

The Strategic Plan

September 25, 2018

CSA Mission Statement: To protect, maintain and enhance the resources of the Sea Pines Plantation for the benefit of the Sea Pines Community.

Our Vision: Building on Charles Fraser's innovative vision, our community will be known for living in harmony with its exceptional environment.

Our Values: Innovation, Environmental stewardship, History/Heritage/Culture, Nature, Community and Quality of Life



GOAL #1: To develop an inclusive form of governance that equitable reflects community contributions/financial and otherwise. (Page 2)

GOAL #2: To protect, maintain and enhance the Sea Pines Quality of Life. (Page 2)

GOAL #3: To assure CSA has the financial capacity to protect, maintain and enhance Sea Pines assets while providing expected community services. (Page 5)

GOALS, STRATEGIES, AND RECOMMENDATIONS

GOAL #1: Continue to develop an inclusive form of governance that equitably reflects community contributions/financial and otherwise

This goal and its supporting strategies provides a map for understanding the relationships of our complex community and will demonstrate the various interests and how they support our missions, vision, and values. We need to include you the residential property owner as your Board of Directors make decisions.

STRATEGY 1: To provide and seek timely and accurate community-wide information on a regular basis

RECOMMENDED TACTICS TO CONSIDER:

1. Clearly define and communicate the roles and responsibilities of the CSA Board to the community; continue presentations of educational forums
2. Open all CSA Standing Committee Meetings to the community with the exception of the CSA Executive Committee and allow for video conferencing for all meetings including ARB and ASPPO
3. Continually demonstrate an openness to improve trust in the elected officials of the Sea Pines Community

STRATEGY 2: To maintain the Strategic Plan as a means to monitor current status and prepare for any future changes required

RECOMMENDED TACTICS TO CONSIDER:

1. Evaluate the CSA organization to develop better means for improving the efficiency and expediency at which CSA operates
2. Create a CSA Covenant Reform Task Force to identify existing covenant reforms needed to address current and future Sea Pines issues while still preserving the standards and rights of all partners within our multi-use community
3. Prepare and present committee and departmental objectives annually at open education forums

STRATEGY 3: To develop community leaders by recruiting qualified and diverse residents to community service to inform and expose them to our governance process

RECOMMENDED TACTICS TO CONSIDER:

1. Review all Committee composition to ensure membership provides that diverse opinions are considered
2. Explore and create additional opportunities for educating all community stakeholders on the governance of Sea Pines

GOAL #2: To protect, maintain, and enhance the Sea Pines Plantation quality of life

This goal and its supporting strategies will allow us to create a seamless environment between the natural habitat and the infrastructure needs of the community. By addressing this subject, we support our mission, vision, and values through caring for the unique nature of Sea Pines as a community, a resort, and a wildlife sanctuary and will continue to enhance our lifestyle and natural environment for current and future generations.

STRATEGY 1: To improve gate traffic and accessibility capabilities

RECOMMENDED TACTICS TO CONSIDER:

1. Develop alternative locations for all gate pass and cash transactions
2. Improve the entry experience for all Sea Pines owners, guests and visitors
3. Reconfigure all gate entrances to improve traffic flow into and out of Sea Pines (options available)
4. Develop an electronic means for improving the gate entrance experience
5. Continue to develop and integrate approved community signage standards throughout Sea Pines
6. Investigate a new Transportation Park and Trolley System for Sea Pines residents, guests and visitors
7. Explore water transportation opportunities from Harbour Town to and from Savannah to reduce traffic inside Sea Pines and provide improved access to other attractions and services

STRATEGY 2: To develop and maintain a planned system of storm system infrastructure while providing a well-controlled, environmentally sound habitat for wildlife

RECOMMENDED TACTICS TO CONSIDER:

1. Initiate a 20-year Maintenance and Upgrading Project for our waterway and lagoon-based storm water systems
2. Support South Island Dredging Authority (SIDA) in permitting and programming of primary waterway access as already agreed
3. Review and develop a new comprehensive flood management and drainage plan with the Town of Hilton Head providing a well maintained and up to date system for storm water control while protecting natural habitats
4. Pursue state and local sources for funding support
5. Create a Habitat Maintenance and Development Program

STRATEGY 3: To refurbish and upgrade the appearance and condition of Sea Pines

RECOMMENDED TACTICS TO CONSIDER:

1. Install landscaping improvements from Greenwood gate to Plantation Drive and beyond
2. Enhance the visual driving experiences on all major roadways inside Sea Pines

STRATEGY 4: To create consistent standards for improving community appearance and future appeal

RECOMMENDED TACTICS TO CONSIDER:

1. Select uniquely designed uniforms for gate entry personnel showing everyone we are different
2. Request the ARB, ASPPPO and CSA to join together to review current policies, procedures and guidelines to help improve public perception
3. Support ASPPPO's efforts to develop and recommend guidelines for acceptable maintenance of all residential properties in Sea Pines with enforcement provisions
4. Promote Sea Pines as a great place to work, visit, vacation and live

STRATEGY 5: To add new leisure trails while enhancing the safety and enjoyment of existing trails

RECOMMENDED TACTICS TO CONSIDER:

1. Extend leisure trails on Lighthouse Road

2. Continually work to improve the safety, enjoyment and connectivity of the internal and external Sea Pines leisure trails
3. Continually improve our signage needs for friendliness, safety and informational purposes.
4. Build leisure trail informational kiosks and wayside rest stops at areas of interest
5. Explore audio capabilities at leisure trail kiosks, multiple electronic/wireless information points with commercial and non-commercial attributes
6. Study alternative alignments to provide for safer pedestrian and bicycle traffic in the Club Course area
7. Develop a community group to assist in the development of ideas to create better access for mobility impairment

