

MCA Strategic Plan

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Long Range Planning Committee

This plan is submitted by the LRP Committee

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MCA Purpose

To own, operate, improve and manage the common areas of the Meadows, and

To promote the health, safety and welfare of the property owners within the Meadows.

Source: MCA Articles of Incorporation

Scope of the Plan

The MCA's Strategic Plan outlines objectives and strategies to meet the expectations of the entire community served by the MCA

- Residential community
- The Meadows Country Club
- Aviva
- Tarpon Point
- Shopping center

The plan takes into consideration the demographics of the community, and the needs and expectations of the community as determined by a community survey and interviews.

The Meadows Community

The Meadows is a community of communities consisting of

- Some 50 sub-associations, each with different management styles and organizations
- Hundreds of single families with their own association
- And a master home owners association to bind them together, the MCA

Who Are We?

Some Demographics to Consider

- Seasonal - The Meadows contains about 3,400 units of housing occupied by a population of over 5,000 in “season”. Off season however, the population drops in half.
- Older - The population is much older than the rest of Sarasota County with a median age of about 70.
- A lot of single women - There are roughly the same number of singles as couples, but the ratio of single women to men is two to one.
- Constant flow of new residents - Housing turnover in 2016 was 6.8%.

Source: 2010 US Census and local real estate data.

Community Input

The MCA Strategic Plan takes into consideration the expectations of the community based upon

- The 2016 Meadows Community Survey
- A Community Leaders session

Other major stakeholders were consulted

- TMCC
- Shopping Center
- Aviva

Resident Satisfaction

Based upon the Meadows Community Survey, confirmed by the Community Leader's session, residents are generally very happy with the Meadows as evidenced by an 8.4/10.0 satisfaction rating on the recent community survey.

They indicated similar satisfaction with appearance, paths and trails, security and maintenance.

Resident Concerns

However, the community does have some areas of concern:

- Appearance of the shopping center is poor and needs to be improved.
- Traffic behavior needs to be improved and cut-through traffic on Longmeadow minimized.
- The club needs to be saved, if only to preserve the appearance and green space of the golf courses.
- Many residents are worried about Honore becoming a four-lane highway.

Other Expectations of Residents

- Maintain current appearance
- Keep up the maintenance of all roads, sidewalks, and trails
- Maintain safety
- Increase the number of activities
- Address aging housing
- Limit impact of future development

Strategic Plan

The MCA Strategic Plan is based upon consideration of the demographics and the expectations of the community.

It consists of:

- A Mission Statement
- A Vision Statement
- An analysis of Strengths, Weaknesses, Opportunities and Threats
- Strategic Objectives
- Strategies
- Implementation

Mission

To preserve the property values, ambiance and vitality of our community.

Vision

To be known as a well-maintained, welcoming, safe community with up-to-date housing, activities and services designed to meet the needs of all residents.

Strengths

- Overall appearance of the community
- MCA is financially sound
- Lots of green space
- Well structured committee system
- Desirable location in Sarasota

Weaknesses

- Housing is between 20 and 40 years old
- Many of the buildings look outdated
- Infrastructure is aging
- Pond appearance is poor at times due to varying levels & bank erosion
- Governance processes definition and documented
- Restrictions are complicated
- Volunteerism is weak

Opportunities

- Property is available adjacent to the community
- Room for expansion of sporting and other activities
- Shopping village within the community
- Aviva and Tarpon Point nearby
- Demand for more activities

Threats

- Failure of the country club
- Poor appearance of the shopping village
- Cut-through traffic
- Expansion of Honore
- Rapid development of new communities in the same general area of Sarasota

Strategic Objectives

1. Maintain and enhance the overall appearance of the community as measured by the Meadows Community Survey.
2. Improve the appearance of the shopping center as measured by the Meadows Community Survey.
3. Reduce concerns for traffic and noise issues as measured by the Meadows Community Survey.
4. Increase the value of all homes in the Meadows.
5. Preserve the open green appearance provided by golf courses.
6. Increase the number of activities and services offered by the MCA.
7. Improve the percent of participation in all MCA activities and on MCA committees.
8. Improve governance as measured by the Meadows Community Survey.

