

THE LANDINGS ASSOCIATION 2015-2020 STRATEGIC PLAN IMPLEMENTATION SUMMARY 2015-2020

ENVIRONMENTAL SUSTAINABILITY/STEWARDSHIP

OBJECTIVE: Create and promote an environmentally sustainable community that encourages responsible enjoyment of our natural resources

Goal 1: Obtain certification by Audubon International (AI) as a sustainable community by 2020; thereafter manage the recertification process to maintain AI Sustainable Community certification and make it a major reason that people choose to live here.

- ✓ Skidaway Audubon and Sustainable Skidaway obtained Green Community Award (first in Georgia) in 2015.
- ✓ SI Historical and Natural Sites map created; Delegal Marina Tower, Sunset Park, Monastery Ruins, and Waters Grave Site interpretive signs created and installed
- ✓ Audubon International Stage 2: Sustainability Planning completed in 2017
- ✓ Sustainable Community certification awarded in February 2018
- 🔄 TLCo has included Sustainability Award in digital marketing

Goal 2: Work with the Community Sustainability Steering Committee to create an organization structure driven by residents and staff of TLA, TLC, and TLCo for future management and achievements for every two-year recertification by Audubon International as a Sustainable Community.

- 🔄 Committee meets quarterly, including active TLA participation
- ✓ Implementation of environmental initiatives continuing (e.g., educational signage, educational programs, Friends of Skidaway Audubon)
- ✓ Recruiting new members to serve as focus area chairs

Goal 3: Continue and increase programs and/or services for our residents to responsibly enjoy and learn about our natural environment to contribute to our sense of place and to maintain competitive advantage into the future

Enhancing and promoting natural features of the island, including partnerships with other stakeholders to provide educational programs, events and resources:

- ✓ Enhancements made to Sunset Park (including landscaping and seating), Delegal Marina, Kids Fishing Lagoon (including Pavilion, landscaping and storage shed), Landings Harbor Tiki Bar (expansion), most with funding support from community organizations, TLA Admin Building (including solar panels)
- ✓ An average of 13 environmental programs/events held annually through beginning of 2020 (e.g., Star Party, Caretta Turtle, Adopt-A-Wetland, Native Plant Walk, Amazing Race/Orienteering, Science on Tap Series, Sunset Sips series, Wildlife Presentations, Fishing/crabbing tournament, Kids Cast Away

Club snake presentation). Position currently vacant and unfunded in 2021 due to COVID-19. Continuation of Community Programs requires Board reaffirmation of scope of services.


- ✓ Resources for residents included Tallow Tree removal program, R-3 (Reduce, Reuse, Recycle) Committee, *Landings Journal* and Facebook Conservation Corner, Eye-on-Water app, Shallow Well monitoring program, Smart Sea Level Sensor installation and monitoring, Landscape and Water Conservation Expo, Turf Management Series
- ✓ Partners include Skidaway Audubon, CCA, Landlovers, Barnbuilders, Green Thumb Garden Club, Landings Garden Club, UGA, SKIO, CEMA, Georgia Tech, USGS, 100 Miles of Coast, Utilities, Inc.

Goal 4: Protect and promote water as a valuable and critical resource through conservation that results in reduction of potable water usage in irrigation by 10% per year after 2016 and allows continued access to affordable water

