone) daily.

**3) Community Information Sharing.** This is the first R/UDAT process that has featured an entire team of bloggers capturing the dialogue, a reflection of the community's capacity to leverage technology to its advantage and distribute information through broad and varied channels. In addition to local newspapers, residents receive information through a variety of vehicles including the community website, e-newsletters and other mechanisms. The Sense of Place blog, launched to engage residents in online dialogue for the R/UDAT process, had over 1,000 hits in its first two weeks of operations.



**4) Civic Participation.** As evidenced during the R/UDAT process, the level of civic participation is strong on the whole. The public workshops and meetings during the process included over 150 people, and the team received over 5 dozen comments through the blog and email. However, there are barriers to participation for some residents who do not live on the island permanently or who represent working families that commute to Charleston. In fact, the team heard significant input regarding the challenges of participating in the R/UDAT process given that there was only one public meeting during the weekend.

**5) Government Performance.** As noted below, the governance structure in Seabrook Island presents challenges. However, government performance is good, as evidenced by the high satisfaction expressed by residents in the community survey.

**6) Volunteerism.** The level of volunteerism in the community represents not only a strength, but a huge opportunity for Seabrook Island, since the population contains



many active retired residents who have numerous talents to contribute to the community. Volunteerism is also identified as a core value for Seabrook Island.

**7) Community Pride.** People are proud to be associated with Seabrook Island, and particularly among permanent residents, pride in place is exhibited with great passion.



## Key Issues

In the team's assessment of Seabrook Island, the following key issues emerged:

**1) Seabrook Island's Schizophrenia.** The most fundamental issue facing the Seabrook Island community currently concerns its identity. The team found that the island exhibits a schizophrenic and conflicted identity as both a residential community and a destination resort property. While some would dispute this assertion, the statistical evidence is clear. Almost half of existing households represent part-time residents.

Seabrook Island is a relatively young community, having just celebrated its 25th anniversary. The average years of ownership is twelve, and the average years of permanent residency is eight. From an identity standpoint, the team observed that in many ways, Seabrook Island has reached its "teenage years" – it is currently struggling with what the island's identity should be, and what it wants to be when it grows up.

It was evident from the dialogue that there are perceived conflicts concerning what Seabrook Island is and should become. This point was captured definitively by one of the resident comments on the Sense of Place blog:

"To me this is a larger question, and is directly tied to the question of what Seabrook wants to be. Is it/can it remain a 'private residential island,' as espoused by current leadership and strategic plan, or do we need to/want to be a destination?"

It is also important to acknowledge that not everyone is seeking community in Seabrook Island. In fact, a significant portion of current households are seeking an oppositional experience – they do not live permanently on the island, and they come to Seabrook Island to get away from their normal lives elsewhere, seeking peace and tranquility rather than social interaction and community. However, the salient point is that these characteristics can co-exist. Seabrook Island doesn't have to choose between the two ideas, it can have both. In fact, one can argue that it already does embrace both concepts. The Seabrook Island website describes this experience as one of its core qualities of place:

“There are few places where the world rarely intrudes. You have just found one of them. Just miles from historic Charleston, South Carolina, Seabrook Island's 2,200 acres stands as a reminder of the pleasures of a slower pace of life. Edged by wide, uncrowded beaches and pristine dunes along the South Carolina coast, Seabrook Island is an unspoiled island paradise that is home to a spectacular range of wildlife and a thriving ecosystem. Generations of residents have enjoyed the best of life among the most peaceful of settings in this private island paradise.”

Over 81 percent of all residents embrace the community's core values, regardless of whether they are seeking community. The key question then becomes, how do we create community for everyone that wants it?

**2) Governance.** The current governance structure in Seabrook Island is complex, with three separate entities:

- The Town of Seabrook Island. The Town was incorporated as a pre-emptive move to maintain independence locally and prevent future annexation by other jurisdictions. The town serves to maintain public areas outside the gates, and coordinate with regional and state jurisdictions to serve local needs. It has responsibility for planning and zoning matters, business licensing, emergency planning and beach patrols.
- The Seabrook Island Property Owners Association. It is a rare condition to have a property association represent a more consequential public body than a town. The SIPOA represents the largest (by budget) and most consequential organization in the current governance structure, providing services behind the gate.
- The Seabrook Island Club. The SIC owns and operates recreational amenities inside the gate. It also owns Seabrook Island Real Estate (SIRE).
- Each of these entities has its own structure and operations. Understanding and accessing this system is difficult.

**3) A Stratified Citizenry.** From the R/UDAT dialogue, it was evident that there are currently several diversity and equity concerns in the community. The island has a stratified sense of citizenship, with several different labels that distinguish perceived levels of citizenship for island residents:

- New residents versus Old residents
- Renters versus Owners
- Part-time residents versus Permanent Residents
- Working residents versus Retired residents



- A variety of labels related to different levels of Club membership

It was clear from the R/UDAT process that the dominant cohort in Seabrook Island is represented by active seniors who are retired and are permanent residents of the community. There is a desire among some of the part-time residents to have a greater voice in the community decision making process, and to have more opportunity to participate in the life of the community. There is also a perception that permanent residents have a privileged position in the community through their presence and ability to serve on committees locally. As one citizen comment on the Sense of Place blog captured the condition, "There apparently is a substantial disconnect between full time residents and part time residents...It is said these groups are approximately split equally in numbers, thus rendering it difficult to define a 'sense of place' concept that embraces both camps...I have often heard it said by those non residents who simply desire a 'place at the beach' that the full timers run the island to their own advantage while ignoring the needs of the mostly absent second home owners."

**4) Social Capital.** Social Capital is an important concept in community building, as it defines the feeling of trust and neighborliness that is shared across the community. As the R/UDAT process revealed, "finding community" can be difficult for residents who do not fall within the dominant cohort (55-70, retired), particularly for new residents. The fact that many of the island's residents are not permanent creates additional challenges for those who live here year round, as the community empties in the off-season. In addition, the events that define community life currently are not

always designed to include working families and others with lifestyles that require more opportunities for activities at different times.

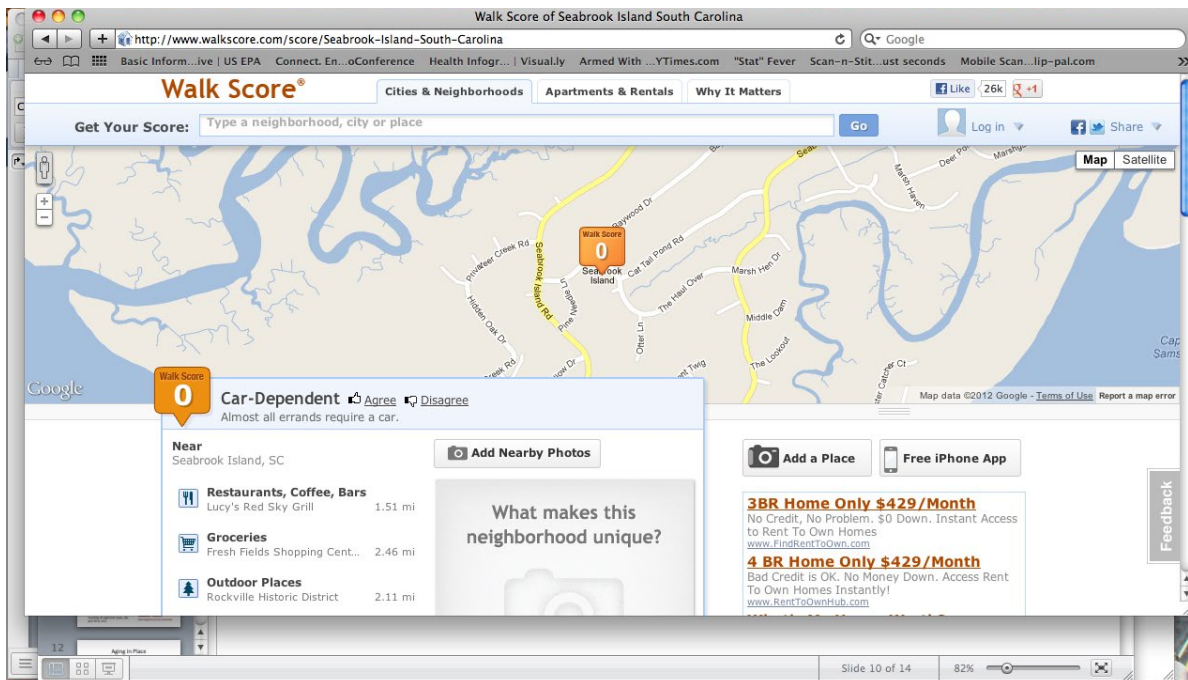
**5) Part-time Residents.** Only 52 percent of households on the island represent permanent residents. According to the SIPOA community survey, the average number of weeks that people reside on the island is only 15.22. This condition creates unique challenges in building community, and requires special considerations in order to fully incorporate all residents into the life of the island community.

**6) An Aging Community.** The median age on the island is 62, and the average age according to the community survey is 63.03 years. In addition, 25 percent of households are individuals, and almost half of those (11.8%) are 65 years or older. This issue becomes a major concern when considering Seabrook Island's built environment.

**7) Community & the Built Environment.** In recent years, the planning profession has come to recognize the advantages of creating "complete communities." A complete community is one that provides housing, jobs, education, shopping and services, culture, basic needs and recreation for people at all ages and socioeconomic levels. Complete communities take advantage of locational efficiencies to produce walkable, accessible places. Compared to most communities, Seabrook Island faces significant challenges regarding its comparative reality as a largely residential community that

lacks commercial amenities where basic needs can be met. Residents must seek services outside the gate, making them auto-dependent.

### Seabrook Island: A Temporary Community?



The consequences of this model on community life are severe. Given the average age of 63, an auto-dependent community without a support system for aging residents represents a temporary community of no more than 20 years. Consider the following national statistics:

- By 2030, the number of seniors will double.
- Every year, 600K people 70+ stop driving.
- Over 20% of Americans 56+ do not drive.
- Over 3.6 million non-drivers over 65 stay at home on any given day because they have no options.
- Older non-drivers are likely to make 15% fewer trips to the doctor, 59% fewer to stores/restaurants, 65% fewer trips to social, family or religious gatherings.

Under current conditions, aging seniors that stop driving have no recourse but to leave Seabrook Island. On the flip side, if a supportive system for aging in place could be created, the community could extend its demographic profile and attract new residents in multiple generations.

### A Weak Public Realm

Seabrook Island's status as a "private community" provides safety and security, as well as privileged access to a beautiful natural setting. However, it creates barriers regarding the creation of a thriving sense of community where people meet and interact socially. The gate is a defining physical element for Seabrook Island in this sense. To an outsider, the gate experience holds comparisons to a border crossing into a foreign jurisdiction or the heightened sense of security one feels entering a military base. It doesn't feel like a welcoming community experience. This feeling is reinforced by a general lack of public and civic space where the community can gather. The Lakehouse and clubhouse serve as primary locations for civic events, but there are few additional spaces where people meet or congregate. The beach provides a dramatic natural setting and space that could be used for such purposes, but it is not currently programmed. The



community garden represents another potential community-nurturing space for a portion of residents. Through the team's observations, it was determined that some of the best 'third places' for social interaction currently are outside of the gate. These include the coffeehouse and town green in the Freshfields commercial center.

## The Community Building Goal

In order for Seabrook Island to build a thriving community in which all residents feel belonging, derive meaning, and contribute toward something larger than themselves, it should define as a goal to build a community that is characterized by "wholeness



incorporating diversity." Diversity is inclusive of community uses, people, experiences and character. This kind of diversity yields more resilient, livable, and sustainable communities.

## Recommendations

### Governance

Create an informal umbrella 'coordinating council' that integrates the Town, SIPOA, and Seabrook Island Club. While a formal consolidation of the SIPOA and SIC was the subject of an in-depth joint study in 2008, which did not recommend a course of action. However, the general consensus among these bodies was that such a merger was not feasible given the outstanding debts of each organization. This is a common barrier to multi-jurisdictional consolidation. The community also assessed the viability of potential joint venture approaches, as well as a potential consolidation of the Town and SIPOA, ruling out both options in the near term. The joint study also considered the possibility of a formal merger of the two organizations' Boards to create a "unified governing body" and realize efficiencies across their respective efforts. Based on the valuable prior work that has been done on this issue, the team recommends two core actions and one consideration concerning governance to continue the community's progress:

- 1) Consider the creation of an informal Coordinating Council ("The Seabrook Island Collaborative") with representatives of the three bodies to align and integrate efforts where possible. The advantages of this approach would include regular cross-organizational meetings and communication without the consequences

associated with formal consolidation. While joint decision making would still require the separate actions of each organization's elected leadership, having an informal structure in place would enhance cross-organizational collaboration. These bodies can therefore mimic the operational benefits of a consolidation without bearing the costs of such a move. Such an effort could move toward joint meetings and other collaborations. It could also serve as an effective transitional or interim move that could either prepare the way for future consolidation or make such a merger unnecessary all together.

