

# A Strategic Plan



**Prepared by the Planning Advisory Committee**

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*Adopted by the WDCA Board of Directors*

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## **INTRODUCTION**

The Wild Dunes Community Association (WDCA), through its Board of Directors, is responsible for the protection, maintenance and improvement of the assets of the Association and the preservation and improvement of the quality of life enjoyed by its members. The Board of Directors chartered a Planning Advisory Committee to prepare and maintain a Strategic Plan to identify the community's issues and needs, chart a vision for its future and identify actions to accomplish achievement of the vision. The Strategic Plan is intended to help guide the Board in future decision making, financial planning and community management. The intent is for the Plan to be a living document, reviewed by the Board of Directors annually and updated by the Planning Advisory Committee at least every three (3) years or as needed.

## **VISION STATEMENT**

To be a community that offers a safe and relaxing lifestyle, a desirable quality of life, and a beautiful natural environment that is welcoming to residents and visitors alike.

## **MISSION STATEMENT**

The mission of the Wild Dunes Community Association is to:

- encourage a strong sense of community
- work together to enhance the quality of life for all property owners
- provide a safe and secure environment
- preserve the natural environment
- ensure the financial health of the organization
- accommodate the differing needs of the various community members
- maintain property values

## **COMMUNITY VALUES**

- I. Community** - we strive to be a welcoming and involved community
- II. Environmental Stewardship** - we strive to be good stewards of the natural environment
- III. Respect** - we strive to be respectful in all interactions

## **STRATEGIC PRIORITIES**

- I. Preserving the Natural Environment**
- II. Ensuring Financial Sustainability**
- III. Providing Community Resources**
- IV. Engaging with the Greater Community**
- V. Improving Owner Relationships**
- VI. Preserving the Residential Character and Quality of Life**

## Strategic Goals and Initiatives

### I. Preserving the Natural Environment

The beautiful beaches, marshes, creeks, ocean, clean air, trees, and wildlife make Wild Dunes a very attractive place to live. Protection of these natural resources is essential to maintaining a high quality of life on the barrier island.

#### Key Issues

- Maintain and preserve a healthy beach.
- Improve the resiliency of the community to withstand future natural challenges
- Protect and preserve wildlife (alligators, coyotes, deer, birds, turtles, fish) and wildlife habitats and promote safe human wildlife coexistence
- Maintain lagoons (algae control, sedimentation, erosion)
- Maintain and enhance open space areas and landscaping
- Preserve and enhance tree canopy, natural vegetation and sand dunes

#### Goals

- A. Ensure continued access and full enjoyment of our beautiful beaches and other natural areas.

	Initiative	Responsibility	Time Frame	Additional Goal Supported
1.	<p>Participate in IOP beach monitoring and management activities with the City of Isle of Palms (IOP).</p> <p>Support IOP staff and its consultant in the development and permitting of a sand re-distribution plan to target focused erosion along the eastern end of the IOP beachfront.</p> <p>Support IOP and its consultant in the development and permitting of an off-shore (or other) beach nourishment project to benefit the eastern end of the IOP beachfront.</p>	Chief Operating Officer	<p>Ongoing</p> <p>2023-2024</p> <p>2023-2024</p>	Engage in greater Community
2.	Install irrigation system for Butterfly Gardens.	Chief Operating Officer	2023	

- B. Build community resilience - planning and preparing before hazards occur so that their impact is minimized and recovery time is shortened.

	<b>Initiative</b>	<b>Responsibility</b>	<b>Time Frame</b>	<b>Additional Goal Supported</b>
1.	Evaluate participation in community based coastal monitoring initiatives. Possible initiatives include: <ul style="list-style-type: none"> <li>• DHEC King Tide Initiative</li> <li>• Southeast Coastal Ocean Observing Regional Association (SECOORA)</li> <li>• Mote Marine Laboratory Beach Conditions Reporting System</li> </ul>	Community Association Manager  Beach & Open Space Committee	2023-2025	Engage in greater community
2.	Work with the City of IOP on the development of the resiliency element of the Comprehensive Plan and incorporate any appropriate actions into the WDCA planning process.	Chief Operating Officer	2023-2024	Engage in greater community
3.	Review and upgrade current Emergency Plan: <ul style="list-style-type: none"> <li>• Upgrade to an all-Hazards Plan</li> <li>• Integrate with Resort emergency planning</li> </ul>	WDCA Staff  Safety & Security Committee	2023-2024	Engage in greater community  Improve relationships (Resort)

- C. Ensure the stormwater management system (consisting of lagoons and weirs) continues to be able to meet the current and predicted future needs of the community.

