

# THE LANDINGS ASSOCIATION'S STRATEGIC PLAN

## 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.**

### **Strategy A. & B.**

Work with Skidaway Audubon and Sustainable Skidaway to implement Audubon International Stage 2: Sustainability Planning for certification process and Stage 3: Progress Reporting and Certification, including marketing the program

### **Strategy C.**

Have TLCo develop a marketing plan to exploit our Sustainable Community certification

### **Rationale and Considerations**

A partnership with TLA and Skidaway Audubon using the Audubon Certification process will be helpful to demonstrate that The Landings is an environmentally conscious community. The Sustainable Community Program is a multi-year in-depth program that will allow The Landings to qualify as a Certified Sustainable Community. The process is individualized to ensure that specific needs, priorities, resources and challenges are addressed in order to develop sustainable practices and policies that will be supported by The Landings Association, The Landings Club, and the volunteer organizations on the island. This process will be accomplished in three phases with Phase 1 having been completed in 2014. Starting in 2015, staff members and Committee will work in conjunction with Audubon International's staff members to accomplish community certification. In Stage 3 we will begin implementing the vision and plan including reporting, project rollout, and marketing information to the community.

**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.**

### **Strategy A.**

Develop and implement processes and procedures for ensuring continuity of the certification partnership.

## Strategy B

Input into TLC's Strategic Planning Process regarding this goal

**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**

## Strategy A.

Enhance and promote the natural features of the island (e.g., re-establish natural areas as such)

### Rationale and Considerations

One of The Landings Association's key competitive advantages is its natural physical environment that is unique to a master plan community. In an effort to improve the appreciation of our natural environment, staff members will develop a program to enhance and promote the natural features of the island. This program will include spotlighting natural areas within the community, increasing accessibility to these areas, and providing education-based signage and programs on each.

## Strategy B.

Partner with external stakeholders (e.g., Skidaway Audubon, Coastal Conservation Association, National Oceanographic Atmospheric Administration, Skidaway Institute of Oceanography, Educational Charters, 100 Miles of Coast, Caretta Turtle Project) to provide educational programs and opportunities (such as eco boat tours to Ossabaw/Wassaw, interpretive signage, fact sheets for residents/visitors)

### Rationale and Considerations

Residents of The Landings Association are very active within the community and work with volunteer organizations both on and off the island. Significant benefits could be achieved by partnering with these groups to provide educational programs and opportunities to our residents that promote our unique coastal environment.

## Strategy C.

Work with the Strategic Water Committee and Utilities Inc. to provide educational events, programs, and resources for residents

### Rationale and Considerations

Water continues to be a valuable resource that needs to be managed properly within the community. The Georgia Environmental Protection Division continues to reduce potable water supplies in response to salt water intrusion in coastal South Carolina and Georgia. Staff and the Water Conservation Committee began working collaboratively in 2014 to promote community conservation of the water supply including the potable supply, shallow wells, and evaluation of other alternatives. The group will focus on reducing water consumption to the current permit levels and develop strategies to reduce water consumption to anticipated 2020 permit levels.

**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**

**Strategy A.**

Revise Architectural Guidelines for landscaping to reduce dependency on water

**Rationale and Considerations**

Use of water within the Floridan Aquifer has become increasingly regulated within Southeastern Georgia. 2020 regulations will require the community to reduce water usage by an estimated 25 percent. It is imperative that TLA lead our homeowners, contractors and builders to integrate water-saving technologies. The current architectural guidelines do not address conservation-based irrigation or landscape design.

**Strategy B.**

Implement an internal TLA water conservation program

**Rationale and Considerations**

Use of water within the Floridan Aquifer has become increasingly regulated within Southeastern Georgia. 2020 regulations will require all users to reduce water usage by an estimated 25 percent. It is imperative that TLA lead through example by developing an internal water conservation program. Focus areas will include all TLA owned buildings, common property, and water usage at both marinas.