2) Secondly, the team recommends that these entities work toward an integrated communications and services plan. The current governance structure is confusing to citizens, particularly given the extensive use of committee systems, and the team heard a lot of input regarding difficulties citizens experience accessing information and services through such a balkanized structure. The team feels that the level of existing collaboration across the organizations is quite robust, so integrating further can be seen as a natural step. The idea of creating a "one-stop shop" for services through integrated information and communications was seen as something that would significantly enhance the resident experience.

3) Finally, Seabrook Island may want to consider an Advisory Diversity Council model to address diversity issues in the community. While it was the team's understanding that current leadership bodies are representative of part-time residents and others, it may be advisable to constitute a representative advisory council that is made up of

representatives from every segment of the community to address governance issues and provide guidance to elected leadership.

### **Community Building**

Implement an intentional Community Building Program with the following elements:

1) Consider A Welcome Program for New Residents. The program development could be informed by creating a focus group from existing new residents to ask them about their needs and desires entering the community.

2) Take advantage of the high season to integrate (and re-integrate) part-time residents into the life of the Seabrook Island community. Program an Annual Neighborhood Reunion Event in the high season to welcome part-time residents back to the community and help them become involved.





3) Create intentional community affinity groups to help younger, working singles and families meet like-minded residents. The current community programming is not serving the full demographic profile of Seabrook Island. For instance, only 67.5% of residents play golf. Only 33% play tennis. For some residents, there is a desire to meet people of similar interest and access other activities more suited to a variety of lifestyles.



4) Integrate the beach into the civic life of the community. Everyone values Seabrook Island's beach – it was the most noted reason for moving to the community among residents the team interviewed or heard from during the R/UDAT process. Clearly, it is the most visited public space, and could serve as a dramatic setting for important events in the life of the island. Beyond the full moon event, the R/UDAT team did not hear of any significant community events that are programmed around the beach. However, it is possible to envision any number of activities that could serve the Seabrook Island community well and contribute to a sense of belonging for everyone.



5) Utilize crowdsourcing methodologies to develop your community programming by creating an open platform for residents of similar needs and interests to find one another and contribute new ideas about activities. These ideas can be no-cost, simple, volunteer-driven efforts such as a hosted Supper Club program, whereby residents can sign up to host a dinner or attend one every month. Use technology as a community bridge-building tool to involve part-time residents in the process.

6) Implement ongoing programming to bring visibility to community enhancing efforts, such as a Good Neighbor award and recognition program and a Citizen of the Year designation.

### **An Aging in Place Strategy**

Consider Implementing a Village Association model for older seniors, either as a part of the SIPOA or Club, with voluntary membership for any resident. Based on its status as a non-profit membership corporation, the team feels that SIC may serve as the best vehicle for this initiative, provided that the activity falls within the parameters of its existing mission. Interest in this initiative could be established through a

community survey. For an annual fee, these organizations use a small professional staff and volunteers to arrange members' transportation to the doctor's office or the grocery store, to find in-home medical care or to compile a list of reliable contractors who do home repairs at a discount. One description compares the idea to "a hotel's concierge service or a village's face-to-face volunteerism." Village Associations will provide an attractive option to people who want to stay in their homes as they grow older, a group that national surveys estimate is 90 percent of the elderly. Use of this strategy will promote "aging in place" as an alternative to retirement homes, and it will extend Seabrook Island's ability to keep current residents and attract new ones. The Village Association model began in 2001 with Beacon Hill Village in Boston. They describe themselves as a membership organization "created by a group of long-time Beacon Hill residents as an alternative to moving from their homes to retirement or assisted living communities. Beacon Hill Village enables a growing and diverse group of Boston residents to stay in their neighborhoods as they age, by organizing and delivering programs and services that allow them to lead safe, healthy productive lives in their own homes."

### **Join the Village-to-Village Network**

The village network is "a national peer to peer network to help establish and continuously improve management of their own villages whether in large metropolitan areas, rural towns or suburban settings." The mission of Village-to-Village is to enable communities to establish and effectively manage aging in community organizations initiated and inspired by their members. Currently, eighty-nine Villages are operating

across the country, in Canada, Australia and the Netherlands, with another 123 Village in development. Additionally, the team felt that the incorporation of a local trolley bus system (detailed elsewhere in this report) would provide a central asset to older residents who wish to access amenities in the community without using a vehicle.

### **Community Information**

Build upon and enhance the current community information infrastructure to expand and extend opportunities for a broader audience to plug in to the life of the community. The Sense of Place blog is a great example of Seabrook Island's ability to leverage its technologically savvy residents to engage the community. The blog should be expanded as an ongoing communications tool. In addition, residents have expressed significant interest in the potential to utilize mobile applications to improve community life. There may be an opportunity to partner with the University of South Carolina or another regional institution to host a hackathon to develop community applications.

### **Celebrate Seabrook Island!**

The timing of the R/UDAT allowed the team to benefit from the fact that the 25th anniversary of the community was being celebrated with a concert event at the Lakehouse. The anniversary celebration was a wonderful exhibition of community, and is a model for future community events. The team is also aware of a number of successful community events that Seabrook Island holds, including its July Fourth celebration, annual parade, full moon event, mailbox decorating contest, and 5K and





10K races. These events help define the life of a community, and form important markers in its history as well as allow for neighbors to interact socially. The team believes that more of this type of programming, whether volunteer driven or managed by the SIPOA or Club, would be beneficial. However, the team also believes that the community would benefit from the exposure of a special community branding event that is open to the public beyond the gate. Therefore, the R/UDAT team is recommending that

Seabrook Island consider a radical idea – once a year, host a weekend festival whereby the island community is open to the general public. We acknowledge that this will be a controversial idea, and understand that it would require careful planning and scheduling. However, the potential benefits, both internally to community building goals, as well as externally to potential future residents, would be significant. The options regarding the scale and scope of the festival are almost limitless, and it could begin as a modest event that grows and evolves over time. Some of the elements of a weekend festival could include:

- A Homes Tour, featuring unique Seabrook Island properties
- An Ecotour or program featuring the low country habitat, with guided tours regarding the natural habitat, tied in to the Audubon programming
- A beachfront barbeque and concert
- Boat/kayak tours
- Local Culinary demonstrations or cultural programming
- Programming stations that are thematically focused (birding, local wildlife, flora, organic gardens, etc)
- Events and programming that show off the unique aspects of Seabrook Island

An initial event could include a modest program such as a homes tour, and could be built upon over time. Ticketing for the event could be managed at the front gate. Over time, Seabrook Island could consider much more ambitious plans should its initial experiment prove successful. In some communities, these kinds of events can turn into revenue generating tools. However, the key goal in the near term would be to

implement a modest event and use it as a branding and community building event for Seabrook Island.

### ***Example: Newport Jazz Festival***

The Newport Jazz Festival is a music festival held every summer in Newport, Rhode Island. It was established in 1954 by socialite Elaine Lorillard, who, together with husband Louis Lorillard, financed the festival for many years. The couple hired jazz impresario George Wein to organize the event to help them bring jazz to the resort town. Today, it has an estimated impact of \$300 million to the town.

### ***Example: SXSW***

The first South by Southwest Music Conference and Festival (SXSW) was held in 1987 in Austin, Texas. Despite the fact that Austin was not a Top 20 major market at the time, the background and character of the city made it a perfect location for the conference. The classic problem facing Austin musicians was being isolated from the rest of the world in the middle of Texas. SXSW was a way to reach out to the rest of the world, and bring them to the city to do business. National interest in SXSW was immediate. SXSW now has offices in Ireland, Germany, Australia and Japan who help bring SXSW registrants to Austin. The music event has grown from 700 registrants in 1987 to over 16,000 registrants. In 1994, SXSW added a film and interactive component to accommodate these growth industries. SXSW Film and SXSW Interactive events together attract approximately 32,000 registrants to Austin every March. SXSW's original goal was to create an event that would act as a tool for

creative people and the companies they work with to develop their careers, to bring together people from a wide area to meet and share ideas. In 2012, SXSW generated \$190.3 million in economic impact for the city.

### **Measure Progress**

“What gets measured gets done.” Incorporate data collection on community health into annual surveys to measure progress toward Seabrook Island’s goals moving forward. These measurements could include data on social capital, volunteerism, civic participation, partnership and other areas.

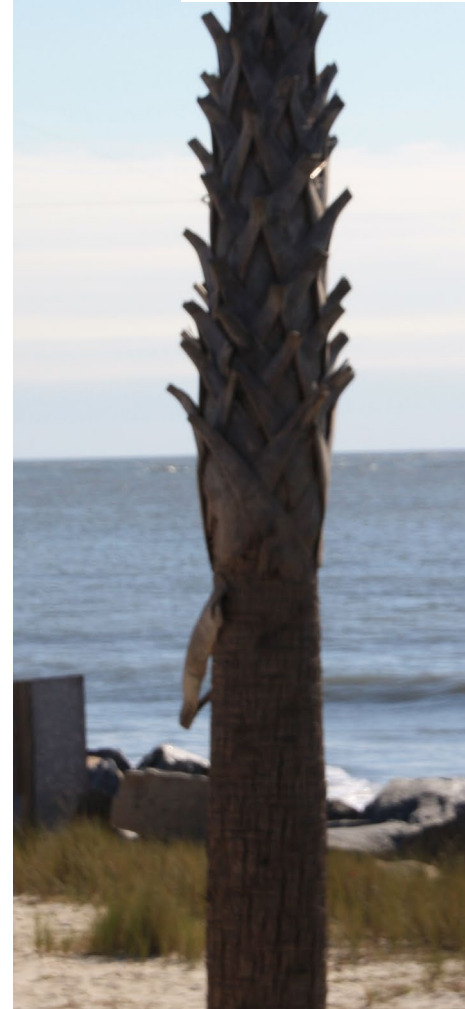
### **Become an All-America City**

The National Civic League hosts an annual All-America City event that has been described as “the Olympics of community.” Dozens of communities apply each year, and ten communities are awarded based on their ability to achieve common visions through cross-sector collaboration. When Seabrook Island has achieved progress on its core community issues, it should seek to apply. Winning communities receive signage and plaques recognizing their status as All-American Cities, an image and branding coup that has been shown to have economic benefits for winning communities.





