

The Landings
A Vision for the Future
Draft 3-Year
Strategic Plan

The Landings Association
Savannah, Georgia

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In short, strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does and why it does it, with a focus on the future.

John M. Bryson
Professor of Planning and Public Affairs
University of Minnesota

The Landings Is Very Special...
Celebrating the First 50 years,
Planning for the Next 50 years
THE LANDINGS ASSOCIATION DRAFT STRATEGIC PLAN

Table of Contents

Mission and Vision Statements	Page 3
Community Governance	Page 4
Environmental Opportunities and Challenges/ Water and Land Use	Page 5
Updates of Facilities, Amenities, and Services	Page 6
Technology	Page 7
Communications	Page 8

THE LANDINGS ASSOCIATION DRAFT STRATEGIC PLAN

Once adopted by the Board of Directors, the Strategic Plan will become a living/working document to guide the Association. Recommended actions ultimately will be expanded by the Board of Directors and Operations Leadership Team and criteria to measure the accomplishment level of the goals will be developed.

The goal of the Strategic Plan is to provide a roadmap to the future that permits the Association to be more proactive and more efficient. The Strategic Plan will chart the course for TLA reflecting the needs, desires, and aspirations of The Landings' Property Owners so necessary to the future success of the Association.

Mission of The Landings Association

The mission of The Landings Association is to enhance the value of living at The Landings by maintaining and improving common property and amenities, providing services and administering covenants in a publicly and fiscally responsible and efficient manner.

Vision for The Landings Association

Our vision is to be the most vibrant private residential community in the Southeast. We are stewards of the naturally beautiful coastal environment in which we live, work, and play and actively pursue economic, environmental, and social sustainability. We create and foster an active lifestyle, along with experiences and services that enhance our sense of community, security, and quality of life.

THE LANDINGS ASSOCIATION DRAFT STRATEGIC PLAN

Community Governance

Strategic Goal

Maintain community engagement and strong financial stewardship while adapting to the evolving needs of the Community.

Discussion:

The Landings Association is dedicated to being successful in responding to and anticipating the needs of the community and managing their financial resources.

Actions Under Consideration:

1. Consider short-term working groups (Task Forces, etc.) rather than year-long committees, to accomplish special projects.
2. Develop an advisory Committee Manual and provide orientation for advisory Committee Members.
3. Review all Community Documents (e.g., Covenants, Board Policy Manual, Bylaws, Rules and Regulations, Architectural Guidelines, Private Property Maintenance Standards) and develop a plan for updating as needed on a formalized schedule going forward. This is especially critical with the move to more working from home scenarios, leading to more renovations and neighbor-to-neighbor interactions.
4. Strengthen education program for current and future owners on governing documents, especially the Covenants and Rules and Regulations, and ensure better understanding.
5. Encourage the Board Members to participate in the Board Leader Certificate Program sponsored by the Community Associations Institute (CAI). Budget annually for up to three Board Members to participate in this Board training program.
6. Continue to encourage community volunteers for their input and expertise.
7. Strive to be known as an “employer of choice” in the Savannah Area.
8. Provide responsible, prudent, financial management through balanced operating budgets and sustainable community asset capital plans.
9. Support The Landings Company’s mission to market the community and to promote renovation of homes, both to enhance property values.
10. Work with The Landings Club to contribute to our mutual success and to provide for the benefit of all residents of the community.

THE LANDINGS ASSOCIATION DRAFT STRATEGIC PLAN

Environmental Opportunities and Challenges Water and Land Use

Strategic Goal

The Landings was founded on the goal of protecting the outstanding environment where The Landings is located. This goal has survived the first 50 years of The Landings' existence. It is imperative that the Association focus on this goal as it plans for the next 50 years. Water and Land use are the key components of this Strategic Goal.

Discussion:

The Landings Experience is a combination of Natural Environment, Quality of Life, Aesthetics, Security, Services, Welcoming, and Caring. Combined, they represent the inherent qualities of The Landings, which sets it apart from other residential communities and which must be preserved and enhanced. Protecting the natural environment and making sure there is water to serve the Property Owners in the future are first and foremost.

Actions Under Consideration:

1. The Operations Leadership Team needs to continue to be focused on water, wastewater, and land use.
2. A determination needs to be made about how much additional development Skidaway Island can sustain based on current and future water and wastewater capacity and availability.
3. The Association needs to maintain a working relationship with Utilities, Inc.
4. The Association should continue studying its sprayfield to determine the best long-term use for that property.
5. Continue to promote water conservation practices throughout The Landings community.
6. Partner with Skidaway Audubon to maintain the Audubon International Certified Sustainable Community Status. Consider creating an Audubon Task Force to handle this recommended action. Continue to work with Skidaway Audubon to promote the environmental focus of the Landings community.
7. Encourage The Landings Club to take all necessary steps to maintain their Audubon Cooperative Sanctuary Program status on the golf courses.