**Strategy C.**

Drive and monitor water conservation education through such avenues as *Enews*, *Landings Journal* articles, and EPD Public Meetings

**Strategy D.**

Develop and implement shallow well management plan for existing and new development

**Rationale and Considerations**

Residential irrigation of potable water accounts for greater than 50% of the total water pumped from the Floridan Aquifer in the Utilities, Inc. service area. The most likely alternate water source for irrigation usage on Skidaway is from the shallow aquifer. A greater understanding of aquifer usage and interaction is necessary to explore use of the shallow well field as a viable alternative. The Landings Association currently has 10 monitoring wells that are used to monitor the shallow aquifer. Recent studies of this system have confirmed that this resource can sustain additional usage.

### **Strategy E.**

Analyze alternatives to potable water for irrigation (purple pipe), including publishing forward-facing shallow-well data and working on residential program for shallow well expansion

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

### **Strategy A.**

Review and implement the FEMA Local Mitigation Planning Process, using existing resources and/or opportunities to support the process:

1. Use data from Ecological Planning Group Study, Phase 1, to determine problem areas, including the revised flood maps that will be finalized in August 2018
2. Implement Flood Plain Management Program with the local governmental entities

## 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, not just residential**

**Strategy A.**

Work with The Landings Association’s Development Committee to identify the scope of this required work, including how Landings Club property should be incorporated

**Strategy B.**

Hire consultant to develop the plan

**Strategy C.**

Identify and analyze all residential housing opportunities including all property on Skidaway Island (include aging in place options)

**Strategy D.**

Assess the impact on our housing market and Club membership of any new residential development projects, such as Indigo Hall, while also gathering baseline data before development via TLCo

**Rationale and Considerations**

The age diversity of Skidaway Island residents demonstrates the importance of re-evaluating current land use. Skidaway Island has unutilized property that may be suitable for residential development. In order to promote development that is harmonious with our existing community, a professional land use plan is critical.

**Goal 2: Devise a plan to develop inactive parts of the current spray fields for neighborhood uses that meet community needs, including mixed-use.**

**Strategy A.**

Finalize Nutter Study

**Strategy B.**

Finalize review of spray field certificates

**Strategy C.**

Revise concept plans

**Strategy D.**

Remove spray field restrictions

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

**Strategy A.**

**Change Covenants to include Private Property Maintenance Standards**

**Rationale and Considerations**

Maintaining the attractiveness of the island is important to current and prospective residents. The enforcement of Private Property Maintenance Standards (PPMS) will prompt many residents to make improvements to their property. However, encouraging and promoting improvements above these minimums must remain a key focus area and we should explore ways to further facilitate these improvements.

**Strategy B.**

**Modernize ARC Guidelines to facilitate and support renewal and redevelopment applications**

**Rationale and Considerations**

Older homes represent an investment opportunity. All exterior modifications require some form of application, approval, and permit from TLA and some processes are currently perceived as an impediment. The Architectural Guidelines are currently being revised, providing an excellent opportunity to reevaluate and simplify this process.

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

**Strategy A.**

**Categorize level of redevelopment opportunities by housing type and age**

**Rationale and Considerations**

The continued renewal of our community's housing stock will not only raise property values, but also improve our competitive position. The oldest phases of our community are in excess of 40 years old and some properties require updating. A majority of homes in these areas are one level and sized appropriately for future resident needs, thus providing a significant opportunity for the development of desirable housing to serve both current and potential residents.

**Strategy B.**

**Identify renewal opportunities and create targeted incentive programs**

**Rationale and Considerations**

Increasing property values is critical to maintaining the desirability of our housing stock. Programs such as the Property Recognition Initiative with Direction and Education (PRIDE) program and Neighbors Helping Neighbors are a good starting point for property improvement. We need to continue to explore additional opportunities to identify and implement programs that expand on this concept.

### **Strategy C.**

Stimulate homeowner renovation through programs and events

#### **Rationale and Considerations**

It is crucial to establish TLA as a useful partner and facilitator in this area for property owners. A public relations effort must be established and heightened that helps to keep the topic of property renewal at the forefront of community discussions. These must all be aligned with sustainability and renovation interests.