	<b>Initiative</b>	<b>Responsibility</b>	<b>Time Frame</b>	<b>Additional Goal Supported</b>
1.	Prepare complete inventory of current storm drainage system.	Chief Operating Officer	2022-2023	Quality of Life Facility Operations
2.	Identify ways to institutionalize the current storm drainage system operational knowledge.	Chief Operating Officer	2023-2024	Facility Operations

		Community Association Manager		
3.	<p>Prepare lagoon and storm water maintenance program to include:</p> <ul style="list-style-type: none"> <li>• Increasing the number of aerators</li> <li>• Periodic restocking of grass carp</li> <li>• Removing organic sediments through dredging</li> <li>• Periodic testing for heavy metals, dissolved oxygen levels and health of fisheries</li> <li>• Document historical actions taken and when future actions are required</li> </ul>	Chief Operating Officer	2023	Quality of Life Facility Operations
4.	Update the previous engineering study to evaluate storm water system performance during storm and flooding events.	Chief Operating Officer	2023-2024	Facility Operations

D. Encourage community engagement in reducing the human impact on the natural environment.

	Initiative	Responsibility	Time Frame	Additional Goal Supported
1.	<p>Encourage use of appropriate best-management practices by community residents in the use of pesticides, fertilizers and native species plantings in landscaping.</p> <p>Possible sources for educational information:</p>	Community Association Manager	2023-2024	Engage in the Greater Community

	<ul style="list-style-type: none"> <li>• <i>Clemson Extension Carolina Yards Program</i></li> <li>• <i>SC Native Plant Society</i></li> <li>• <i>SC DHEC Smart Gardner Handbook and Backyard Buffers</i></li> </ul> <p>Consider hosting an environmental seminar and inviting island residents to attend.</p>	<p>Architect Review Committee</p> <p>Community Affairs Committee</p>		
2.	<p>Educate the community and visitors on ways to co-exist with our wildlife.</p> <ul style="list-style-type: none"> <li>• Use Resort media to alert visitors of wildlife precautions and times of increased wildlife activity</li> <li>• Add mating season information to our WDCA website</li> </ul>	<p>Client Services Manager</p>	<p>2023</p>	
3.	<p>Consider obtaining Audubon Sustainable Community Certification.</p> <ul style="list-style-type: none"> <li>• Obtain specific information on the certification process and costs from International Audubon Society.</li> <li>• Contact Seabrook Island to obtain more information on the process and benefits achieved as a result of certification.</li> </ul>	<p>WDCA Staff</p>	<p>2024-2025</p>	<p>Quality of Life</p> <p>Engage in Greater Community</p>

**II. Ensuring Financial Sustainability**

To fulfill its responsibility as a steward of the community’s common properties and to provide the services as authorized under the governing documents, the Association must maintain a financial plan that addresses both short-term and long- term cash requirements.

**Key Issues**

- Budget for inflationary increases
- Ensure anticipated incoming revenue streams are sufficient for planned expenditures
- Prepare for variations in real estate transfer fees (timing of projects)
- Ensure the adequacy of the Reserve Funds for beach maintenance, disaster recovery and other contingencies

**Goals**

- A. Explore additional sources of revenue.

	<b>Initiative</b>	<b>Responsibility</b>	<b>Time Frame</b>	<b>Additional Goal Supported</b>
1.	Explore the possibility of increasing the financial contribution to the community from the Resort. <i>(Contributions to be considered - increasing assessment fees and continuing Beach Re-nourishment contribution)</i>	Chief Operating Officer  Board of Director President	2023-2024	Improve Relationships
2.	Investigate grant opportunities for eligible initiatives (beach preservation activities, lagoon upgrades, hurricane protection, Audubon, wildlife protection).	Chief Operating Officer  Treasurer	2024-2025	Preserve natural environment  Facilities
3.	Evaluate adequacy of Reserve Funds: <ul style="list-style-type: none"> <li>• Beach nourishment</li> <li>• Update Hurricane Recovery Fund</li> </ul>	Chief Operating Officer  Treasurer  Board of Directors	2023-2025	Preserve natural environment

### III. Providing Community Resources to Facilitate Efficient Operations

#### 1. Facilities

The Community Association owns and maintains the roads, the Waterway Island bridge, drainage collectors and pipes, landscaping and open spaces, lagoons, beach access paths and pedestrian paths in the community. The Association also owns and operates the Security gates and the Property Owners Beach House.