THE LANDINGS ASSOCIATION DRAFT STRATEGIC PLAN

Updates of Facilities, Amenities, and Services

Strategic Goal

Monitor Community facilities, amenities, and services and improve and expand as needed to accommodate changes in the use, size, and demographics of the Property Owners and to prepare for the future of the Community.

Discussion:

From the creation of The Landings, the facilities, amenities, and services have been the major factor in attracting new Property Owners. In order to meet the recreational, social, and essential service needs of the Property Owners (not provided by The Landings Club), and to prepare for the future, the Association needs to continue to focus on facility, amenity, and service updates.

Actions Under Consideration:

1. The most pressing project is the renovation and expansion of the Landings Harbor Marina, which is at 100% capacity for both the wet slips and dry storage and has a waiting list for Landings Property Owners. Support the efforts of the Board-created Landings Harbor Project Team, which has been formed to develop a plan for the Landings Harbor Marina and grounds to meet the needs of the community, including the dry stacks, wet slips, marina store, basin, parking lot, fuel tanks, and adjacent community picnic area.
2. Create a Delegal Creek Marina Project Charter and Team to develop a vision and plan for the Delegal Creek Marina.
3. Plan for the replacement and upgrading of the North Gatehouse, which has reached the end of its useful life.
4. Develop a plan for rejuvenating the Marsh Tower. This is a unique feature in the Community and needs to be preserved.
5. Develop a plan for creating more storage for RVs, which have a significant waiting list.
6. Study the concept of adding fitness stations and equipment on the Association's paths and trails.
7. Consider restoring the Community Programs Manager position as a mean of further engaging the Community.
8. Evaluate the future staffing needs of the Security Department and conduct a cost-benefit analysis of restoring the Off-Duty Chatham County Police Program.

THE LANDINGS ASSOCIATION DRAFT STRATEGIC PLAN

Technology

Strategic Goal

Research and leverage cutting-edge technologies to enhance the safety, security, and quality of life for residents of The Landings.

Discussion:

This strategic goal is a carryover from the 2015-2021 Strategic Plan. It is a given that residents expect to have reliable cell phone service and the availability of high-speed internet service wherever they may be in the United States. However, this is not the case at The Landings. This challenge was further exacerbated by the pandemic. While this is a lifestyle issue, it is also a health and safety issue, as well as an economic issue in attracting future owners and retaining current owners.

Actions Under Consideration:

1. A solution must be developed for this challenge. Use a consultant, if necessary, to assist in developing a solution and determining the cost of implementing the solution.
2. Create a Task Force to assist in researching solutions, from better cell phone connectivity, to fiber internet to the home, to 5G and other potential options, to address these issues.
3. Focus on ensuring a high-quality experience for hybrid meetings, including committee meetings, so that more working residents can participate, even if they cannot join in person, thus strengthening community involvement and engagement.
4. Engage the Association Members in a community-wide risk management program. Research a cell phone application, such as SeeClickFix, that would permit Association Property Owners to notify the Operations Leadership Team of potential risk management concerns from their cell phones, thus providing an accurate location of the risk through GPS. This could be part of the more robust phone app recommended under the Communications Strategic Goal.

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Communications

Strategic Goal

Continue and expand all Communication Channels with the Property Owners at The Landings.

Discussion:

Communication in all Planned Communities is important. Communication in a Planned Community the size of The Landings is *critical* to the success of the Community lifestyle and as a means of maintaining harmony. With the constant changes in society, The Landings Association must continually update and add to its communication techniques.

Actions Under Consideration:

1. Continue to have one Team Member's primary focus be on spearheading all communications for the Association: website, Enews, newsletter, and all related communications responsibilities. This Team Member is tasked with overseeing Communications with Property Owners in order to maximize the use of email and social media to promote events and to assure accuracy, completeness, and professional quality of those communications.
2. Use communications with the Association Property Owners as a means of engaging them in order to promote a vibrant, active Community.
3. Conduct community surveys to take the pulse of the community on issues at hand.
4. Younger residents are demanding an immediacy of communications. Continue to explore all options to meet residents where they want to be met (text, email, Facebook, Instagram, YouTube, etc.), and have key information easily available 24/7.
5. Maximize the communication benefits of the Weekly E-News, the Backyard Buzz, and In The Pipeline, including increasing the frequency of Backyard Buzz and In the Pipeline. When practical, use a question-and-answer format where the rumor is the question.
6. Explore the idea of doing a monthly podcast for the Association. Podcasts could potentially be done by the Staff, Board of Directors, and Committees.
7. Promote the Frequently Asked Questions in the newsletter and highlight more prominently on the website as a means of providing the Association's Property Owners with factual information about questions that are being asked and rumors that are being circulated.
8. Meet with the Real Estate Agents that conduct sales within The Landings at least twice a year to update them on the work of the Association.
9. Explore desire for and possibility of a more robust phone app for the Association.