### **Strategy D.**

Expand TLCo Custom Home Renovation Program to include a multimedia platform for home renovation plans.

1. Issue RFP and select architect
2. Select properties for renovation plans
3. Architect prepares renovation plans and cost/square foot

### **Strategy E.**

Track and report on renewal activity types and levels

### **Strategy F.**

Partner with Landings Landlovers on the biennial Home Renovation Tour & Expo (that alternates with their biennial Spring House Tour) in 2020.

## 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**

### **Strategy A.**

Utilize technology consultant to assist in creation of a roadmap for future technology needs Island-wide through the evaluation of land-based and cell-based services, current quality levels on Skidaway vs. Savannah market (providers and packages), and development of an integration plan for service needs (e.g., towers, fiber optics, Distributed Cellular, hot spots, etc.)

### **Rationale and Considerations**

To remain competitive today and in the future, The Landings must be positioned to take advantage of cutting edge technology to meet ever-increasing service expectations and demand for quality. This will require a focus on the future when developing infrastructure and close collaboration with our Island stakeholders and partners. Developing a roadmap and technology plan will provide a holistic approach to island-wide resource acquisition, along with the allocation and integration of various technologies. Utilizing a consultant with technical expertise will ensure that we are following industry best practices and capitalizing on the latest and greatest in cutting edge technology to maximize efficiencies and manage costs.

### **Strategy B.**

Improve connectivity for all TLA facilities

### **Rationale and Considerations**

Improved connectivity is required to support growing reliance on smart phone and online apps. We are already behind in providing what residents and guests see as an expectation. Better access to cell service and Wi-Fi will also encourage greater use of TLA facilities as gathering spaces by improving connectivity.

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

**Strategy A.**

Import all light posts within The Landings into our GIS program (as 5G antennae can be attached to light posts)

**Strategy B.**

Create architectural standards allowing the placement of such 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**

**Strategy A.**

Implement organization-wide access to Geographic Information Systems and greatly expand its layers of data and functionality

**Rationale and Considerations**

A GIS system will serve as an information clearinghouse for Landings information in areas such as infrastructure, assets, incidents, and demographics, enabling staff members to make data driven decisions and allowing residents to have immediate access to information of interest to them. GIS will allow staff members to access and collect critical information and provide the opportunity to expand applications and services. For example, it will enable TLA to identify multiple reports of the same incident or issue in the same location, thus reducing duplication of effort and increasing productivity. Implementation of GIS is a priority because these technologies have been used for many years to enhance service delivery and TLA is already behind the curve.

**Strategy B.**

Utilize technology consultant to assist in creation of a roadmap for internal TLA future technology through benchmarking with municipalities and other communities and develop technology plan

**Rationale and Considerations**

To remain current with technology and its increased demand, TLA must ensure that it is equipped to handle current and future internal needs. Developing a roadmap and technology plan will provide a holistic approach to resource acquisition and the allocation and integration of various technologies. Utilizing a consultant with technical expertise will ensure that we are following best practices and capitalizing on the latest and greatest in cutting edge technology to increase efficiencies and reduce costs.

### **Strategy C.**

Research, select and implement new TLA website and apps that provide greater resident communication interaction and functionality

#### **Rationale and Considerations**

Researching app technology allows us to learn how it can improve customer service and streamline our processes. Providing a wider range of communication options to our residents increases convenience and allows for immediate information exchange. Greater convenience may result in improved cash flow through faster payment of assessments and fees.

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

### **Strategy A.**

Provide residents with access to Geographic Information Systems and encourage/educate them on its use

#### **Rationale and Considerations**

Providing residents with access to GIS grants them immediate connection with information of interest to them such as incident statistics, infrastructure, new construction, homes for sale, etc. Educating residents on GIS and its capabilities will allow them to independently research and review geographical information on The Landings Community.