- ✓ Revised Architectural Guidelines for landscaping to reduce dependency on water (30% rule for sod/turf, shallow wells, artificial turf guidelines)
- ✓ Eye-on-Water app linked to TLA app; monthly *Landings Journal* articles on water use
- ✓ Conducted TLA water audit and implemented water conservation measures (low flow toilets, insta-hot heaters, lobby water fountain eliminated bottled water; adjusted irrigation to eliminate sprayers and install drip; identified and targeted Marinas for reduced water usage; installed deep well at Harbor for irrigation to replace potable water
- ✓ Posting regular conservation articles, turf management series, Eye-on-Water and My Utility Connect info
- ✓ Implemented shallow well management plan, including monthly collection of depth and salinity data for 32 monitoring wells installed into shallow aquifer
- ✓ Strategic Water Committee and UI analyzed alternatives to potable water for irrigation, including Tertiary Treatment Plant; Recovery of UI investment is cost prohibitive and negatively impacts water rates and will not be pursued at this time
- 🔄 Conduct periodic water rate benchmark comparisons, in conjunction with annual UI rate review under the 2003 Settlement Agreement
- 🔄 Engaged water rate consultant (GDS) in 2017/2018 to analyze UI rate methodology to address concerns on use of proforma, repression and depreciation; reached agreement with UI in July 2017 to eliminate proforma and repression from methodology; Asset schedule subsequently provided and reviewed by GDS for analysis of depreciation - discrepancy emerged between UI and consultant in asset treatment (group asset accounting vs single asset accounting) and UI made presentation to Rate Review Committee on group asset accounting and depreciation methodology used; In 2020 rate review, Committee continued to express concerns, largely a function of the outdated 2003 Settlement Agreement, the above-market rate of return, and the lack of specificity relative to methodology. The Board should review and discuss the

issues as summarized by the Committee chair and provide direction on the issues during the upcoming Strategic Planning process.

Goal 5: Explore disaster mitigation to protect Landings common property and private areas from potential natural disasters and rising sea levels.

-  Reviewed FEMA Local Mitigation Planning Process documents and data from Ecological Planning Group Study to identify vulnerable common property and identify strategies to reinforce, protect or relocate; met with Moffat & Nichols for resiliency proposal; funding was proposed in the failed assessment plan. The impact of sea level rise in our community is becoming apparent; Board support and direction required.
- ✓ Partnered on Smart Sea Level Sensor installation to collect real-time data on coastal flooding for emergency planning and response and to identify vulnerable property
- ✓ Hosted Open House to explain updated flood maps to owners

HOUSING

OBJECTIVE: Facilitate a fresh, diverse selection of housing for people at every stage of life who desire the “Landings Lifestyle”

Goal 1: Develop a detailed, comprehensive land use and renewal action plan for all Landings property.

- ✓ Urban Land Institute conducted 2015 Land Use study exploring variety of alternatives; presented to community at Town Hall, including joint TLA/TLC/TLCo response; posted online; reported some ULI recommendations worth pursuing, while others were not
- 🔄 Submitted an updated Master Plan map and PUD ordinance reflecting existing zoning and uses to MPC for approval; County Attorney advised MPC to approve a Master Plan map “clarification” and declined the PUD ordinance; MPC approved map “clarification” in 2016; work to resume on County approval of the PUD ordinance for The Landings to ensure the community Master Plan is officially recognized as part of the Chatham County Zoning ordinance.
- ✓ Development Committee identified and analyzed undeveloped property for potential new residential housing opportunities should it be required in the future; Committee concluded that least impactful area for any potential future new home development on TLA property is a portion of the undeveloped sprayfield; No further work is planned or anticipated during this strategic planning period. Should community need or desire for any alternative use of the undeveloped portion of the TLA sprayfield emerge, extensive member involvement and discussion would be required, and potential water availability and traffic impacts would have to be addressed; As well, an annexation vote of the community would be appropriate for any alternatives for community use since the sprayfields are not common property nor subject to the Declaration of Covenants.
- ✓ Mapped locations of initial prospects for Thrive to help assess the impact on our housing market and Club membership of new residential development. No concentration of prospects in any area of The Landings was evident.
- ✓ Board determined that Renovation is the highest TLA priority under this objective and established a Renovation Committee

Goal 2: Devise a strategy to ensure inactive parts of the current spray fields will be available for future uses that meet community needs.

- ✓ Engaged Nutter & Associates, environmental engineers, to evaluate efficiency and productivity of the sprayfield operation; implemented drainage improvement recommendations and vegetation management plan (including contract with UI)

- ✓ Strategic Water Committee researched the viability of replacing some or all of the sprayfields with a tertiary treatment plant; As noted in Goal 4 under Environmental Sustainability/Stewardship, TTP is not cost effective at this time
- ✓ Completed inventory of cancelled and outstanding sprayfield certificates of property outside The Landings with sprayfield rights purchased from Branigar; finalizing recording of substitute certificates for Thrive and Lufburrow.
- ✓ Obtained legal clarity on deed restrictions (Branigar assigned its rights to TLA and TLC and the restrictions can be removed) on any potential future spray field property land use for community purposes, subject to the same caveats noted above in Goal 1 about extensive community involvement being required.