## **INFRASTRUCTURE**

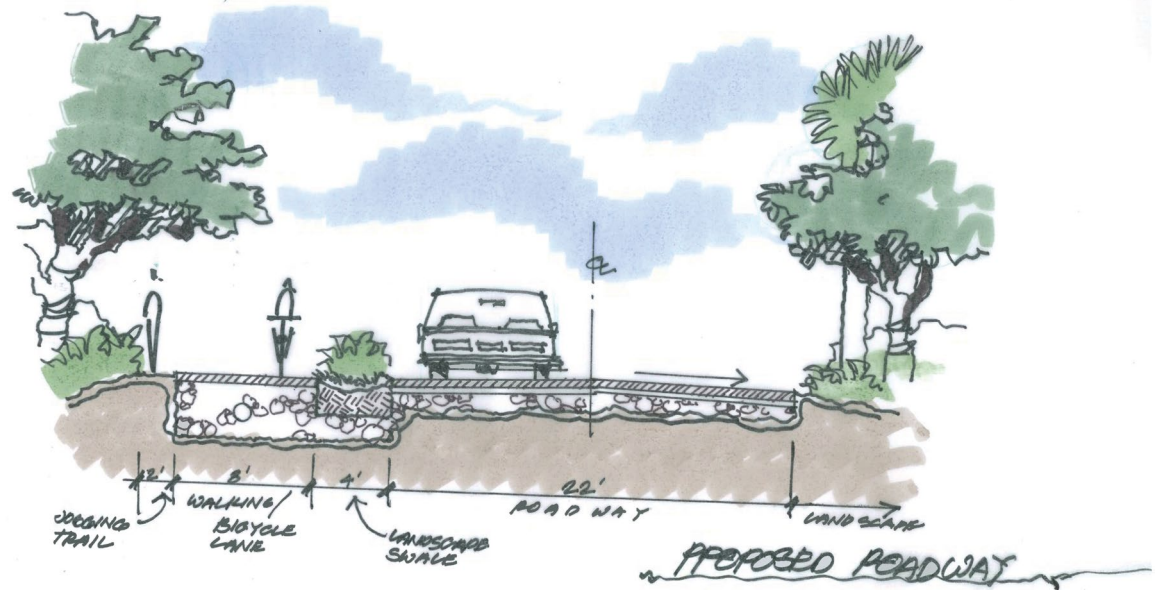
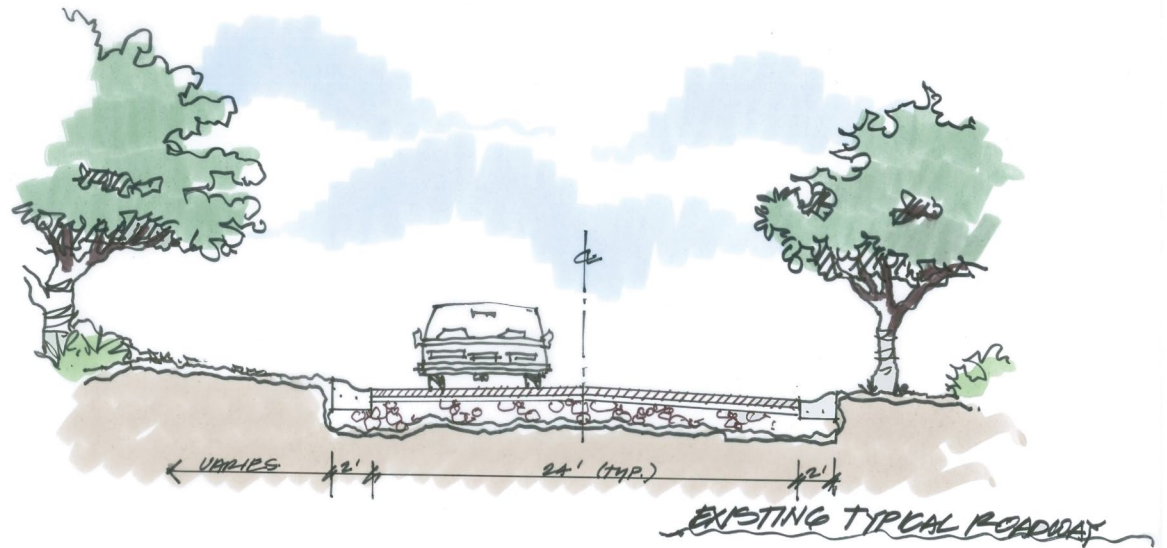


## INFRASTRUCTURE AND CONNECTIVITY

In 10-20 years, Seabrook Island's infrastructural systems will support a variety of uses and users. Multiple modes of transportation will link people and wildlife to key areas within and outside the gates. Additionally, infrastructural systems will be designed to meet sustainable criteria where technology is maximized to promote many uses and users on the island. Green infrastructure is integrated into transportation and other land uses to provide a more efficient and sustainable way of managing stormwater, and finally WiFi is provided for the entire community. The R/UDAT plan proposes a unified and innovative circulation system that better connects residences to the various activity nodes throughout the Island, and that also celebrates the natural identity of Seabrook Island

### Separated Bike Lane/Sidewalk

The R/UDAT team recommends separating bike and pedestrian traffic from vehicular traffic along Seabrook Island Road. The existing paved road varies but is approximately 25' wide from edge of curb to edge of curb. Our proposal recommends adding between 8'-10' additional space along one side of the road to accommodate a separate two-lane bike path, runners path and

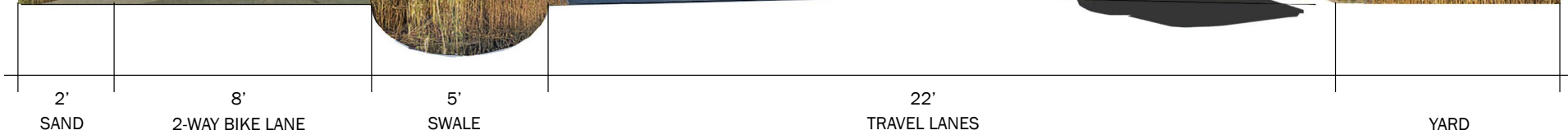






*Seabrook Island Road in the Hammocks.*





*Seabrook Island Road in the Marsh.*





beach. Additionally, the shuttle system could connect residents and visitors to new developments outside the gate – for example to the grocery store at Freshfields.

### **Lighting**

Lighting along Seabrook Island Road is limited. However, night lighting has detrimental effects on the Sea Turtle habitat. Turning lights off at 11:00 pm still can create a negative impact on up to 1/3 of the population. Our recommendation would be to install motion-sensor down lights on street lampposts. Currently, lampposts are located at all intersections. We would recommend an addition of one more lamppost between each intersection on both sides of the street. All lights should be motion-sensored and should go off completely after 11:00 pm. Full cut-off shading should be encouraged to remove hotspots. Additional information about lighting and Sea Turtle habitat is located in the reference section.



### **Green Infrastructure**

“Green infrastructure is an approach that communities can choose to maintain healthy waters, provide multiple environmental benefits and support sustainable communities. Unlike single-purpose gray stormwater infrastructure, which uses pipes to dispose of rainwater, green infrastructure uses vegetation and soil to manage rainwater where it falls. By weaving natural processes into the built environment, green infrastructure provides not only stormwater management, but also flood mitigation, air quality management, and much more” – Environmental Protection Agency

One of the best and easiest ways to integrate green infrastructure into a community is within the streetscapes, driveways and common open spaces. Our proposal for a separated bike path also serves as a means for collecting and filtering rain water through landscape buffers. Driveways, parking lots, and all paved common spaces should be installed with porous and pervious materials such as crushed gravel, shells, or sand.

Rain harvesting systems are also effective in collecting rain water off roofs and other impervious surfaces that can then be used for irrigation. Rain barrels are one method for individual owners to collect water for their own gardens.

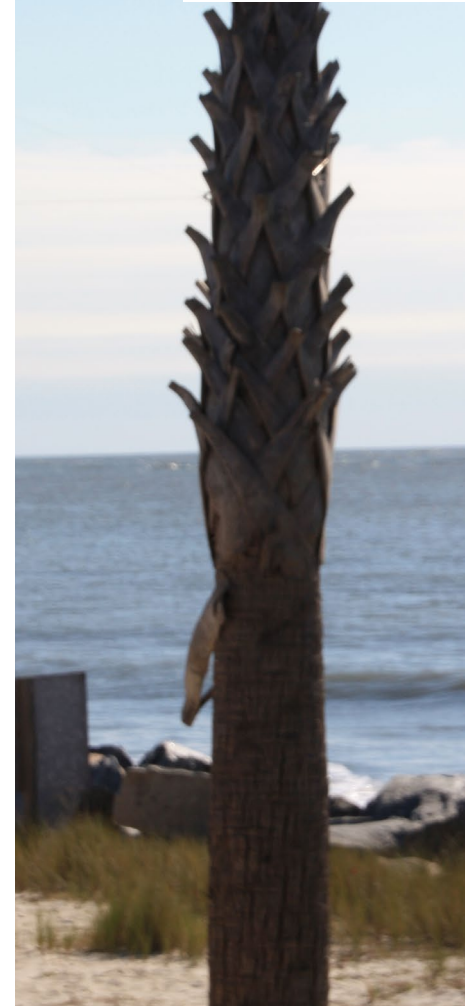
### **WiFi Throughout the Island**

Just do it!





## **HOUSING & FABRIC**



## HOUSING AND COMMUNITY FABRIC

As a successful and established 25 year-old community, Seabrook Island now includes a diverse array of housing stock—with a mix of original villas, older homes, and new homes. In addition there are about 500 undeveloped lots, most or all of which will likely be developed in the future. These new homes would then be incorporated into this mosaic and help form Seabrook Island's identity. The community's appeal derives from the availability and existence of attractive housing supply, including what is built and what is on the market. Built units are important for providing visual attractiveness. Sometimes these are called "positive externalities." If the community's homes are high-quality, cohesive, and attractive, they elevate the desirability and reputation of the island as a whole.

Because Seabrook Island has been built out over more than two decades, the age, upkeep, and style of its existing housing varies substantially. This is normal. Because of this, there are major benefits such as a large critical mass of homeowners and a completed array of recreation components. You can have neighbors and enjoy a plethora of recreation amenities as soon as you move on to the island. This is awesome. There is no need to buy real estate and then wait on the vague promises of a developer that a big community center or beach club might one day get built. There is great value in the ability to fully enjoy the Seabrook experience right away. New communities that are not built out face significant challenges, especially after the financial crisis and Great Recession in the late 2000s; prospective buyers are skeptical. Too many new projects sold real estate on grand promises without delivering them.

Seabrook Island does not face this challenge. Its challenge, on the other hand, is to maintain its appeal given its aging housing supply. How can these villas and homes continuously renew their attractiveness and how can the community ensure that new homes fit within the identity of the island?

In general, these topics are addressed in terms of existing development and new development. Let's start with what kind of housing Seabrook has and then discuss what it could have in the future.

## EXISTING VILLAS AND HOMES

According to Seabrook Island surveys, the average resident of Seabrook owns his or her property for a little over ten years. During this time, some homeowners opt to continuously upgrade their properties by repainting, refinishing, and remodeling. Sometimes new owners upgrade their properties right when they move into them. However, others make less investment. Incentives to make capital investments in homes derive from factors including available financial resources, livability, and a perceived increase in resale value. Some disincentives include a lack of financial resources, general spending preferences and living preferences, and a lack of envisioned resale payoff. However, following the real estate market downturn in the late 2000s, villa and home values have decreased substantially—sometimes by as much as 50 percent. If someone bought a house for twice what it is worth today and is "underwater," it makes it difficult to justify spending on major upgrades. This has led to the deterioration of some villas and homes over recent years.

Encouragingly, part of the challenge of deteriorating housing is a short-term market-driven phenomenon. When property buyers purchase villas and homes on Seabrook Island at current low prices, some can afford to spend additional resources on upgrades. Recent buyers have gotten great deals on “fixer-uppers.” As the housing market recovers, existing property owners can also justify spending on maintaining and remodeling their homes.

This laissez faire approach to home maintenance addresses basic upkeep, but it is unlikely to improve Seabrook’s housing stock to a notable extent. In order to make Seabrook Island’s housing more marketable, interesting, and attractive in the future, it is worthwhile to consider more creative solutions, such as a community investment and redevelopment association.

### **Seabrook Island Investment and Redevelopment Association**

A Seabrook Island investment and redevelopment association could be established as a private fund comprised of existing property owners to purchase older, deteriorating homes and villas. As these homes and villas are listed for sale by their current owners, the association could have the opportunity to buy these properties quickly at or perhaps slightly below market value. This would give the property owner an opportunity to liquidate without necessarily listing their unit and waiting for it to sell. Once purchased, the fund could then pay a builder to tear town or upgrade the property and resell it on the open market. This effort could be funded by existing property owners at Seabrook Island who would want to incorporate additional real

estate within their community into their investment portfolios. If the organization succeeds, it could perpetually upgrade and renew properties and have a lasting positive impact on real estate values in the future.

### **Fresh Elements to Existing Housing Supply**

More than 45 years have passed since Seabrook first started to develop, and the way people live, work, and communicate is now vastly different. The closest thing to a cell phone twenty years ago was on the set of Star Trek. Today’s kitchen appliances are smaller than the computers of the 1980s and some have more processing power. Housing should also adapt to the changing ways people live and should be thoughtfully designed so that it remains desirable and relevant. In addition to architectural elements, new characteristics could be incorporated into existing housing. Existing villas are addressed first, followed by existing single-family homes.

### **Fresh Villa Elements**

Given the age of most villas, they can look and feel outdated. Some challenges include their upkeep, architectural designs, the number of stairs (making them inaccessible to some elderly individuals and disabled persons who prefer or require single-level living), and the condition of their structures. Some elements that could be incorporated into existing villas are paint and basic maintenance (regular care by the rental management company or regime), low-emissivity (i.e., low-E) windows, wood and tile floors, open floor plans, upgrades to cabinetry and counters, and smooth painted ceilings rather than popcorn ceilings (to the extent this exists). If new



villas were developed, floor plans could range from about 800 to 1,200 square feet with one or two bedrooms. Units closest to the beach should be designed to offer the most appeal to second-home buyers and rental guests. These should be built to maximize views and offer fluid indoor/outdoor space. When opening the doors, patios should flow as seamlessly as possible to the outside. Sometimes using similar colored decking and interior flooring can augment this. While parking should be close by (a family making a road trip should be able to easily unload their belongings and beach toys), golf cart usage and bikes should be encouraged for transportation on the island. Outdoor showers should also be incorporated into villa designs (as they are in some existing units). Villas somewhat further from the beach and on the golf course may appeal largely to aging primary residents. They could be of a similar size to beach villas, but single-level living and easy access to the home via wheelchair greatly increase the marketability of these products. It's not just getting into the unit that matters—counters, cabinets, bathrooms, and doorways should be sized to accommodate wheelchairs and walkers. These types of designs have proven success in other upscale communities and can be built very attractively at Seabrook Island. They are also hardly noticeable to the untrained eye.