## 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**

### **Strategy A.**

Leverage and expand existing TLA amenities and services

#### **Rationale and Considerations**

For the long-term competitiveness of TLA, it is imperative that we are providing amenities and services that are desired by our current and future residents. TLA has benchmarked other communities to identify our competitive position. Preliminary findings have shown that other communities are providing improved amenities and additional services. Our current amenities and services lack organized planning and should be reflected in our land use planning objectives.

### **Strategy B.**

Explore adding new TLA amenities and services that are offered by our competitor communities

#### **Rationale and Considerations**

For the long-term competitiveness of TLA, it is imperative that we are providing amenities and services that are desired by our current and future residents. TLA has benchmarked other communities to identify our competitive position. TLA will evaluate amenities, not currently offered but desired, by current and future residents within the community to enhance our desirability and increase property values.

### **Strategy C.**

Partner with stakeholders and community organizations (e.g., Neighbors Helping Neighbors, Audubon, TLCo) to monitor, expand, and support the scope of services and choices for aging in place

#### **Rationale and Considerations**

As our community ages, it is important that we promote opportunities for individuals to maintain a good quality of life and thrive regardless of age or ability. Our community values age diversity and supports young families, retirees and individuals who require additional services. Available programs and services should provide assistance and/or direction for residents who have additional needs.

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

**Strategy A.**

Implement Landings Harbor Site & Circulation Plan, including identifying funding that has been depleted due to storm recovery costs, to create gathering spots such as the kayak center, stage area, dining area

**Rationale and Considerations**

The Landings Harbor Marina has consistently been identified as one of our community's popular amenities and is one of the most frequented gathering spots on the island. The location is unique and provides amenities and services for residents, boaters and community events. Access to water and amenities have been identified as significant drivers for existing and future residents. Promoting our coastal lifestyle is integral to our future success. The Board of Directors has conceptually embraced a plan to improve and promote the Landings Harbor park and marina as a gathering center for our community including increased use and development.

**Strategy B.**

Create gathering places on unused TLA parcels

**Rationale and Considerations**

The Landings Association currently has limited opportunities for gathering places. The majority of benchmarked communities provide greater opportunities for non-Club members to meet and recreate. The limited community gathering places for non-Club members has been recognized as an improvement opportunity in the strategic plan. Creating spaces for all members provides a sense of togetherness and community.

**Strategy C.**

Explore establishment/development of a Community Center with meeting rooms

**Rationale and Considerations**

The Landings Association represents more than 8,000 residents of the community. Our capacity for community events is limited to facilities that can only accommodate approximately 100 individuals. Our ability to hold community functions and/or gatherings is greatly compromised by these facility constraints. Limited options exist for Association-sponsored events. In addition, residents who are not Club members are forced to look elsewhere when planning events. The overwhelming majority of benchmarked communities have facilities that successfully accommodate community-wide needs. The inability to provide this service creates a strategic weakness.

#### **Strategy D.**

Increase the gathering place potential of our most utilized/popular areas (e.g., playground renovation, ball field, Delegal, Landings Harbor)

#### **Rationale and Considerations**

The Landings Association represents more than 8,000 residents of the community. Our capacity for community events is limited to facilities that can only accommodate approximately 100 individuals. Our ability to hold community functions and/or gatherings is greatly compromised by these facility constraints. The overwhelming majority of benchmarked communities have facilities that successfully accommodate community needs. The inability to provide this service creates a strategic weakness.

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

#### **Strategy A.**

Strategize with the local business community and other stakeholders to enhance amenities and to host mutually beneficial community events

#### **Rationale and Consideration**

It is imperative that The Landings Association is active in the growth and success of stakeholders beyond our organization to assure our continued success. The services and activities outside of TLA strengthen and enhance our competitive position. To succeed we must partner with our local businesses to ensure that amenities and events include and are supported and patronized by local business leaders, the community and our residents.

#### **Strategy B.**

Partner with Greater Savannah community to engage Landings youth in positive organized activities (e.g., hosting soccer tournaments, etc.)

#### **Rationale and Considerations**

The success of TLA is integrally linked to the City of Savannah. Connecting our youth with the greater community is a major component of our success. Our future generations will define and cultivate our community partnerships into the future. Expanding our partnerships with youth organizations will create increased connectivity with our community and will further support and foster a high quality of life for younger families within our community.