Goal 3: Ensure that TLA's processes and procedures promote residential redevelopment and renewal by January 2016

- ✓ Changed Covenants by community vote in 2015 to include Private Property Maintenance Standards, fining and Appeals procedure
- ✓ Established Private Property Maintenance Standards and implemented routine inspection program of all homes four times per year; frequency of inspection routes altered in 2020 due to increased volume of permits
- ✓ Established Appeals Committee and policies and procedures to ensure due process
- ✓ Updated ARC Guidelines to facilitate and support renewal and redevelopment applications in 2017; Further revisions made in 2019
- ✓ Created Rapid Renovation Permit process to expedite approvals for upgrades
- ✓ Established and implemented pre-approved Sherwin Williams Exterior Color Collection. Digitized in 2020 to allow easier access via the TLA website.
- ✓ Revised the ARC meeting process in 2019 to allow greater interaction between applicants and the Committee along with posting of the meeting agendas to ensure the community is informed of development/redevelopment activity.
- ✓ Collected feedback from Renovation Focus Groups to understand obstacles to property improvement

Goal 4: Develop and implement a plan for owners, builders and developers to increase renewal activity in The Landings by 2016

- 🔄 Stimulating homeowner renovation through programs and events such as Home Renovation Tour & Expo, Deck Expo, Earth Smart Living series, PRIDE award program - paused in 2020 due to COVID-19
- ✓ Explored use of design concepts for common renovation objectives in 2018
- ✓ Board established Renovation Committee in 2019 to create and implement a platform that concentrates on renovation strategies; TLCo included renovation as an objective in their 2020 Strategic Plan development; renovation initiatives transitioned to TLCo

TECHNOLOGY

OBJECTIVE: Research and leverage cutting edge technologies to enhance the safety, security, and quality of life for our residents

Goal 1: Lead private large-scale communities in the residential land-based utilization of communications technology in concert with all partners on Skidaway Island to leverage our unique market by 2020



- ✓ Improved connectivity for all TLA facilities by installing Wi-Fi at the Athletic Field, Dog Park, Landings Harbor Marina, and Picnic Area, and improving Wi-Fi at TLA Admin Building, PW Building, Delegal Creek Marina, and Main Gate
- ✓ Installed live webcams at both marinas (2019 budget eliminated due to hosting cost, resuming in 2021)
- ✓ Leveraged Verizon's need for an easement to run fiber to secure conduit for TLA to begin the replacement of the Comcast dark fiber that now must be leased

Goal 2: Explore programs to assist smooth and rapid transition to next generation high-speed wireless technology for cell phones and wireless internet (5G).


- ✓ Imported all light posts within The Landings into our GIS program (as 5G antennae can be attached to light posts)
- 🔄 Research 5G equipment to enable creation of design standards for the placement of future 5G equipment on light posts or other appropriate locations

Goal 3: Improve communications and efficiency of TLA operations by 10% through applied technology (e.g., apps, programs, fees collection, services) by the end of 2016

- ✓ Implemented organization-wide and forward-facing access to Geographic Information Systems and expanded layers of data to include 44 layers of map data (streets, lots, land use, shallow wells, utilities, parking, benches, street lights, sewer mains, stormwater lines, water lines, AED units, trails, lagoon salinity) in addition to 50 County and regional layers such as parcels, transactions, zoning, wetlands and water, topo, soils, FEMA flood data, points of interest, census, education, transportation, and sea level rise. Forward-facing access eliminated in budget reductions; resuming in 2021
- ✓ Implemented new TLA website in 2016; moved file and email services to the cloud; completed updated network map; completed RFID transition from barcodes in 2017; upgraded camera software; moved SQL server and phone system to the cloud; installed replacement Purchase Order software
- ✓ Transitioned to new IT providers for both routine support as well as Microsoft-specific program support, for better service
- ✓ Installed new boat management software for easier interaction with boaters;

