

Strategic Plan 2023 - 2025

Candlewood Lake Association

Prepared by the Long-Range Planning Committee

Strategic Plan Purpose: To deliver a long-range strategic plan for Candlewood Lake Association in the form of a sustainable, living document adopted by the Board of Trustees. It shall serve as a road map to follow as we move forward and a primary source for annual operating goals and performance accountability for Association Staff, the Board, and all committees. This plan shall be annually reviewed and updated with documentation on progress, adjustments, and new goals.



Vision Statement: To enhance our quality of life, we will work together as members of our private-lake community to deliver responsible governance with an emphasis on outdoor recreation within a secluded, natural, peaceful, and fun environment.

Core Values: Accountability	<i>We take responsibility for our actions.</i>
Excellence	<i>We strive for excellence in everything we do.</i>
Integrity	<i>We demonstrate high character and ethics.</i>
Respect	<i>We show regard for all no matter our differences.</i>
Teamwork	<i>We work effectively with others toward common goals.</i>

Candlewood Lake is a special place we have chosen for our homes and happiness. Together, we are stewards of our community with a shared responsibility to preserve the resources and lifestyle we all enjoy, while also continuing to enhance the experience and value for our members. Keeping this in mind, the Long-Range Planning Committee, serving as an advisory committee to the Board, reviewed all operations of the Candlewood Lake Association. In this capacity, we identified opportunities for adjustments to meet changing requirements and assist with planning our community's future. The output, a three-year strategic plan, is an important tool in that planning and provides a formal review of the needs and issues affecting our Association. During its development, we asked our Association membership, Community General Manager, Board, and all Committees to provide input to ensure its comprehensiveness. We welcome your comments and appreciate your support for our Candlewood Lake community.

Goal 1:

Lifestyle

It is the goal of the CWL (Candlewood Lake) Association to be a community of engaged members in a vacation-like and nature-embracing setting.

Lifestyle Strategy 1: Develop a comprehensive CWL member social program that promotes community spirit.

- **LS 1 - Obj 1** : Community Events Committee to concentrate on member-focused events that are consistent with our vision and funded in part by the Association. A major-event timeline, with budget requirements, is to be submitted to the Board for inclusion in the annual budget. Complete by 09/30/23 and annually thereafter.

Lifestyle Strategy 2 : Create and manage a list of essential and desired services supportive of the CWL Vision.

- **LS 2 - Obj 1** : Long-Range Planning Committee shall consider and recommend to the Board any CWL service or amenity additions. Complete by 08/31/23 and annually thereafter.
- **LS 2 - Obj 2** : GM, working with the Safety and Compliance Committee, shall consider changes to the boat and vehicle registrations to be more member friendly, while remaining compliant with CWL and Ohio regulations. Complete by 01/31/24.
- **LS 2 - Obj 3** : GM to monitor and document, on a periodic basis, the water and sewer volume usage and the Lake's boat traffic activity, with the goal of having early warning to enhance decision making. Submit report to the appropriate committees. Complete by 12/31/23 and annually thereafter.

Lifestyle Strategy 3 : Strengthen key external relationships and partnering with outside entities.

- **LS 3 - Obj 1** : GM, and members of the Executive Committee, to initially meet with Morrow County officials to build the relationship and discuss partnering opportunities related to our Real Estate/Growth Plan, undeveloped lot issues, CWL addressing, building and septic inspections, procurements, grants, as well as other key issues as determined. Complete by 12/31/23 and annually thereafter.
- **LS 3 - Obj 2** : GM, and members of Executive Committee, to meet with leadership from Morrow County, Northmor Schools, Girl Scout Camp, DLZ Consultants, MTWS Consultants, CWL Engineering Consultant , and any other key partners as determined. Consider hosting opportunities to build relationships. Complete by 01/31/24 and bi-annually thereafter, at minimum.

Lifestyle Strategy 4 : Promote programs to preserve, protect and enhance the use of all CWL common space.

- **LS 4 - Obj 1** : Long-Range Planning and Environmental Control Committees to identify the desired character and ecological appearance of CWL for the future (3 to 20 years) by gathering community input and developing a written plan articulating key positions on development, preservation of remaining wild areas, and habitat restoration. Obtain agreement of the Board with a target date of no later than 12/31/24.
- **LS 4 - Obj 2** : Long-Range Planning Committee, along with the GM, shall evaluate options for use of CWL Farmland (under lease until 2025). Complete by 06/30/24.
- **LS 4 – Obj 3** : Pools and Recreational Facilities Committee to assess all existing parks and walking trails for any needed improvements and identify potential new-location parks and trails to ensure walkable proximity to either a park or trail for all members. Submit a report to Long-Range Planning Committee. Complete by 09/30/23.
- **LS 4 - Obj 4** : Lake and Siltation and Safety and Compliance Committees to annually review and revise, as appropriate, lake rules, lake uses, and boat criteria. Proposed revisions to be submitted to the GM and Executive Committee. Complete by 07/31/23.

Goal 2:

Stewardship

It is the goal of the CWL Association to effectively manage its infrastructure, physical assets, and financial obligations.

Stewardship Strategy 1 : Develop comprehensive fiscal management guidance to achieve on-going and future initiatives more effectively.