#### Key Issues

- Replace or upgrade the current security facility (including possible consolidation of the security and administrative functions in one building)
- Resolve ownership status of back gate entrance
- Upgrade the Property Owners Beach House (POBH)
- Maintain the stormwater drainage system

#### Goals

A. Improve the traffic flow through the Security access gates.

	Initiative	Responsibility	Time Frame	Additional Goal Supported
1.	Resolve the ownership issue of the back Security Gate with WD Resort. <i>(Currently there is only an easement agreement)</i>	Chief Operating Officer  Board of Directors President	2023-2024	Improve Relationships
2.	Work with the Wild Dunes Resort, the City of IOP and/or SCDOT to improve the traffic flow and access control (Issues - contractor flow, delivery vehicles and larger passenger vehicles).	Community Association Manager  WDCA Staff  Safety & Security Committee	2023-2024	Enhancing the Quality of Life

B. Determine appropriate action moving forward regarding Front Gate/Security facility.

	Initiative	Responsibility	Time Frame	Additional Goal Supported
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1.	Refine current estimate for Security facility upgrade in Reserve Plan.	Chief Operating Officer  Capital Improvement Committee	2024-2026	Financial Sustainability  Quality of Life
2	Do a cost benefit analysis of update vs replacement of Front gate/Security facility including incorporation of current administrative offices into a combined facility. <i>NOTE: Include software upgrades for pass issuance</i>	Chief Operating Officer  Capital Improvement Committee	2024-2026	Financial Sustainability  Quality of Life

C. Upgrade the existing Property Owners Beach House

	Initiative	Responsibility	Time Frame	Additional Goal Supported
1.	Upgrade existing Property Owners Beach House (POBH).	Capital Improvement Committee  Chief Operating Officer  POBH Ad Hoc Committee	2022-2024	Quality of Life
2.	Determine long term needs for managing and maintaining the upgraded POBH facility.	Chief Operating Officer  WDCA Staff	2023-2024	Quality of Life

**2. Operational Staff**

A staff responsible for the administration and management of the Association reports to the Community Association via the Chief Operating Officer. Additional services such as security and grounds maintenance are contracted to outside suppliers managed by the Association staff.

**Key Issues**

- Prepare for anticipated Chief Operating Officer retirement

- Address difficulties finding adequate security contract staff

**Goals**

- A. Ensure smooth transition on Chief Operating Officer retirement.

	<b>Initiative</b>	<b>Responsibility</b>	<b>Time Frame</b>	<b>Additional Goal Supported</b>
1.	Develop & maintain a Chief Operating Officer Succession Plan.	Chief Operating Officers  Personnel & Compensation Committee	2022-2024	
2.	Identify development plans for internal staff for Chief Operating Officer position.	Chief Operating Officer	2023-2024	

- B. Implement improvements in security staffing

	<b>Initiative</b>	<b>Responsibility</b>	<b>Time Frame</b>	<b>Additional Goal Supported</b>
1.	Work with the Security contractor to identify ways to attract and retain security staff. (Consider joint hiring event with the Resort)	Chief Operating Officer  WDCA Staff	2022-2024	Quality of Life
2.	Collect appropriate data during peak times, review security staffing (gate coverage and patrols), and identify possible improvements.	Chief Operating Officer  WDCA Staff	2024	Quality of Life

**3. Volunteer Community Participants**

The success of the community also relies on volunteers actively involved and contributing to the community.

**Key Issues**

- Improve Board of Directors recruitment
- Increase community volunteer involvement and participation

## Goals

A. Identify improvements to the Board of Director recruitment process.

	<b>Initiative</b>	<b>Responsibility</b>	<b>Time Frame</b>	<b>Additional Goal Supported</b>
1.	Develop Board of Director Interest Form & Qualification Description.	Nominating Committee Board of Directors	2022-2023	
2.	Review and make recommendations for improvements to the Nominating Committee Charter.	Nominating Committee Board of Directors	2023	
3.	Do outreach to community committee members to encourage consideration of Board service.	Nominating Committee Board of Directors	2023-2025	Improve Relationships
4.	Determine process for Type C membership participation in the nomination process.	Nominating Committee Board of Directors	2023	Improve Relationships