-  upgraded to new version in 2020
-  In 2020, began work with United Webworks to improve and redesign www.landings.org. Improvements and redesign options were identified via community survey as well as by a Website Subcommittee. The improvements will be launched in phases, first focusing on homepage redesign, addressing user login issues, and creating advanced filtering options for searches. The second phase involves revamping and reorganizing content and updating the overall look of the site. The onset of COVID-19 slowed this process, but the first phase is set to launch the first quarter of 2021.
- ✓ In 2020, our Communications Team began work with Skidaway Audubon and United Webworks to develop an online directory of clubs and organizations. This directory will replace an outdated Excel file housed on the website and each organization will help to keep the information current by updating their listings annually on the schedules of The Landings Residential Directory (October) and the Residential Addendum (July). This directory will benefit new community members wanting to get involved, and existing members wishing to expand their involvement. COVID-19 delayed this project, but plans are to launch it the first quarter of 2021.

Goal 4: Develop and implement a strategy to increase resident use of TLA technology by 10% over 2013 survey data

- ✓ Provided residents with access to interactive Geographic Information System in 2017 and 2018 (2019 budget eliminated due to hosting cost, resuming in 2021)
-  Increased use of apps for communication and business transactions, including SeeClickFix with TLA app, ABDi gate access, SWIFT 911, online permit applications
- ✓ Implemented livestreaming monthly TLA Board Meetings which are available for viewing afterwards on both Facebook and YouTube
- ✓ In 2020, trained committees to use Microsoft Teams as virtual meetings became inevitable as a result of COVID-19. All TLA Committees are fully functioning via this remote method.

AMENITIES, ACTIVITIES, PROGRAMS, AND SERVICES

OBJECTIVE: Develop and deliver an expanded array of amenities and services that complement those offered by the Club and promote an active lifestyle, create a strong sense of community, and are valued by our current and future residents.

Goal 1: Develop programs for expanding amenities and services that are available to all residents beginning in 2016, while keeping in mind the population is getting younger, with more families

- ✓ Hired a Community Programs Manager in 2016
- 🔄 Leveraged existing TLA amenities by providing variety of family, youth, and adult events and programs including:
 - Mac & Cheese Festival
 - Science on Tap series
 - Sunset Sips series
 - Waterfront cookouts, including kids' activities at events (eliminated cookouts in 2019 budget; did not recover cost)
 - Girls on the Run
 - Sunset Cruises
 - Sidewalk Chalk Festival
 - Wine & Canvas
 - Kayak & Paddleboard classes
 - HarborFest
 - LandingsFest
 - Movie Nights at Landings Harbor
 - Lighted Golf cart parade
 - Monthly Cast Away Club
 - With the onset of COVID-19 and banning of large gatherings in March of 2020, TLA community programs took on a new look as we adapted to the times. In-person programs were replaced by virtual ones such as Backyard Biology and Window to the World.
 - The Community Programs Manager resigned in July of 2020 to accept a new position. Coupled with COVID-19, all TLA community programs have been put on hold.
- ✓ Partnered with stakeholders and community organizations (e.g., Neighbors Helping Neighbors, Sustainable Skidaway) to monitor, expand, and support the scope of services and choices for aging in place resulted in following initiatives:
 - Medi-Ready seminar (Medicare)
 - Living Well Festival
 - Dealing with Dementia
 - Dog Park upgrades for enhanced access
 - Expanded Neighbors Helping Neighbors services to include handyman and

- ramp installations
- TLA continues to foster new relationships and maintain the current ones with existing stakeholders. Although COVID-19 has largely prevented in-person gatherings, we continue to use our available resources (*The Landings Journal*, Enews, website, and The Landings Residential Directory) to support the efforts of our on-island and off-island partners.