STRATEGY 6: To create opportunities for bringing property owners together at community-wide events

RECOMMENDED TACTICS TO CONSIDER:

1. Continue existing community gatherings to bring our stakeholders together
2. Continue to explore additional activities that will expand these experiences

STRATEGY 7: To preserve and enhance all of the natural amenities of Sea Pines

RECOMMENDED TACTICS TO CONSIDER:

1. Create a manifesto to protect the natural beauty of our environment while adjusting to needed changes within our gates
2. Create a Nature, History and Culture Preservation Plan to provide a source of information for the legacy of Sea Pines
3. Establish neighborhood parks on appropriate CSA-owned land

STRATEGY 8: To create an environment for the success of all organizations and amenities of Sea Pines

RECOMMENDED TACTICS TO CONSIDER:

1. Create a Sea Pines Business Development Group to include all amenities within the gates of Sea Pines.
2. Utilize the Sea Pines Business Development Group as a vehicle for a community-wide partnership and to develop strategies to market the numerous amenities inside Sea Pines that add to our lifestyle and destination experience

STRATEGY 9: To develop the Forest Preserve into a must-see experience

RECOMMENDED TACTICS TO CONSIDER:

1. Enhance and upgrade the Forest Preserve visitation experience
2. Explore the possibilities for building unique tree house pods for observation and meeting facilities
3. Explore whether the Forest Preserve's name can be changed to the Charles Fraser Forest Preserve
4. Conduct an analysis of the covenants to determine what types of structures are permissible within the Forest Preserve
5. Explore a consolidation of all Sea Pines historic resources into a common foundation (Baynard-Shell)
6. Create a new, more visible and easily accessible entrance off Greenwood Drive
7. Improve roadways for year-round access for both vehicles and bicycles

8. Create an improved destination at Fish Island with full sanitary facilities, an improved shelter, Lake Joe fishing/viewing pier, a playground, additional hiking trails and new walking/biking leisure trails around the lakes, with educational wayside rest stops at areas of interest
9. Create additional reasons to visit while maintaining the ecological balance and beauty of the preserve
10. Develop botanical gardens/and a tree plant nursery to become the go-to place for flora and fauna enthusiasts
11. Identify forest fire safety needs such as fire breaks and emergency vehicle entrances, which can also serve as additional hiking or camping locations.
12. Develop additional access points for recreational use by kayaks and stand-up paddleboards
13. Promote and maintain signature specimen trees within the community
14. Work with the local Audubon Society as a part of the Hilton Head Island birding trails

STRATEGY 10: To explore and evaluate the need for additional Sea Pines amenities

RECOMMENDED TACTICS TO CONSIDER:

1. Create a community-wide task force to explore the feasibility of combining needed amenities and features for current and future property owners in a manner that provides unique and magnetic gathering places.

GOAL #3: To assure CSA has the financial capacity to maintain, protect, and enhance Sea Pines assets while providing expected community services

This final goal and its supporting strategies outlines that in order for the Sea Pines Community to reach its full potential, all sources of existing income must be increased while we explore additional sources of revenue. We must continually develop prioritized, comprehensive planned financial forecasting tools to include both costs and revenue sources as well as funds for emergencies and sources of funds and methods for Community supported and Board developed enhancements to support our mission, vision and values.

STRATEGY 1: To continually maintain and monitor our Reserve Fund

RECOMMENDED TACTICS TO CONSIDER: The CSA Finance Committee regularly meets to determine our current finances against our Reserve Fund and its policies. This portion of the Plan and Policy has been completed.

STRATEGY 2: To continually develop and update an annual Five Year Financial Strategic Business Plan

RECOMMENDED TACTICS TO CONSIDER: The CSA Finance Committee regularly meets to monitor our current finances against our Five Year Financial Strategic Business Plan. This portion of the Plan has been completed.

STRATEGY 3: To continually evaluate sources of increased revenue

RECOMMENDED TACTICS TO CONSIDER: The CSA Finance Committee regularly meets to consider additional sources of revenue against our current and future financial needs. The CSA Finance Committee's recommendations have been incorporated into this Strategic Plan and are as follows:

1. Increase gate fee
2. Implement real estate transfer fee
3. Increase all revenues from current assessments
 - a. Increase commercial assessment
 - b. Increase resort assessment
 - c. Increase residential assessment
4. Access lending markets as needed
5. Establish corporate sponsorship partners where appropriate.
6. Leverage the Community's buying power to improve revenues, infrastructure and services

Presented by: The CSA Strategic Planning Committee

Bill Johnson	(CSA Residential Board Member)
Bret Martin	(CSA President and Co-Chairman of Strategic Planning Committee)
Charlie Miner	(CSA Residential Board Member and ASPPPO President)
David Borghesi	(CSA Residential Board Member/ CSA Board Treasurer)
David Herskovits	
Diedrick Advocaat	
Jack Ward	
John Parsons	
Larry Movshin	
Mark Griffith	(CSA Residential Board Member and CSA Board Chairman)
Mark King	(CSA Commercial Board Member)
Michael Tucker	(CSA Residential Board Vice-Chairman/ Co-Chairman, Strategic Planning Committee)
Paula Scanlon	
Steve Birdwell	(CSA Board Member- Sea Pines Resort)
Stu Rodman	(CSA Residential Board Member and County Commissioner)
Tom Lennox	(Town Councilman)

(All members of this committee are Sea Pines Residential Property Owners)