

THE LANDINGS ASSOCIATION 2015-2020 STRATEGIC PLAN IMPLEMENTATION SUMMARY 2015-2019

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, and Monastery Ruins (installation currently underway) 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 (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)
- ✓ Resources for residents include 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
- ✓ Eye-on-Water app linked to TLA app; monthly *Landings Journal* articles on water use
- ✓ Conducted TLA water audit and implemented TLA water conservation program; adjusted irrigation; replaced fixtures with low flows and monitoring water use; identified and targeted Marinas for reduced water usage
- 🔄 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

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

- 🔄 Reviewing FEMA Local Mitigation Planning Process documents to identify strategies appropriate to our community using existing staff resources and/or opportunities
- ✓ 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
- 🔄 Using data from Ecological Planning Group Study to identify vulnerable common property and identify strategies to reinforce, protect or relocate.

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 continues 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 alternative uses for community use since the sprayfields are not common property.
- ✓ 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.
- ✓ 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
- ✓ 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, that is not cost effective at this time

- 🔄 Completing inventory of cancelled and outstanding sprayfield certificates of property outside The Landings with sprayfield rights purchased from Branigar
- 🔄 Reviewing for clarity legal (deed) restrictions 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
- ✓ 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
- ✓ Established Renovation Committee
- ✓ Collected feedback from Renovation Focus Groups

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
- ✓ Explored use of design concepts for common renovation objectives in 2018
- 🔄 Established Renovation Committee in 2019 to create and implement platform that concentrates on renovation strategies

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)

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)
- 🔄 Researching 5G equipment to enable creation of design standards for 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

- ✓ Implemented organization-wide 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.
- ✓ 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 boater management software for easier interaction with boaters

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)
- 🔄 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

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
- 🔄 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

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








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 two TLA Board members to serve as 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 new TLA Renovation Committee
-  TLC and TLCo representatives participate in TLA-managed Emergency Action Team for hurricane (and other emergency events) planning, preparation and response.
-  TLC Security Director actively participates in planning for TLC large events, such as Web.com

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
-  TLC Conduct annual Landings Roundtable with elected and appointed County and State officials
-  TLC Hold meetings with key elected and appointed officials (ongoing)
-  TLC Participate in CEMA Policy Command Group meetings on pre-storm planning and during storm events to share information and prepare accordingly
-  TLC 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
-  TLC Seeking safety improvements to four-way stop intersection at Diamond Causeway and McWhorter Drive/Green Island Road from Chatham County; County promises some improvements by the end of 2019 and wants to re-explore a roundabout as a possibility

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