Goal 2: Create and/or enhance a minimum of three gathering places to create a sense of community by 2018

- ✓ Drafted a conceptual plan for Landings Harbor Site & Circulation in 2016 to create gathering spots such as a pavilion, kayak center, stage area, dining area; Placed on hold for Club capital plan vote, subsequently followed by a year of Hurricane cleanup; No funding identified at this time and no further action planned or anticipated
- ✓ Increased the gathering place potential of Sunset Park, Kids Fishing Lagoon, Delegal Marina, Landings Harbor's Tiki Bar, Sunset Room, and the Dog Park through amenity improvements, many funded largely by community organizations
- ✓ Explored establishing a Community Center with meeting rooms; decided not to pursue further due to cost and potential competition with The Landings Club

Goal 3: Work with external stakeholders to expand the sense of community and the lifestyle options that are available to residents by 2016

Partnerships established with local business community, Greater Savannah community, and non-profits to enhance amenities, host mutually beneficial community events, and engage Landings youth in positive organized activities, to encourage healthy lifestyle choices for all, including the following:

- 🔄 Triathlon, marathon, fundraiser walks, fishing tournaments, Landings Night with the Savannah Bananas, and Dog Park community events
- 🔄 Currently working with Savannah Bananas to provide ticket sales for two Landings Nights in 2021. Also continuing to work with Comcast/Xfinity and Georgia Power to share information about their offerings as well as provide feedback about their products, which is intended to lead to increased reliability of their services. The Landings 50th Birthday Celebration in 2022 is an opportunity for continued collaboration with these partners as possible event sponsors.

GOVERNANCE AND DECISION-MAKING

OBJECTIVE: Build and implement partnerships and leadership strategies with major stakeholders that will ensure the future success of The Landings

Goal 1: Build organizational relationships with TLC and TLCo that significantly strengthen leadership, management, and service delivery at The Landings

- 🔄 Partnering with TLC to explore, develop and implement joint opportunities to deliver goods and services through improved economies of scale
- 🔄 TLA/TLC/TLCo Collaborative Communications Team hold quarterly meetings
- 🔄 TLA/TLC hold quarterly public works meetings
- ✓ Changed TLCo bylaws to appoint up to two TLA Board members to serve as Dual Directors on the TLCo Board
- ✓ TLA/TLC Paths/Bridges 2019 Memorandum of Agreement exchanged maintenance responsibility in 25 path locations based on use, rather than ownership of property
- ✓ Appointed representatives from TLC and TLCo to the TLA Renovation Committee
- 🔄 TLC and TLCo representatives participate in TLA-managed Emergency Action Team for hurricane (and other emergency events) planning, preparation and response.
- 🔄 TLA Security Director actively participates in planning for TLC large events, such as Web.com
- 🔄 While the 24/7 TLA Security Services contract was terminated and replaced with new 8/7 TLC Loss Prevention Officers, a one-year extension of the Lagoon Services Agreement with TLC was successfully negotiated. A permanent, long-term agreement, including stormwater infrastructure, should be developed between the parties.

Goal 2: Develop a policy agenda for key issues that impact Skidaway Island and pursue a strategy to work with policy makers to achieve our goals

- ✓ Conducted an independent economic impact analysis to document the community's contributions to the region
- 🔄 Conduct annual Landings Roundtable with elected and appointed County and State officials - 2020 session impacted by COVID-19 and elections.
- 🔄 Hold meetings with key elected and appointed officials (ongoing)
- 🔄 Participate in CEMA Policy Command Group meetings on pre-storm planning and during storm events to share information and prepare accordingly
- 🔄 General Manager participates in quarterly "Calling All Manager" meetings organized by Chatham County Manager -
- ✓ Explored incorporation, including holding a vote; This issue was defeated and will not be explored again
- ✓ Obtained safety improvements to four-way stop intersection at Diamond Causeway and McWhorter Drive/Green Island Road from Chatham County and removal of rumble strips in 2019; County staff wants to re-explore a roundabout
- ✓ Established Board position on TLA role in 2020

Goal 3: Develop a succession plan for key positions at TLA

- ✓ Updated General Manager, Department Director, and Supervisor job descriptions and performance evaluation instruments
- ✓ Identified internal candidates for progression; prepared and implemented individual development plans for professional growth; transitioned appropriate individuals to different and expanded roles for business continuity planning and preparation