### **Fresh Single-Family Home Elements**

Rejuvenating aging single-family homes would likely remain the responsibility of homeowners. However, Seabrook's conditions, covenants, and restrictions should be enforced and modified where necessary to ensure that existing housing is maintained in terms of roofing, exterior surfaces and paint, in addition to lawns and

landscaping. Likely modifications and updates for existing homes are similar to villas, and may include resurfacing floors with wood and tile, resurfacing counters and cabinets, resurfacing ceilings with smooth paint instead of popcorn, carrying interior floor colors to the patio to create a more seamless indoor/outdoor experience, and enhancing landscaping and lawns. Garages should also be painted with colors that blend into the home.

And don't forget the door! When prospective real estate buyers are looking at existing villas and homes, walking through the front door is the first experience they have. A good quality front door that is solid and attractive can make a great first impression.

From basic upkeep and maintenance to enhancement and redevelopment, the existing housing supply is a major component of Seabrook Island's identity and its real estate value. Visual appeal of the neighbor's home can add value to your home and vice-versa. When it is time to sell, prospective buyers' attitudes of the entire community and its homes are critical to the value and longevity of Seabrook Island's real estate.

### **New Homes**

As of late 2012, about 500 vacant homesites in Seabrook Island remain undeveloped. These are sprinkled throughout the island, and if they are designed and built attractively, they can add new life to existing neighborhoods for years to come. They should be incorporated into Seabrook Island's mosaic, expand it, and improve upon

it. However, some recent development has threatened the beauty of the island. In certain areas, new homes have maxed out homesite capacities and there has been little sensitivity to the environment and views. New home designs should give homesite owners the freedom to build their “dream home,” but also include some constraints so that Seabrook Island’s views and character are improved and not destroyed. And as Seabrook approaches build-out, the identity of this place should be defined and codified.

New home designs must reach equilibrium between what is best for Seabrook Island as a whole, what the homesite buyers perceives as his or her “dream home,” and what he or she can afford to build. If codes are too loose, Seabrook Island could become tacky and this could erode existing adjacent home values. If codes are too rigid, prospective buyers could perceive Seabrook as a place where they can’t build what they want after working hard for decades with this goal in mind. Rigid codes requiring very expensive building materials and designs can also erode homesite values because hardly anyone would want to buy a homesite only to be required to spend millions on their home. Just as allowing cheap construction is a risk, overshooting the market is also a risk. The following guidelines will help Seabrook encourage thoughtful and attractive new home construction in the future:

- Define building heights and architectural styles by neighborhood or zone. These can vary based on views and establish some cohesion with existing homes. Height limits could be single-story in some areas and two-story in others.
- Most exterior colors should be muted and blend into the natural environment. Some areas or zones could be allowed a wider range of colors to create a sense of playfulness and fun (perhaps closest to the beach).
- Design, construction materials, and techniques should be environmentally sensitive. Efficient windows and insulation should be required, as well as efficient lighting and plumbing. However, the community’s codes should have one eye on these “green” techniques and the other eye on costs. Simply put, LEED certification could push construction costs too high for remaining homesites to be marketable. But basic practical solutions can be cost-effective (and are becoming more inexpensive). Tasteful, controlled “green” elements can enhance the island’s natural quality and strengthen its identity.
- Lastly, but certainly not least, fitting and retrofitting new homes with services for the disabled should be a consideration for Seabrook Island’s conditions, covenants, and restrictions. New homes should be able to be fitted with ramps and elevators relatively cheaply and without dramatically disrupting exterior façades facing the street. Ramps or lifts available or easily installed can add tremendously to the value of homes to older prospective real estate buyers. It may also extend the time they are able to live on the island and remain part of the fabric of Seabrook’s community.

- Work with a highly qualified resort / second-home community land planner to identify building envelopes for each remaining homesite, taking into account views, preservation of oaks and other trees, and creating buffers and privacy between new and existing homes.

## RESIDENTIAL ARCHITECTURE

The R/UDAT regards some of the recent residential development at Seabrook as problematic. It has threatened:

- The beauty of the island; and
- The integrity of the place Seabrookers have made here.

Many or most of the older buildings are more sensitively integrated into the environment.



Why was that?

- Former building codes relating to flood plane allowed building closer to grade
- The original Seabrook ARC requirements may have been more clear( The Live Oaks within the Canopy may have been protected more emphatically, etc)
- Houses tended to be smaller; not only here, but throughout our culture and the US, there are broad trends toward greater volumes.
- Local market conditions / land values, were factors.
- The culture and the fashion of the time was more inventive, more progressive, forward-looking

The newest generation of homes tend to be 2½ story buildings, raised a full story – sometimes more - above grade.

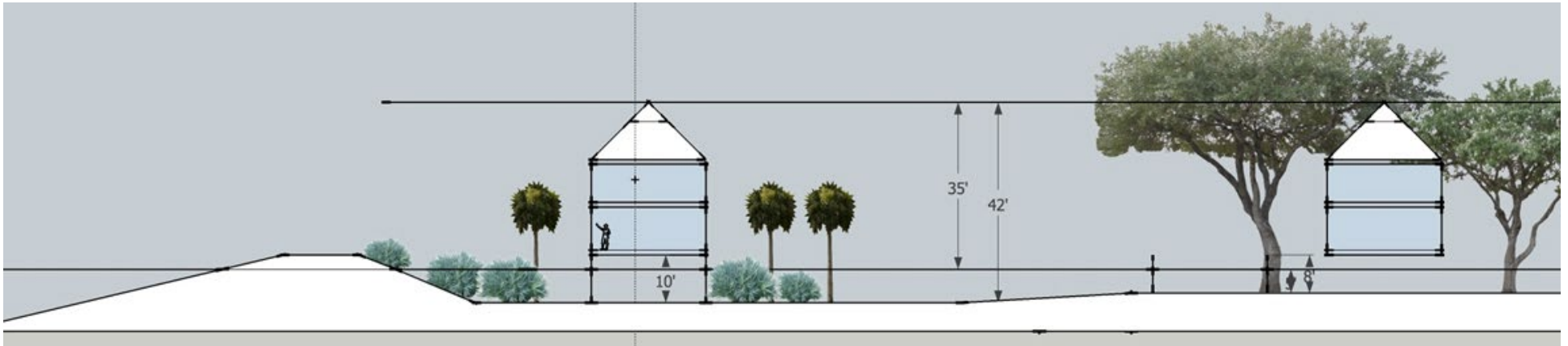


More recent residential development has exhibited a tendency toward diminishing and competing with the integrity of the natural environment. Existing issues include volume, bulk, massing and dimensional issues in residential development. In addition, there are issues regarding compositional conflicts of bulk, mass, profile, and the distribution of surface elements.

In the worst cases, these newer structures loom above the horizon to dominate the landscape, and diminish the views and natural setting and are the most visible elements to most of the residents. This in turn renders them the most vulnerable to real ecological damage.



The maximum building height of 35 feet is measured from FEMA's flood plain elevation without regard to grade, or other critical aspects of context.



As Seabrook approaches build-out, the identity of the place (the meaning, the story, the sense of place) should be distilled, clarified, and codified. The ARC should be supported and empowered to promote and inspire great results, in addition to its role in preventing and prohibiting damaging results.

The R/UDAT imagines a future Seabrook inspired by present Seabrookers' commitment to nature. Imagine a place where your stewardship for the land and ecology might be organized and structured to enhance the physical beauty of the place and evolve to influence everything that happens here. This place would harness the energy of the Natural History Club, and a Seabrook Island Institute might grow here as an anchor and a symbol of a place re-named Seabrook Island Preserve.

The natural environment and the landscape of the island is comprised of several distinct areas or zones. The natural beauty of each zone is unique, and distinct from the others. Therefore, the guidelines and policies which govern design throughout the island should be reconsidered to acknowledge these different environments. By adapting guidelines and policies to these varied zones, the community can create a more positive dialogue between each house and its site, and a stronger, more cohesive relationship of each place to the whole. For instance, variations in the following elements could be articulated to meet the needs of each zone:

- Dimensional Limitations like Setbacks and Height
- Compositional issues
- Massing and Profile
- Distribution of windows doors and other elements
- Articulation, Detailing, Materials, Colors

Each zone /community / environment has distinct natural characteristics as well. Some are strongly connected to activity centers, which have become Seabrook Island icons. These distinct environments are not entirely contiguous - they may overlap and combine as well. Therefore, places at the edge or fringe of a zone may present special opportunities for the Island.

### **Seabrook's Environments (Zones, Communities, & Eco-Communities)**

#### ***Hammock Environment:***

Characterized by an immersive, enveloping environment of trees, moss, and other vegetation. This environment creates intimate spaces within and among the trees – the trees are the primary space-maker. Buildings and spaces here fail when they obscure, or compete / conflict with these trees

#### **Dimensional Limits**

Setbacks and Height:

- Could the minimum front yard setback be set at canopy width?
- Can the ground level construction be transparent, or more transparent?
  - o Darker colors could help buildings recede;
  - o Additional planting could screen;
  - o Vegetated fences or walls near the road could mask or block views

### **Compositional issues**

Massing and Profile:

- Buildings composed to be read in their entirety are not well-suited to this environment.
- Large compositions succeed better when assembled of smaller components or vignettes

Distribution of windows, doors, and other elements:

- Classicism and styles derived from classicism are a difficult fit, especially on a larger house and/or a smaller lot
- Classical vignettes and symmetrical compositions may work on parts and vignettes

Articulation, Detailing, Materials, Colors:

- Details that emphasize the autonomy of components
- Natural materials which will age and patina
- Muted and organic colors should predominate – greys and browns
  - o Darker field-colors will help over-massive buildings to recede
  - o Highlight-colors in small detailed roles could be brighter, more saturated

#### ***Lake Environment***

This environment is characterized by Open-canopy trees, which provide allow for bigger skyspace, and longer framed views. There is more awareness and visibility of neighbors and context. Therefore, each house has more responsibility to the whole, and each individual piece remains a visible component of the whole. Each piece has a responsibility for its role within the composition and harmony of its setting.

Current Activity and/or Icon:

- Equestrian Center
- Lake House

Dimensional Limits:

- Setbacks and Height

Compositional issues:

- Massing and Profile
  - o Buildings here will more likely, more easily be read in their entirety and together. Symmetry can work better here, with smaller houses at a higher density on smaller lots.
- Managing Height:
  - o Densely built areas will tend to create their own immediate context
  - o Larger houses on larger lots may be less critical
- Distribution of windows, doors, and other elements
  - o Stylistic consistency / congruence among neighbors is more important here than in Canopy
- Articulation, Detailing, Materials, Colors
  - o Natural materials (which will age and develop a patina) will work here, but brighter more saturated colors will work well if composed with neighbors.

### ***Salt Marsh Environment***

Like the Lake area, the Marsh environment has a big sky and long views. With few significant trees, the horizon and long, broad views dominate the setting.

Dimensional Limits:

- Height is more sensitive than within the canopy, but also is somewhat forgiving.

- There are a wide range of vantage points, a broad horizon, and low foreground.

Compositional issues:

- Massing and Profile
- Buildings here will more likely, more easily be read in their entirety and less likely block or obscure views

### ***Dune Environment***

This environment is characterized by dense, low vegetation. Trees tend to be individual palm(etto)s. There is a big sky, but relatively intimate views predominate, with fewer long views and fewer framed views.

Dimensional Limits

- This area is more limited than others.

Compositional issues

- Massing and Profile
  - o Buildings here will more likely, more easily be read in their entirety
  - o Symmetry can work here
  - o Overall (whole composition) symmetries will work better here, especially on smaller houses
  - o How to manage height?

Remedially

- Distribution of windows, doors, and other elements
- Articulation, Detailing, Materials, Colors
- Natural materials (which will age and patina) will work here, but brighter more saturated colors will work well if composed with neighbors.





## **RECREATION & CLUB**

## CLUB

When you buy a home at Seabrook Island, the reasons are many, including the beach, the beautiful oaks, the golf courses, the social environment, and the activities. The home is where you live, but the lifestyle is what makes the place special—and ultimately valuable. This lifestyle is also what brought you here. The memories and time spent with a spouse, kids, grandkids, and friends are far more important than the bricks-and-mortar of a home.