**Strategy C.**

Expand on partnerships with Savannah non-profits (YMCA, SALT, MS, American Diabetes Association) to encourage healthy lifestyle choices and provide assistance for Landings residents

**Rationale and Considerations**

The Savannah community offers multiple opportunities for engagement and partnership with non-profit organizations. Our community consists of individuals who could greatly benefit through increased partnerships with local non-profits to facilitate healthy living and assistance where required. Increasing our relationships with these organizations will expand our efforts to support a healthy lifestyle.

## 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**

### Strategy A.

Initiate annual three Board retreat (TLA, TLC, TLCo) and explore opportunities for shared leadership planning and communication that will create a system or process among the entities for proactive communication, including sharing sensitive information on things that affect the other entities

### Rationale and Considerations

Several years ago, there used to be a Landings Leadership Council, which was comprised of the Executive Committees of the three entities. However, the meetings were infrequent and ultimately ended. Though there are liaisons among each entity at a Board level, the different governance roles and philosophy of TLA and TLC causes some disconnect among the organizations. Setting up periodic meetings to include all Board Members of all three entities could improve communications and help create a shared vision for our community.

### Strategy B.

Develop and implement a Landings strategy with TLA/TLC/TLCo and other stakeholders by 2018 to achieve alignment between strategic plans and issues through the joint leadership group

### Rationale and Considerations

Currently, no consolidated strategic planning exists among the various stakeholders, especially between TLA and TLC. We share many of the same customers, and overall possess the desire for the wellbeing of our island. However, we often find ourselves working at cross-purposes as we do not have a formalized method for the alignment of direction. Having alignment would not only provide efficiency in planning, but would also model the partnership to our community. To be successful, transparency between the entities regarding strengths and challenges is required.

### Strategy C.

Explore, develop and implement joint opportunities to deliver goods and services through improved economies of scale

### Rationale and Considerations

Our community strongly desires cooperation among the entities. Many residents do not know which organization does what, and they don't care. Their check says "The Landings" whether it is followed by Association or Club. By working together, we can potentially decrease the amount of money that comes out of our customers' pockets.

**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**

**Strategy A.**

Conduct an independent economic impact analysis to document the community's contributions to the region

**Rationale and Considerations**

We need to understand better The Landings' and Skidaway Island's impact in our region, so that we can make strategic decisions regarding the future of The Landings and work with our elected and appointed officials and government agencies regarding desired and required service levels. This study will provide the data needed to make such decisions.

**Strategy B.**

Define and improve relationships with Chatham County and the State of Georgia such that we express our expectations for representation, ensure that we receive the appropriate level of services, and satisfactorily resolve regulatory issues

**Rationale and Considerations**

Many Landings residents believe our community is underserved by local and state government functions. We need to understand and review the basis for these beliefs so that we can form a Board-level position on requests/desires/demands of the governmental agencies. We also need to resolve regulatory issues relating to water usage due to increasing population and decreasing permit levels. To have success in representing the community with regard to these policy issues, we need buy-in from our Board, residents, and governmental agencies.

**Strategy C.**

Explore incorporation

**Rationale and Considerations**

With the stated objective of Chatham County's Commission Chair that all unincorporated Chatham County should be incorporated, and with the City/County conflict over the Metro Police Department, it is imperative that The Landings not remain on the sidelines but take an active role in shaping its future. A comprehensive study should be conducted to define and analyze all facets of incorporation, including a roadmap, to enable the Board to decide whether to proceed with community discussion of the desirability of incorporation.

**Strategy D.**

Prepare to support the transition if Skidaway Island is incorporated as a city

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

#### **Strategy A.**

Update General Manager, Department Director, and Supervisor job descriptions and performance evaluation instruments

#### **Strategy B.**

Identify candidates for progression; prepare and implement individual development plans for professional growth

#### **Strategy C.**

Prepare a broad framework in preparation for filling key open positions.