B. Increase committee volunteer interest and involvement.

	<b>Initiative</b>	<b>Responsibility</b>	<b>Time Frame</b>	<b>Additional Goal Supported</b>
1.	Recognize volunteer participation on committees via annual meeting, or a special annual social event for volunteers.	Board of Directors Client Services Manager	2023-2025	Improve relationships
2.	Enlist new owner participation via “welcome” activities with Community Affairs Committee.	Client Services Manager Community Affairs Committee	2023-2025	Improve relationships

3.	Highlight a committee or community member in community communications i.e., Meet Your Neighbor.	Client Services Manager	2023	Improve relationships
4.	Solicit committee input into the Strategic Plan and implementation.	Strategic Planning Committee	2023-2025	Improve relationships
5.	Review overall committee structure, charters, composition and reporting. Consider additional committees as needed.	Chief Operating Officer  Personnel & Compensation Committee  Board of Directors	2023-2024	Improve relationships

#### IV. Engaging with the Greater Community

The Association must recognize external challenges, maintain communications and foster partnerships with the City of Isle of Palms, the greater Charleston area and other South Carolina communities in order to be aware of possible impacts.

##### Key Issues

- Seek increased dialogue with City of IOP representatives on issues impacting the Wild Dunes community
- Encourage continued participation of community members in local government
- Improve relationships with the greater Isle of Palms community members
- Be aware of changes or decisions being made at the local and state level that may have significant impacts on Wild Dunes owners

##### Goals

- A. Stay current on issues impacting the Wild Dunes community and be prepared to communicate positions of Wild Dunes.

	Initiative	Responsibility	Time Frame	Additional Goal Supported
1.	Identify contacts at the local and state level that may be involved in issues affecting Wild Dunes.	Chief Operating Officer  Strategic Planning Committee	2023	

2.	<p>Identify opportunities for positive interactions (economic, charitable) between the WD community and the greater Charleston area.</p> <ul style="list-style-type: none"> <li>• Redo College of Charleston study on economic impact.</li> <li>• Identify possible charitable events that could be sponsored by Wild Dunes.</li> </ul>	<p>Chief Operating Officer</p> <p>Client Services Manager</p> <p>Board of Directors</p>	2023-2024	
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B. Identify opportunities for Wild Dunes community member participation in the City of Isle of Palms (IOP) governance and activities.

	Initiative	Responsibility	Time Frame	Additional Goal Supported
1.	<p>Identify a method to advertise island committee openings as they become available.</p>	Client Services Manager	2023	
2.	<p>Identify opportunities for increased community interaction.</p> <p>Consider:</p> <ul style="list-style-type: none"> <li>• WD hosted community events</li> <li>• Speakers from city entities for informational purposes</li> </ul>	<p>Client Services Manager</p> <p>Community Affairs Committee</p>	2023	
3.	<p>Initiate periodic meetings of WDCA with City staff members.</p>	Chief Operating Officer	2023	
4.	<p>Establish a line of communication with the IOP Environmental Committee.</p>	Chief Operating Officer	2023	Natural Environment

## V. Improving Relationships Among Community Owner Constituencies

To encourage a strong sense of community, the Community Association needs to foster and maintain strong communications and partnerships with all of the groups that have a vested interest in the community

### Key Issues

- Manage WDCA’s relationship with the Resort
- Enhance WDCA’s relationships with other Wild Dunes community Homeowner Associations (HOAs)
- Recognize and respect the divergent needs and expectations of various owner types i.e., the Resort, rental property owners, second home owners and full-time residents
- Improve communications with all community stakeholders

### Goals

A. Establish better channels of communication with residential constituents.

		Responsibility	Time Frame	Additional Goal Supported
1.	Consider and develop an outreach program for HOAs. <ul style="list-style-type: none"> <li>• Review Strategic Plan with HOAs.</li> <li>• Survey HOAs for outreach suggestions or needs.</li> </ul>	Community Association Manager  Communications Committee	2023-2025	
2.	Evaluate use of alternative meeting options (Town Hall, Zoom topic specific meetings) to provide better outreach to members.	Client Services Manager  Communications Committee	2023-2025	

B. Identify ways to foster a better sense of community.

Initiative	Responsibility	Time Frame	Additional Goal Supported
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1.	Identify additional community events that could be offered by the community association.	Client Services Manager Community Affairs Committee	2023-2024	
2.	Identify more efficient, timely and user-friendly communication tools to provide consistent information to the community.	Client Services Manager Communications Committee	2022-2025	
3.	Add a community event calendar to website with events open to community members.	WDCA Staff	2023	