Strategies and Implementation

- Strategies were formulated for each Strategic Objective
- Strategies were then assigned to committees to champion
 - Review the strategies and recommend any changes
 - Develop steps and a timetable for implementation to be approved by the Board
 - Develop a budget for implementation to be included in the 2018-19 budget
 - Periodically update the MCA Board on progress

Responsible MCA Entities

MCA Board

Assembly

Budget & Finance

Communications

Community Involvement

Fining

Long Range Planning

Maintenance

Meadows Activities

Personnel

President's Council

Safety & Emergency

Preparedness

Standards & Restrictions

1. Strategies for Appearance

- A. Formulate an up-to-date and comprehensive plan for landscaping, ponds, signage and lighting for the entire community (Maintenance)
- B. Review standards for restrictions (Standards & Restrictions)
- C. Develop programs to recognize residential properties for outstanding appearance (Standards & Restrictions)

2. Strategies for Shopping Center

- A. Establish an MCA board liaison to the shopping center (MCA Board)
- B. Explore a new vision and opportunities for expansion with the owner (SC Liaison)
- C. Encourage the shopping center to improve its appearance (SC Liaison)
 - Enforce MCA and deed restrictions
 - Encourage county safety and health enforcement action
 - Explore other potential legal actions

3. Strategies for Traffic and Noise

- A. Gather, analyze and communicate accident rates and traffic statistics (Safety & Communications)
- B. Work with residents, associations and Sarasota County to develop plans for minimizing noise and traffic associated with the widening of Honore (LRP)
- C. Explore options to reduce noise from Benderson Park (Community Involvement)

4. Strategies for Home Value

- A. Explore options for expansion and development of the community (LRP)
 - Plan for 47th St property
 - Plan for 17th St property
 - Explore possibilities with club developer
 - Explore acquisition of other properties adjacent to the Meadows
 - Explore repurposing other underutilized MCA property
- B. Explore activities and communications to promote the Meadows (Communications)
- C. Formulate a plan to modernize existing housing stock (LRP)
 - Develop a concept for the overall look of the community
 - Publicize modernization of specific units
 - Develop an approach to purchase and rehabilitate derelict properties
 - Work with local associations to develop approaches to modernize existing housing stock

5. Strategies for The Meadows Country Club

- A. Establish an MCA board liaison to the club (Board)
- B. Coordinate with the club on its redevelopment effort (CC Liaison)
- C. Collaborate with the club on areas of mutual interest by reestablishing joint committee (CC Liaison)

6. Strategies for Activities and Services

- A. Establish an MCA board liaison to Aviva and Tarpon Point (MCA Board)
- B. Identify and implement plans for additional resident services (ATP Liaison)
- C. Explore options to expand activities offered by the MCA (Meadows Activities)
- D. Formulate a plan to revitalize the sports field (Meadows Activities)
- E. Explore expanding the capacity of the MCA to provide activities to the community (Meadows Activities)

7. Strategies for MCA Committees

- A. Establish term limits for standing committee chairs (MCA Board)
- B. Write charter statements for each committee (Each Committee)
- C. Establish annual goals for each committee based upon strategies assigned from the strategic plan (MCA Board)
- D. Recruit new members based upon the committee assignments (Each Committee)

8. Strategies for Governance

- A. Establish an annual Meadows Community Survey (LRP)
- B. Review, update and implement MCA governance procedures e.g. budgeting, finance, etc. (LRP)
- C. Review, update and document all MCA staff operating procedures (Personnel)
- D. Update MCA and multi-family restrictions documents (LRP)
- E. Develop methods to improve sub-association governance and coordination (LRP & Assembly)
- F. Revitalize the Assembly as advisory arm of the Board (Assembly)
- G. Expand and improve communications with residents in both print and electronic media (Communications)

Next Steps

- Presentation and discussion with Assembly (today)
- Approval by the MCA Board (May 11th)
- Assignment of strategies to committees
- Publication of Plan to the community
- Monthly Meadoword articles