---

***“Honey, we bought the house and all we got was this great lifestyle.”***

---

The Seabrook Island lifestyle creates the community’s identity and it also preserves and enhances real estate value. If Seabrook is a lovely, fun place, and successfully promotes these aspects, then lot prices, home prices, and villa prices will remain



robust. Yes, there will be ups and downs in the real estate market, but if you think about a home as a long-term investment, the lifestyle that attracted you here will attract others here, too. With a limited number of properties in the community, this lifestyle is a huge component of what you enjoy and will ultimately make or break your investment if you decide to sell your property.

Recreation and club components, such as beaches, golf, tennis, restaurants, and recreation buildings, are the puzzle pieces that when put together with homes make Seabrook Island a renewing and rejuvenating island. Seabrook Island should be a place where, generations from now, people will buy homes and villas and create their own special memories. There are two important factors to ensure that these recreation and club components are wonderful for property owners now and in the future: Sustainability and Enhancement.

## Sustainability

Sustainability is a broad term that can mean different things. You hear it a lot when talking about natural systems, but it can also be used to describe financial systems. Some recreation and club components at Seabrook Island are natural—beaches and open areas—and some are manmade—golf, tennis, and community/club buildings. Regardless of whether they were here before Seabrook was developed or whether they were built, they all cost money to maintain and operate. If they aren’t paid for in perpetuity, they ultimately aren’t sustainable in this way.

In order to ensure that recreation and club components are financially sustainable over the long term, annual budgeting and evaluation of public and private amenity use must happen regularly. Relatively low-cost amenities such as access to beaches and the boat ramp and dock are fairly easily maintained and can be paid for through fairly nominal homeowners' dues. Tennis and equestrian facilities are somewhat more costly, but can also be sustained through low dues and other revenues. In the case of equestrian activities, the facility appears properly scaled and its availability to nonresidents and guests should continue to be fostered to promote its viability. It is currently the community's "front door" and it introduces younger families to Seabrook.

Seabrook Island's largest recreation components and facilities—the Lake House, the Island House, and the Beach Club—all require substantial ongoing revenues to cover maintenance and operations costs. They can have a strong positive impact on real estate values if they are attractive, lively, and fun, but they can have a strong negative impact on real estate values if they are underutilized, not kept up, or can't be paid for. In fact, a community can become "toxic" in the marketplace if it can't cover its costs. If prospective real estate buyers believe that they could be saddled with a massive bill or if there is a perceived risk of these components falling into disrepair, property values throughout the community can plummet. If ongoing fees to pay for these facilities are too high, they can also discourage prospective buyers from pursuing homeownership. All residents and club members should consider privacy and value but also be realistic about maintaining these facilities through the necessity of

ongoing dues, fees, and outside revenues. Balance here is the key. Recommendations to sustain the four most costly facilities at Seabrook are addressed separately below.

- **Lake House:** While not located on the beach, the Lake House is the primary recreation facility accessible to all real estate owners. Its interior is currently fresh, with a good quality fitness center, pools (indoor and outdoor), library, and other meeting space. However, due to its interior location, it generally offers more appeal to permanent residents than second-home owners (who generally want to be closer to the beach). This facility should remain totally private and remain exclusive for property owners. Goals for the lake house should be to foster social activities for homeowners and its focus should be on permanent residents. Interest and volunteer groups should continue to be promoted to use indoor facilities. These include art groups, hobby groups, and other interests. The community could continue to encourage events. The outdoors space and lawns ought to be used for gatherings during the spring and fall. Seabrook's 25th anniversary events such as the symphony and picnic are great examples. Given the technological savvy of the community, meeting times should be announced on a common calendar on the community's webpage.



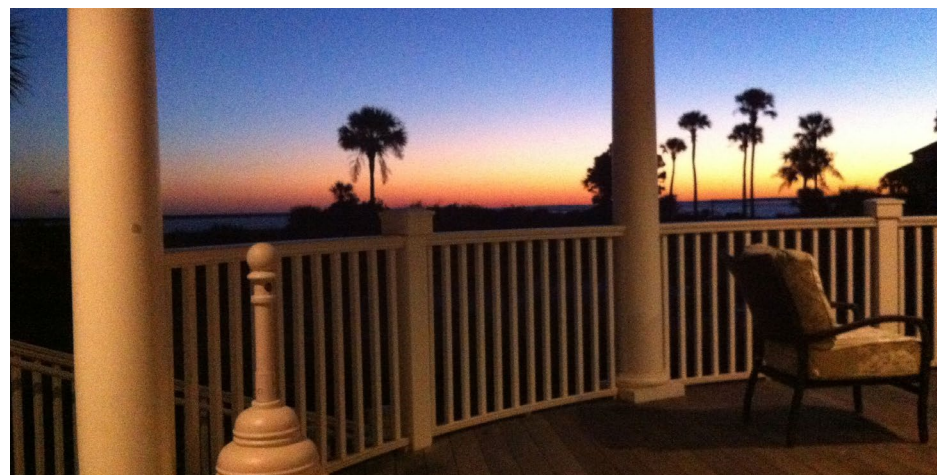


- **Golf Courses:** As semi-private facilities, Seabrook's golf courses are currently open to outside (public) play as well as to club members. Club memberships (i.e., dues) are critical to cover the maintenance costs of these courses and this structure should be maintained. However, the golf courses should continue to encourage outside play to help sustain their revenue stream. Nearby Kiawah undoubtedly poses steep competition for high-end resort play, and its courses are superior, modern, and world-class. Seabrook's golf experience is confined by existing homes and an older design. Greens fees should be set at a notable level below those of Kiawah—perhaps 25 percent lower—in order to offer golfers a compelling lower cost option, increase use, and bring in outside play. If a daily fee golfer has a great golf experience at Seabrook, he may become the homeowner of tomorrow.





- **Island House:** This 36,000 square foot facility is new, imposing, and costly to maintain. Although located in the beach area, it is oriented toward the golf course and not to the beach across the street. It is also oversized, with two restaurants, a pro shop, a massive banquet space, and other conditioned spaces. Of all facilities onsite, it poses the biggest financial burden to the club. If it isn't properly funded and utilized, it could become a "black hole" in terms of cost and emptiness. The Island House's design is very challenging and somewhat problematic. It should have been built facing the beach and it should have been built to a much smaller scale—with intimate spaces rather than grand open areas that feel lonely when they're not full. The simple fact is that this building exists and it now must be creatively utilized. It must continue to be subsidized by club members to remain viable, but also should be promoted to draw outside revenues. Restaurants are tough businesses to maintain even in cities, and the Island House's two private restaurants are impossible to maintain without major subsidies. Even one such restaurant would suffer challenges of staffing and dining quality. The club should explore the possibility of bringing in more outside revenue to dining operations in the Island House. This would include allowing the public to eat at the restaurant if they make reservations. Increased business in the restaurant could benefit club members, too, who could enjoy better food quality, longer hours, and maintain benefits of private dining rooms and reservation priorities. Weddings, which are currently a part of the Island House's event use, should continue to be promoted. In addition to adding revenues, visitors dining in the restaurant and visiting the property for weddings could become the real estate buyers of the future. Like a rental villa, the Island House should be regarded as an incubator for prospective real estate buyers.



- **Beach Club:** The beach club is currently a highly attractive facility with a seasonal restaurant, store, recreation room, and pools. It appears appropriately scaled and occupies a prime setting. Given its importance for summer use and the community's increase in population during the summer months, it should continue to remain private to club members.



Because of the ongoing costs of maintaining and operating these facilities, it appears necessary to continue the membership structure and make such memberships

mandatory for all property owners. Initiation fees and dues should be charged to cover costs, and where possible, generate small profits for reserve/replacement funds. The community must continue to support these facilities financially, but also look for ways to bring in outside revenue—especially into the golf course and restaurants. Privileges must be preserved for members, but outside revenues can help decrease the financial burden on these facilities, increase their life during the offseason, and provide a window into Seabrook for prospective real estate buyers. The group with you on the golf course or the family sitting next to you at dinner may be your future neighbors.

### Enhancement

While financial sustainability is very important to maintain the Seabrook Island's existing recreation elements, they must also be continually enriched and adapted. The excitement and appeal of these amenities ultimately create Seabrook's lifestyle. As amenities are enriched and adapted in exciting ways, they "appreciate" and real estate values appreciate as a result. Prospective new buyers want to be in on the action. Yes, it is impossible to predict the future and what the next trend might be to attract these folks, but a lot of enhancement can take place based on what we know now.

### Enhance the Experience for Women

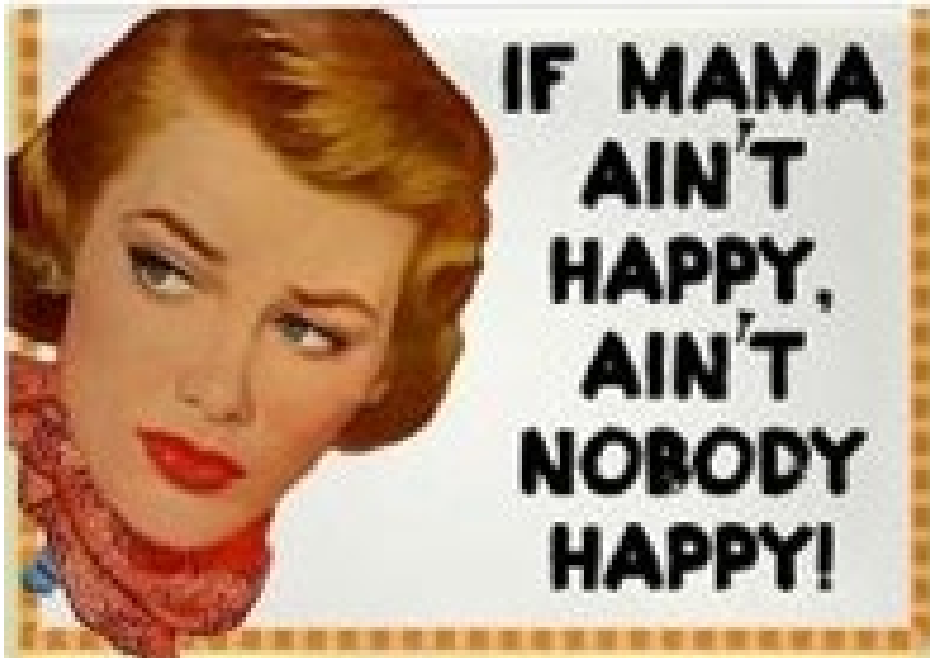
Here are the facts: the vast majority of real estate developers are men and the vast majority of homebuilders are men.



Who were the original developers and builders of Seabrook? They were probably men.

But who typically has the final say about buying a house? The answer is women.

When you think about ways to enhance the existing amenities and add excitement to Seabrook Island, plus make it overall more attractive in the future, keep one of the most important facts of life in mind:



Gender inclusiveness is a great way to bring new life to the recreation and club components at Seabrook and ensure that the community continues to be attractive far into the future. Some current examples of doing so include the following:

- Create a resort-wide trail network, sitting areas, and walking destinations. These trails will be used for the whole family. Make sure paved trails are wide enough for two baby joggers to pass.
- Preserve prime tee-times, but close golf fairways in the late afternoon and open them up at 4:00 pm or 5:00 pm and into the evening for walking and recreation. These fairways look like the extension of yards at Seabrook. They are green, open, and beautifully maintained. However, men golf and most women don't. With fairways available for walking, these big attractive open spaces become community backyards in the evenings and this use would not affect the quality of the golf experience (most golfers love to play in the morning).
- Create several ocean-view spa treatment rooms on the top floor of the Island Club. These spa services would make use of extra space in the Island House and they would be very attractive for women to use. Seabrook Island should contract part-time spa technicians who work on a contract basis, brought onsite in concert with the number of treatment reservations. Seabrook Island may look to Kiawah to hire spa technicians already working at the resort.
- Lead beachfront morning yoga classes near the beach club. These classes would appeal to a variety of age groups—mostly women—and create a better connection to Seabrook Island's beautiful beachfront for residents and guests.
- Enhance the community garden concept and build others throughout the community. The existing community garden is maxed-out and has a waiting list. Gardens are low-cost, appeal both to men and women, and promote social interaction. Others should be located in neighborhoods with the most permanent residents. Growing and sharing food bonds people together and would be a great way to meet your neighbors.