C. Work collaboratively with the Wild Dunes Resort.

	Initiative	Responsibility	Time Frame	Additional Goal Supported
1.	Establish an ongoing forum that allows for dialogue between the Resort and the community to work together to achieve our common goals.  Develop a list of issues, common interests and objectives for forum discussion.	Chief Operating Officer  Board of Directors	2023-2024	

**VI. Preserving and Enhancing the Residential Character and the Quality of Life**

The popularity of Wild Dunes as a place to live and visit presents challenges to balance growth while maintaining the residential nature and the quality of life. Technology, communication and energy advances may represent opportunities to improve the quality of community life.

**Key Issues**

- Reduce the impact of new residential construction and renovations on neighborhood enjoyment.
- Improve the ability to deal with increasing commercial traffic throughout the community and the limited availability for parking within the community
- Address concerns with the porous boundaries and the integrity of the community

- Monitor changing demographics (more families with children) and identify ways for the community to be more family friendly
- Monitor the pressure on community amenities and evaluate the possible need to supplement with WDCA provided amenities
- Evaluate improvements in technology for the betterment of the community
- Accommodate changing lifestyle trends
- Improve security monitoring utilizing technology advancements

**Goals**

A. Identify ways to relieve congestion and parking challenges within the community.

	<b>Initiative</b>	<b>Responsibility</b>	<b>Time Frame</b>	<b>Additional Goal Supported</b>
1.	Review Architectural Committee Standards relating to the construction and remodeling of large homes, especially with respect to adequate parking.	Community Association Manager  Architectural Review Committee	2023-2024	
2.	Review parking policy to ensure access for emergency and large service vehicles in congested areas. Include collaboration with appropriate City of Isle of Palms departments (Police, Fire and Public Works).	Chief Operating Officer  Safety and Security Committee	2023-2024	
3.	Request Wild Dunes Resort to provide re-development plans which may impact the community to WDCA during the design phase prior to implementation - a good neighbor review.	Chief Operating Officer  Board of Directors	2023-2026	
4.	Gather data on access passes to assess the potential for access restrictions to alleviate congestion.	Community Association Manager  Safety & Security Committee	2023	

B. Monitor the amount/intensity of rental activity and minimize its impact on the residential quality of Life.



	<b>Initiative</b>	<b>Responsibility</b>	<b>Time Frame</b>	<b>Additional Goal Supported</b>
1.	Improve communication of Wild Dunes' and City of Isle of Palm's rules and regulations to property management firms and owners renting their properties for dissemination to renters.	Client Services Manager  Communication Committee	2023-2025	Improve relationships
2.	Educate community members on the IOP Livability rules and the roles of those members of the City of Isle of Palms tasked with enforcement.	WDCA Staff	2023	Engage in the greater community
3.	Monitor the activities of government agencies regarding Short Term Rentals (STRs).  Communicate IOP actions that have possible impacts to community members.	Board  Client Services Manager	Ongoing	Engage in the greater community
4.	Develop an incident monitoring tracking system for Wild Dunes security calls.	WDCA Staff	2022-2023	

C. Improve the quality of utility services to the community

	<b>Initiative</b>	<b>Responsibility</b>	<b>Time Frame</b>	<b>Additional Goal Supported</b>
1.	Work with Verizon (or other cell phone providers) to identify possible tower locations to improve community-wide cell phone service.	Chief Operating Officer	2022-2024	
2.	Work with AT&T (or other internet service providers) to improve community wide high speed internet service.	Chief Operating Officer	2022-2025	

D. Preserve the current open space and recreational areas and pursue any possible additions to the current open space.

	<b>Initiative</b>	<b>Responsibility</b>	<b>Time Frame</b>	<b>Additional Goal Supported</b>
1.	Identify current remaining open spaces within the WD community and any opportunities for the acquisition of additional open space.	Chief Operating Officer	2023-2024	

E. Enhance access security measures at unstaffed access locations

	<b>Initiative</b>	<b>Responsibility</b>	<b>Time Frame</b>	<b>Additional Goal Supported</b>
1.	Install automatic access gate system at golf cart path on 41st.	Chief Operating Officer	2023	
2.	Evaluate the value of additional security cameras at access points which do not have security staffing.	Chief Operating Officer Safety & Security Committee	2023-2024	