## Enhance the Experience for Kids

A lot of second-home owners have kids and a few permanent residents do, but whether it is keeping your kids happy or attracting your grandkids to visit Seabrook, the experience for kids is one of the key components of a lively and long-lasting community. In fact, kids' activities might be the real reason you bought a home here in the first place. A good method of making sure kids enjoy the Seabrook experience is to give them places to go and things to do. This also reduces the risk that they might wind up disturbing residents in more serene areas on the island. The following are a few ways to enhance the experience for kids:

- Energetic volunteers could host a variety of programs, such as tours sponsored by the Natural History Society, camping, and fishing outings. These programs could also be coordinated with St. Christopher's.
- Junior golf and tennis camps could get kids active and help nurture relationships between their parents and grandparents. During weekends in the spring and fall, they could be open to non-residents, bringing families from Charleston into the site and creating a stream of prospective property buyers.
- Improve and expand open spaces. Kids love to run and play. Often they find a grassy field more fun than a fancy clubhouse. Improving open these and developing them in safe places away from traffic will help renew Seabrook.
- Make sure the arcade / game room is up-to-date and that it continues to be a comfortable and exciting place for kids.





## Enhance the Experience for the Entire Community

The Seabrook community is the entire combination of singles, grandparents, parents, kids, and grandkids. Recreation and club components should be focused toward maximizing the experience for each and all of these groups. Currently, the spaces of some existing facilities could be improved for property owners and guests. The following improvements to recreation and club components will help to sustain and improve the Seabrook Island lifestyle:

- Create a small coffee shop and snack back bar at the Island House or Beach Club. This facility should use existing space, but be designed as a quaint intimate spot where people can sit and gather. The key here is to make sure that, even during the low season, people feel like they are in a cozy coffee house. In the busy season, excess guests can sit on the patio.
- Convert one of the restaurants at the Island House to a casual sports bar/ restaurant. This would be a great spot for a beer after playing 18 holes and promote a more relaxed environment—much more appealing to younger golfers. It could help promote golf onsite, and its casual environment would carry over naturally from the beach.
- Continue and expand lectures and other events at the Lake House. Working with local colleges and universities to bring interesting speakers to the community will promote a lasting, vibrant culture at Seabrook.
- Establish island-wide, fast and reliable wireless internet connection and an excellent cell phone service. Today, Seabrook Island property owners are very technologically savvy and the island's services are woefully lagging this trend. If this service is improved, property owners will be motivated to spend more time here. The population is increasingly connected remotely to work, friends, and family through their lifetimes. Owning property on Seabrook Island is very unique. It is a private island offering a very sense of isolation from the bustle of the city in a community setting. Excellent wireless and cell phone service will juxtapose island life with connectivity—giving owners and guests the best of both worlds.





## GOLF COURSES

In the past generation, golf has been relearning the language of sustainability. Like all sectors, golf has been going through the process of learning how to adapt to the environment. The Old Course in St Andrews, Scotland, with its history of 5 centuries of golf tradition and environmental stewardship, is a great example to follow.

Seabrook golf courses and their environment will require a gradual evolution, not a revolution. By embracing the ecologically-rich landscape of the surrounding salt marsh and dune environment, the re-imagined golf courses will provide Seabrook with an identifying image for future generations. Renovation would also reduce long term maintenance expense, continue to protect the watershed, and support a strong and authentic sense of place.

- Embrace the dunes and salt marsh into the golf course.
- Use the surrounding serene landscape as a guide in updating the golf course.
- Feel the ocean and dunes off the first tee.
- Reduce turf areas (use less water) by 20%.



This plan for improving Crooked Oaks starts with the impression at the first tee. With sand dunes and native sea oats flowing across the tee and clubhouse area, the golfer will know the ocean is not far away. The dunes and natural bunkering of the first golf hole support a new sense of place unique to Seabrook. Minimize the footprint of the golf course, thereby reducing irrigation demand in dry months.



## #1 OCEAN GOLF COURSE

The adjacent views illustrate how the first golf hole may be changed to promote the ecologically rich landscape at the heart of the golf course.

The top photo illustrates the existing flat quality of the large expanse of bermuda fairway, while the bottom photo illustrates exposed sand area with native planting suitable for golf, planted to stabilize the hard pan sand areas. The sand areas will be playable for all golfers and add much need definition and increased strategy to the golf experience.



*Existing*



*Proposed*



The fifth golf hole at Crooked Oaks provides a good example for improvements to golf at Seabrook. As shown on golf hole #1, the wide berth of bermuda may be reduced, providing improved visual interest and strategy to the golf hole. The bunker at the green is shifted away from the front of the green. This removes the forced-carry, allows needed width at the approach to the green and provides for the ability to play a run-up shot by the average golfer.



*Existing*



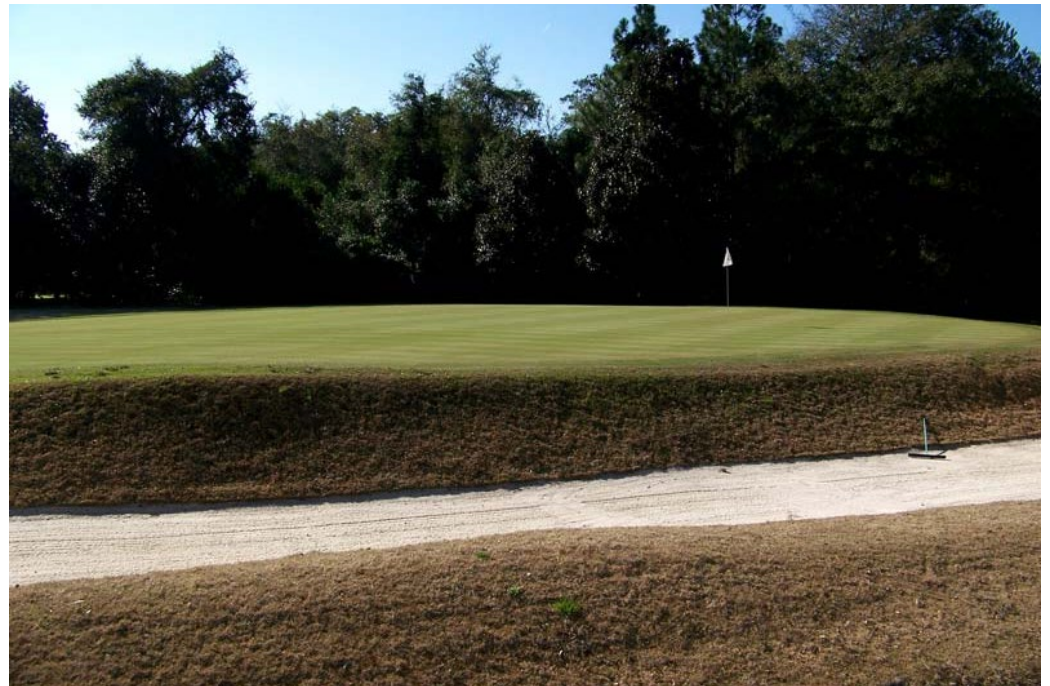
*Proposed*

Many of the existing cart paths create a visual intrusion to the game at Seabrook. Locating cart paths discretely avoids this visual intrusion and a disconnection between playing the fairway and adjoining vegetation. Additionally, cart paths can contribute to the visual image when made of local materials such as crushed shell paths. We recommend that cart paths are minimized throughout the golf course, possibly only at tees and greens, and that future paths are constructed out of crushed shell. In areas where concrete paths are necessary, such as low areas and sharp turns, concrete paths are appropriate with a shell texture added to the surface.



*Existing*

The adjacent photos illustrate the existing cart path (top image) and a proposed future example (bottom image). The top photo contains 5 various textures along a cart path system, 2 of which are artificial: concrete, a vertical curb, bark mulch, grass and bunker sand (as well as trees intruding upon the green play area). Only 2 natural textures for the cart path system are used on the bottom photo: crushed shell path and bermuda, simplifying and supporting the visual character of the golf hole and its surrounding environment.



*Proposed*

The adjacent images illustrate how the 3rd golf hole may be change promoting the natural landscape of the golf course. The top photo shows the existing flat quality of the large expanse of bermuda fairway, while the bottom photo illustrates an exposed sand area with native planting, suitable for golf planted to stabilize the hard pan sand areas. The sand areas will be playable for all golfers and add much need definition and increased strategy to the golf experience.



*Existing*



*Proposed*



The adjacent views illustrate how a typical bunker may be changed to support the character of the natural landscape at the heart of the golf course. Determining the location, form and overall number of bunkers is one of the most sensitive aspects of golf design-and one that can have huge resource implications for ongoing maintenance. Bunkers needn't be over-styled or overworked.

The top photo illustrates an existing bunker, unnatural and a bit outdated, while the proposed bunker style on the bottom illustrates a more natural bunker, stabilized with native planting. This bunker style, playable by all golfers, adds needed definition with its contrast of color, texture. It also supports a natural transition to the surrounding areas of the golf course.



*Existing*



*Proposed*

These additional views illustrate how golf holes may be changed to promote the natural landscape of the golf course. It also illustrates how the existing shade areas, where bermuda is difficult to grow, may be approached in a more creatively way, integrating more natural, less resource-intensive vegetation into the strategy of the golf course.

The photos of the existing course illustrate the flat quality of the large expanse of bermuda fairway, while the proposed treatment photos illustrate exposed sand areas with native plantings (suitable for golf), placed to stabilize the hard pan sand areas. The sand areas will be playable for all golfers and add much need definition and increased strategy to the golf experience.



*Existing*



*Proposed*



*Existing*



*Proposed*



*Existing*



*Proposed*

It is important that the natural components of the golf course come together in a cohesive and integrated package. The top adjacent photo illustrates the current use of the wrong type of plantings along the perimeter of the green complex. Golfers hitting into this area will become frustrated with the inability to advance their shots from these very penal areas. The bottom photo documents how little grass is needed to provide for the stabilization of a sand mound, while providing the proper amount of hazard and playability to the golfer. A golfer has a good chance to advance his shot from the mound on the right photo.



*Existing*



*Proposed*



Water features throughout the golf course provide an additional opportunity to integrate with the surrounding natural environment. Every attempt should be made to have them appear natural in appearance and size. Small lagoons spotted along golf holes detract from the overall authentic sense of place that large water bodies, more in scale with the golf course provide. Artificial fountains, often used to provide also aerification, detract from the natural and reflective attributes of water and their ability to add beauty and serenity to the golf experience. Our team recommends underwater aerification systems to be considered in the future.



*Existing*



*Proposed*



Crooked Oaks contains many specimen trees and dune features that add identity and sense of place to individual golf holes. It is important to recognize these specimen trees, remove surrounding smaller vegetation that dilutes their importance and image in the landscape. This majestic live oak tree and dune guard the left side of one of the greens on the back nine at Crooked Oaks. Special care should be taken to ensure its canopy and shape are retained in the future.



Over planting is a common on a golf course that is 30 years old, such as Crooked Oaks. This area on the first fairway illustrates planting that has been added over time and should be simplified to better reflect the native dunes landscape of the environment surrounding the golf course. The new planting also blocks the view to the beautiful live oak on the hill behind. The cart path may also be removed in this area as they are typically not needed on bermuda fairways with the amount of rounds that Crooked Oaks receives.







The following plans delineate additional proposals for Crooked Oaks and Ocean Winds:

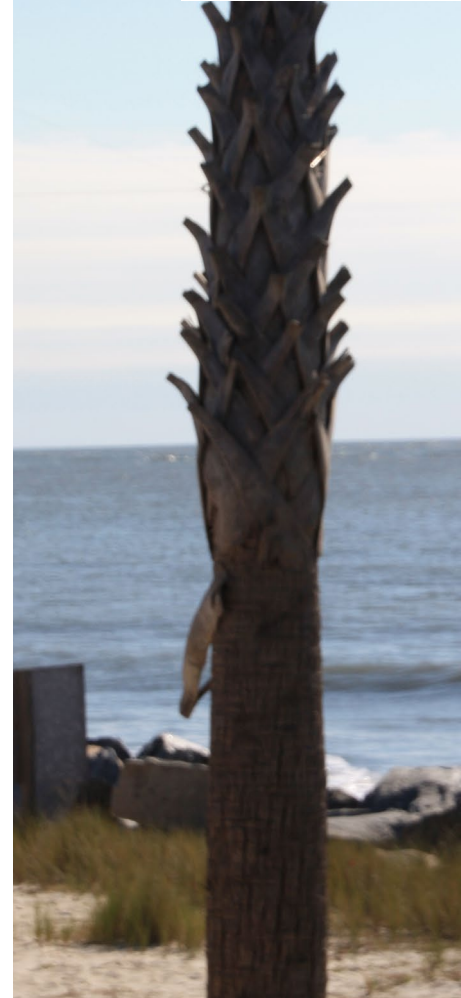
- The fairways of #3 at Crooked Oaks and #3 at Ocean Winds may also be combined in a similar manner to create a different spacial experience and additional width for playability and improved strategy.
- The fairways of #1 and #18 on Crooked Oaks may be combined. It creates a more enjoyable and playable corridor different from the other 16 corridors on the golf course and reduces maintenance of separate fairways.
- Finally, it would add greatly to the finish of Crooked Oaks if the green and approach to the 18th green could be raised 10 to 15 feet to enable a glimpse of the ocean. Although this view would be over the parking area, the parking area could be buffered from this long view to the ocean.







**IMAGE**





## IMAGE BUILDING: TAKE PRIDE IN A BOLD ARCHITECTURAL HERITAGE

### Seabrook Image, Visibility & Culture

In the 1980's and 90's and later, certain appetites of our culture expanded - with bigger cars, bigger houses, bigger ecological footprints. For the movers and shakers / decision-makers of that time - people who grew-up in the 30's and 40's and 50's – and maybe for every American generation before them, it made perfect sense to aspire to bigger; to pursue it, and to achieve it. In so many ways, quantity mattered more than quality, or... quantity was quality.

People born in the 60's, 70's, and 80's have grown-up differently: with the disjointed suburban sprawl and McMansions, 'the mall', long commutes to remote regional schools, traffic jams, and pollution. They've learned first-hand and intuitively, that sometimes more is just more, and only better is really better.

As this generation grows and ages into decision-making and agenda-setting roles, they've learned to value quality over quantity in almost every way. They may not dislike bigger, but they're skeptical.



### How Seabrook Island Fits In

Seabrook will look and feel like home to this generation by embracing those values, by letting those values shape a deeper integration of the built and natural environments. The built results of this change should manifest these values. While a McMansion can be modified and retro-fitted to be more energy efficient, an island home is a personal, aspirational, and emotional thing. We want to identify with these places. We want to see ourselves here. New buildings should manifest and represent these values.

In thinking about how to shape these new buildings and places, Seabrook has the great advantage of it's own clear Architectural Heritage. We'd encourage the construction on Seabrook Island of progressive architecture which would find an authentic synergy with some of the earlier Seabrook houses and condos - older buildings which might be preserved and revered. Here is an opportunity to deepen the architectural heritage... older buildings can provide roots and context for a bold new iteration of progressive architecture.





## IMAGE BUILDING: UNIFY AND UPDATE ALL STREETScape ELEMENTS TO CLARIFY WAY-FINDING AND IDENTITY

Streetscape elements are a key component of Seabrook Island's identity. Existing street signs on Seabrook Island's roadways are inconsistent, confusing, and mundane. Signage should focus on telling a story and identify places and areas. Fonts and designs should be clear and easy to read, making directions intuitive. Beyond that,

they should promote a sense of awareness—with unique aspects to identify beach areas, golf areas, forests, and marshes. Themes should carry through to buildings and destinations on the island. Professional graphic design and wayfinding experts should be consulted to implement new island-wide signage at Seabrook, in concert with a larger branding, design, and master planning effort.

Mailboxes should also be consistent and attractive, with muted colors to help blend them into the landscape.

Electrical equipment and pipes should always be screened and hidden behind a new set of carefully designed and architecturally approved enclosures.



## IMAGE BUILDING: CONSIDER THE POSITIVE EXPOSURE OF THE GUEST EXPERIENCE

Today, Seabrook Island is comprised of about 2,500 property owners. Some of you own villas by the beach and visit on weekends in the summer. Some of you own homes and live here full time. Regardless of what kind of property you own, you were almost certainly a visitor before buying your property at Seabrook. While a tiny percentage of folks might buy real estate online “sight unseen,” the number one selling point to prospective buyers is a good experience when they visit. Fall in love with the place, and you start talking to your family about buying a villa, homesite, or home on Seabrook Island. Hate the place, and you might visit Kiawah next time. In order to continue to preserve Seabrook Island’s heritage as a community and move it forward into the future, it must create a very positive experience for guests. As these guests transition into property owners, they renew the life of the island.

Currently, no hotel or lodging building exists at Seabrook Island. There is also no “front desk” where every guest checks in and receives a warm welcome to the island. (No, getting a map and a key in the dark from the gatehouse attendant doesn’t count.) Available lodging is reportedly limited to between 300 and 400 privately owned villas managed by several different rental agencies plus VRBO (Vacation Rentals By Owner). Many villas are attractive and well-kept and some aren’t. Currently, there is very little quality control and standardization for the lodging experience. Visitors and Guests currently “roll the dice” when they decide to book a villa at Seabrook Island. Again, if they have a good experience, they could transition into a property owner, but if they have a bad experience, they could stay at Kiawah next time. A few short-term

suggestions for improving the guest experience are presented below, followed by long-term creative approaches.

### Short-Term Solutions

**Create a Portal for Reservations through a Unified Seabrook Website:** if they don’t hear about Seabrook Island from a friend or a family member, most future guests will find Seabrook Island online. When they do, all community, real estate, and lodging information should be consolidated on a single website. The website would function as a virtual “front desk.” Individual properties that are maintained to high standards could be rented directly through the website. Those that are unacceptable would not be part of this inventory.

**Endorse a Rating System for Existing Rental Villas:** Seabrook Island could endorse a rating system where rental properties are inspected and graded—A, B, C, etc. “A” and “B” properties could be advertised as such on Seabrook Island’s reservations portal and priced accordingly. “C” and lower properties could be rented through outside agencies or by-owner but not endorsed by Seabrook.

**Build a Welcome Center at the Entrance of the Property:** without a hotel desk, current visitors are not treated to traditional Southern Hospitality. As part of Seabrook’s identity, the kind hearts of its residents should extend through the culture of rental operations. By building a welcome center at the entrance of the community,

guests can be greeted in person with a friendly face, given keys, directions, and even a glass of sweet tea.

### **Long-Term Approaches**

**Build a Boutique Beach Lodge:** the beach is at the heart and soul of Seabrook, and guests currently stay at dispersed beachside and beachfront villas. In the future, there may be a parcel available to build a small lodge at or near the beach. This should be a boutique experience— up to 40 units—and developed in two or three small buildings. This boutique beach lodge could offer a casual beach theme, but also incorporate eco-lodge characteristics and offer large patios to create indoor/outdoor spaces. Golf carts should be provided to guests for travel around the island.

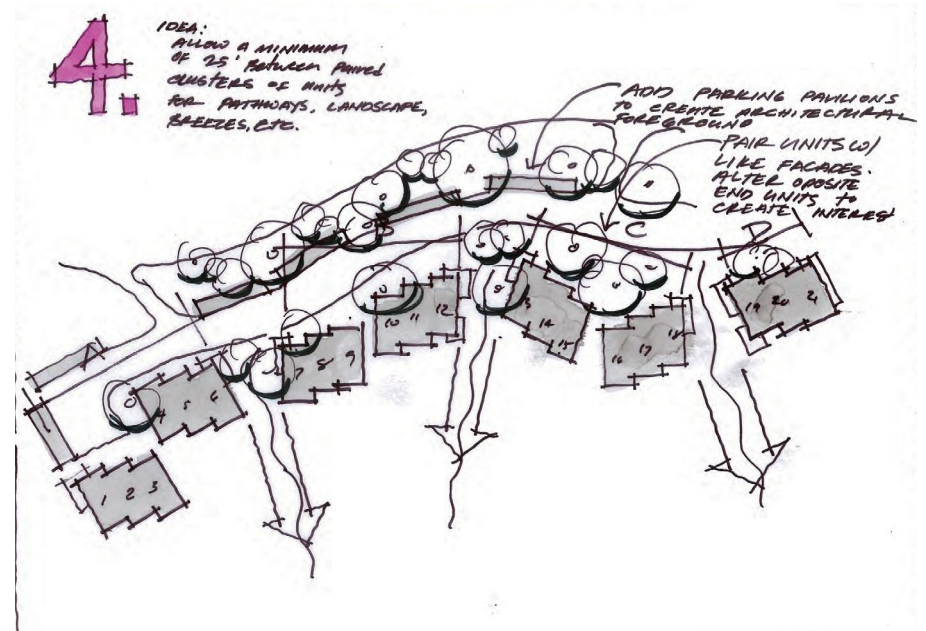
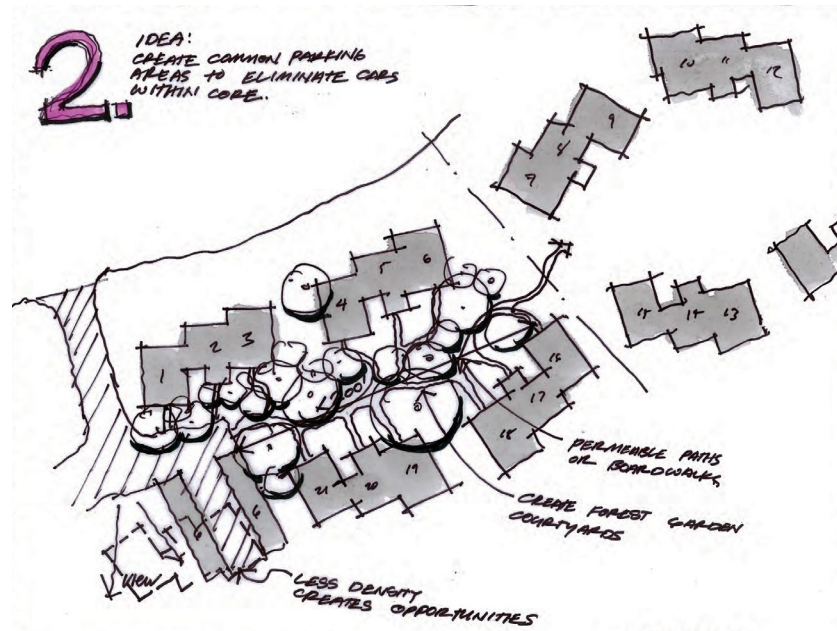
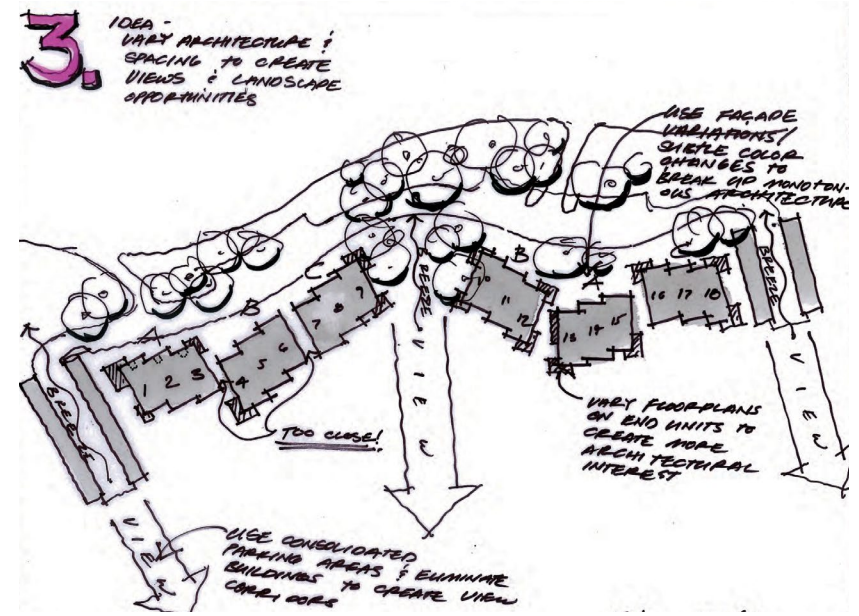
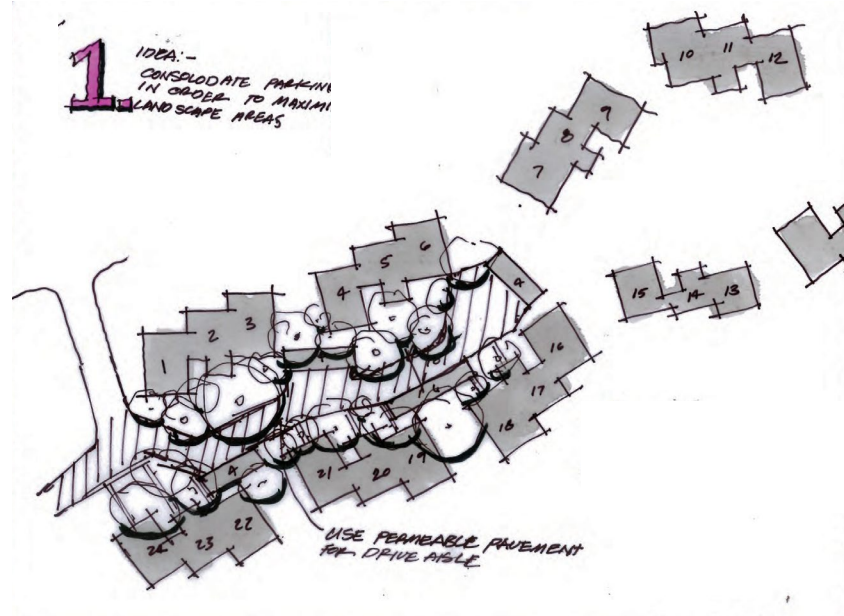
**Transition a Portion of The Island House to a Bed & Breakfast:** if The Island House remains underutilized, Seabrook Island could explore transitioning a portion of the Island House to a bed & breakfast inn. It could offer only about ten rooms, with a small concierge desk and food service through the existing kitchen/restaurants. This concierge desk could also be available for the use of property owners to book activities and the extra kitchen/restaurant use may augment revenues and the quality of existing facilities.

**Redevelop a Villa Regime to as a Lodging Cluster:** if Seabrook Island is able to purchase a villa regime over time and redevelop it, the community could create a small lodging cluster. These units would be for-sale, but owners' fees would fund

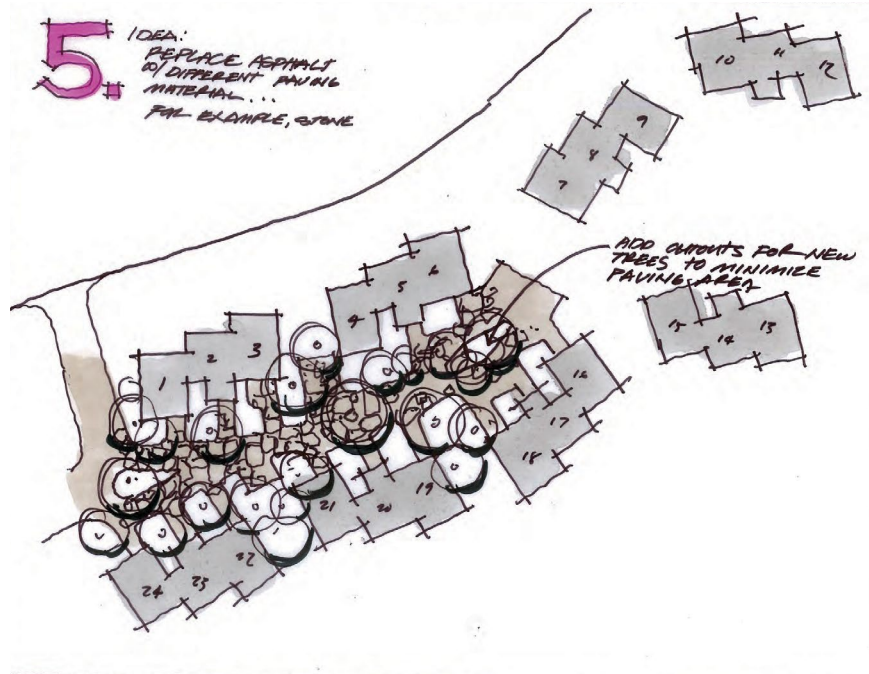
exterior and interior maintenance (perhaps even furnishings) with a focus on keeping them attractive for guests. This cluster could be environmentally sensitive and unique—with consolidated parking and boardwalks leading to paths and trails. Golf carts should be provided to guests for travel through the property.



# IMAGE BUILDING: "REGIME CHANGE": IMPACTING AND IMPROVING THE GUEST EXPERIENCE



## IMAGE BUILDING: "REGIME CHANGE": IMPACTING AND IMPROVING THE GUEST EXPERIENCE





## **TEAM ROSTER**



## R/UDAT TEAM MEMBERS



### **Joel Mendelson, AIA – Team Leader**

Joel Mendelson AIA is an Architect and Urban Planner, and founding principal of M/AP. His career focus has been on the architectural design and planning of mixed-use developments and high-end resorts, multi-and single-family residential, institutional, retail,

and restaurant design. Joel practiced with Robert A.M. Stern Architects in New York for over nine years, where he was a Senior Associate. In San Francisco, Joel has practiced at Hart Howerton, an architecture and resort-planning firm, and with SB Architects, where he served as the Senior Design Architect for a major mixed-use project currently under construction in Beirut. He has also consulted for Page & Turnbull, BAR Architects, and Heller Manus Architects. Joel received a Masters of Architecture from the University of Pennsylvania, and a Bachelor Degree from Oberlin College.



### **Chris Dorociak**

Chris Dorociak is a Senior Associate at Peterson Economics, a real estate economics consulting firm specializing in resort and second-home destinations.

Since joining Peterson Economics in 2005, Mr. Dorociak has served as project manager on about 150 major

consulting assignments. These include feasibility analyses, market studies, and expert witness services. His experience spans 14 states in the U.S., along with

international destinations in Canada, Mexico, Costa Rica, Argentina, and Australia. In total, these consulting assignments represent nearly \$100 billion in proposed new resort community development. Mr. Dorociak graduated Summa Cum Laude and Phi Beta Kappa from the University of Florida with a B.A. in economics. Mr. Dorociak then earned a Master of Professional Studies from the Dyson School of Applied Economics and Management at Cornell University.



### **W. Timothy Hess**

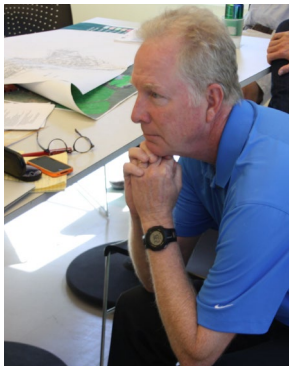
Tim's passion and capacity for designing authentic, contextual places and comprehensive, immersive environments has helped win national and regional awards for the homes, flagship retail, restaurants and neighborhoods he has designed. He earned his Bachelor

of Architecture degree at Cornell University and practiced with leading design firms in New York City and Greenwich, Connecticut before moving to Massachusetts in 2004. He developed a thriving and award-winning design department in three years with a Groton Design/Build contractor, and integrates all of his broad experience in his role at DSA.

Tim founded and leads DSA|Moonlight Studio, a volunteer after-hours program whose motto is "we design like we give a damn". The studio has designed entries for the SHIFTboston, Build-a-Better-Burb, New Bedford Whaling Museum, and Waltham's Embassy Park competitions, placing 2nd in New Bedford. Other Moonlight projects

include a deep-green 20-acre artists' co-housing neighborhood and farm, and a light-green house for the North-Central MASS chapter of Habitat for Humanity.

Tim is an advocate for sustainability and community as a member of the International Living Building Institute and the Congress for the New Urbanism. He has served the Town of Groton on the Planning Board, Open Space and Recreation Committee, Station Avenue Design Guidelines Committee, and Cultural Council. Tim has taught in the Architecture+Design program at the University of Massachusetts Amherst, and is a frequent guest critic in undergraduate and graduate studios there.



#### **Tim Liddy**

Timothy Liddy / Associates, Inc. was formed in 1993. It is a small select firm providing quality golf course design services. In the firm's brief history it has won many awards and created unique golf courses of enduring quality. Tim, an understudy of world-renowned golf course architect

Pete Dye, has teamed with him on numerous golf courses as a project architect.

One of the few American architects to work in Scotland, Tim has used this experience in the home of golf to refine and expand his approach to golf course design.



#### **Tricia Martin, ASLA, LEED AP**

Tricia Martin is a founding principal of WE Design, a design/build firm specializing in the design of cities, landscapes, communities and sites. Tricia is an award-winning designer who enjoys working with the public, non-profit, and private sectors with an emphasis on challenged sites

that include post-industrial waterfronts, green roofs, streetscapes, and vacant lots. Tricia's skills and interests in Landscape Architecture are demonstrated in the breadth and variety of her most recent endeavors: Curator for the Landscape Showcase at the Center For Architecture, entitled: ECOTONES: mitigating NYC's contentious sites, a courtyard restoration design for an affordable housing project, and an innovative sustainable stormwater design study for a stretch of the Brooklyn Greenway.



#### **Sean Simms, ASLA**

Sean Simms' project knowledge has made him a global thought leader in the field of landscape architecture and mixed-use masterplanning. He has worked in more than 30 countries and has participated in the design, project management, and on-site construction observation of

many projects. His designs have varied in size and scope, ranging from high-end residential properties, to resorts, to large-scale mixed use master-planning efforts. His background gives him the ability to execute a project from concept to completion. Throughout his career, Mr. Simms' focus has been on large-scale international

resort projects which offer multiple guest experiences. Two of Mr. Simms' strongest attributes are his ability to develop highly creative design solutions and his ability to lead consultant teams throughout the design process. These attributes have shaped his ability to achieve truly world-class results.

## **AIA STAFF:**

### **Erin Simmons- Director, AIA Design Assistance**

Erin Simmons is the Director of Design Assistance at the Center for Communities by Design at the American Institute of Architects in Washington, DC. Her primary role at the AIA is to provide process expertise, facilitation and support for the Center's Sustainable Design Assistance Team (SDAT ) and Regional and Urban Design Assistance Team (R/UDAT) programs. In this capacity, she works with AIA components, members, partner organizations and community members to provide technical design assistance to communities across the country. Through its design assistance programs, the AIA has worked in 200 communities across 47 states. In 2010, the Center was named Organization of the Year by the International Association for Public Participation (IAP2) for its impact on communities and contributions to the field.

Erin is a leading practitioner of the design assistance process. Her portfolio includes work in over 50 communities across the United States. A frequent lecturer on the subject of creating livable communities and sustainability, Erin contributed to the recent publication "Assessing Sustainability: A guide for Local Governments". Prior to joining the AIA, Erin worked as historic preservationist and architectural historian for

an environmental and engineering firm in Georgia, where she practiced preservation planning, created historic district design guidelines and zoning ordinances, conducted historic resource surveys, and wrote property nominations for the National Register of Historic Places. She holds a Bachelor of Arts degree in History from Florida State University and a Master's degree in Historic Preservation from the University of Georgia.

### **Joel Mills**

Joel Mills is Director of the American Institute for Architects' Center for Communities by Design. The Center is a leading provider of pro bono technical assistance and participatory planning for community sustainability. Through its design assistance programs, the Center has worked in over 200 communities across 47 states. Its processes have been modeled successfully in the United States and across Europe. In 2010, the Center was named Organization of the Year by the International Association for Public Participation (IAP2) for its impact on communities and contributions to the field.

Joel's 18-year career has been focused on strengthening civic capacity and civic institutions around the world. This work has helped millions of people participate in democratic processes, visioning efforts, and community planning initiatives. In the United States, Joel has worked with over 100 communities in over 30 states, leading participatory initiatives and collaborative processes that have facilitated public-private partnerships and led to hundreds of millions of dollars in new investment. His work has



been featured on ABC World News Tonight, Nightline, CNN, The Next American City, Smart City Radio, The National Civic Review, Ecostructure Magazine, The Washington Post, and dozens of other media sources.

In December 2010, he was elected to the Board of Directors for the IAP2-USA. He is also a member of the International Association of Facilitators (IAF), the American Planning Association, and the National Coalition for Dialogue and Deliberation (NCDD).

A vertical photograph of a palm tree. The top portion shows the crown of the palm with its green fronds against a clear blue sky. The middle portion shows the trunk, which has a distinctive diamond-shaped pattern of old frond bases. The bottom portion shows the lower part of the trunk and some coastal vegetation and rocks near the water's edge. The ocean is visible in the background.

## **APPENDIX**

## **APPENDIX I- THE R/UDAT EVENT**

### **Preparation**

After selecting a project team leader, an initial visit was conducted in May 2012 to meet with key project partners and stakeholders, formalize the project scope, and conduct an initial assessment of the community. Based on this assessment, a multi-disciplinary team was recruited with specific expertise in the key issues present in area. In preparation for the October event, a database of existing plans was established and reviewed by team members and multiple conference calls were scheduled to discuss the project scope and approach with local Steering Committee members, reach out to partnering organizations, and plan the format and logistics for the process.

### **THE COMMUNITY PROCESS**

The public charrette process took place from October 19-22, 2012. The team applied a multi-faceted approach to the process, including the following elements:

- A comprehensive tour of Seabrook Island and the surrounding community, led by local partners.
- A series of key stakeholder meetings with over 100 participants that focused on a host of issues and opportunities in the area.
- A public town hall meeting involving over 100 residents, neighborhood leaders, and stakeholders from the community.
- A two-day design studio.
- A final presentation to the community to release the teams findings and its final report with a strategic framework for the community moving forward.

The team members worked closely with local officials, community leaders, technical experts, and citizens to study the community and its concerns. The team's final report provides a narrative account and summary of recommendations presented to the community on Monday, October 22, 2012.