- **SS 1 - Obj 1** : GM, in consultation with the Finance and Long-Range Planning Committees, and in conjunction with the annual budget, shall produce a pro forma financial statement for five years (including the budget year) that projects revenue, expense, and reserves at the income statement level to improve planning and decision making. Complete by 11-30-23 and annually thereafter.
- **SS 1 – Obj 2** : GM, in collaboration with Finance and Long-Range Planning Committees, to evaluate the process of fully separating the financial reporting of our Water and Sewer Utility Departments from the balance of the CWL Association and based on the evaluation set a timeline to complete the changes to financial reporting. Separation to include all operating revenues, expenses, reserves and billing to members. Complete the evaluation by 06-30-24.
- **SS1 – Obj 3** : GM will maintain documentation of all underground water and sewer valve and pipeline repairs and replacements. Documentation shall include an assessment of the condition of the pipe for 10 linear feet (5' in each direction) from the repair site. The purpose is to identify any trends in failure to share with appropriate qualified engineers and/or to start a reserve fund for future system replacements. Report to be shared with the Utilities Committee. Complete by 08/31/23 and continue to update annually thereafter.

Stewardship Strategy 2 : Develop risk management and preparedness plans for the CWL community.

- **SS 2 - Obj 1** : Safety and Compliance Committee shall provide to the Board a disaster preparedness plan (such as, but not limited to: major power outage, tornado, blizzard, flood) inclusive of and appropriate for both human and infrastructure concerns. Complete on or before 03/31/24.
- **SS 2 - Obj 2** : GM, in collaboration with legal and audit counsel, using third-party developed assessment tools, shall complete a comprehensive risk assessment of CWL operations and use the results to draft a Risk Management Policy and Plan and submit it to the Audit Subcommittee, of the Finance Committee, for Board approval. This to be shared with CWL insurance carrier as appropriate. Complete on or before 12/31/24.

Stewardship Strategy 3 : Develop specifications for contracts and procedures for evaluating bids and contractor performance to receive the best services at the lowest costs.

- **SS 3 - Obj 1** : GM and legal (as necessary), shall present to the Finance Committee, for Board approval, a proposed policy for how CWL handles contractor or third-party bids. Policy to include all bid procedures and requirements for contractors or third parties. Complete on or before 12/31/23.
- **SS 3 - Obj 2** : GM shall recommend to the Maintenance and Finance Committees, for Board approval, decisions on ownership, leasing, or outsourcing for all major equipment used by CWL. Complete on or before 12/31/24.

Stewardship Strategy 4 : Ensure that CWL documents and records are organized, handled consistently, secure, and easily available.

- **SS 4 - Obj 1** : Utilities Committee, working with MTWSI and RCAP, shall present to the Board a set of recommended standard operating procedures for CWL water and sewer operations as developed in collaboration between the Committee, McGhee Technical Water Services, and the Ohio office of the Rural Community Assistance Program (RCAP). Complete by 09/30/23.

Stewardship Strategy 5 : CWL shall responsibly manage its physical plant/assets to ensure the personal and financial health, safety, and enjoyment of our members, guests, employees, and the Association.

- **SS 5 - Obj 1** : Long-Range Planning Committee, in collaboration with the GM, shall evaluate options for use of the former rustic camp. Prepare a recommendation to the Board by 10/31/23.
- **SS 5 - Obj 2** : GM, working with the Environmental Control Committee, shall review our processes and execution strategies for addressing sub-standard properties in CWL. Complete on or before 3/31/24.
- **SS 5 - Obj 3** : Safety and Compliance Committee and GM to create solutions to better control speeding. Report to be submitted to the Executive Committee for approval prior to implementation. Complete by 06/30/23.
- **SS 5 - Obj 4** : GM will share out to the Maintenance, Roads and Culverts, and Lake and Siltation Committees the annual goals, performance metrics, and timelines for completion of major infrastructure projects for the new fiscal year. Complete by 01/31/24 and annually thereafter.
- **SS 5 - Obj 5** : Lake and Siltation Committee working with Management, and the Ohio Department of Natural Resources (ODNR)/Morrow County as necessary, shall identify, name and mark on maps all streams flowing into and from CWL. Complete on or before 03/31/24.
- **SS 5 - Obj 6** : GM in conjunction with the Lake and Siltation Committee, ODNR, and DLZ, Inc. shall consolidate all dam procedures and requirements into a comprehensive plan for the operation and maintenance of our dam/spillway, including an Annual Dam Maintenance Plan and five-year inspection. Submit the plan to the Long-Range Planning Committee for Board adoption. Complete on or before 11/30/23.
- **SS5 – Obj 7** : Utilities Committee, working with the Roads and Culverts Committee, will develop a procedure for new homes built far back from main roads that do not have infrastructure in place. Complete on or before 03/31/24.
- **SS5 - Obj 8** : Utilities Committee to investigate and issue a recommendation report on the abandoned oil well in U10. The report is to include identification of the owner, lease terms, last state inspection date, status under the state well code, and estimated costs to reclaim the land. Complete by 09/30/23.

- **SS5 – Obj 9** : Utilities Committee and the GM to devise a long-range plan for replacing grinder electrical service buried by CWL in Unit 4. Complete the plan on or before 12/31/23.
- **SS 5 - Obj 10** : Utilities Committee and the GM to prepare an RFP for an engineering study of all underground water/sewer lines and valves. Complete and send out the RFPs by 6/30/24 and then submit a budget request for funding the mapping project to the Finance Committee by 09/30/24.
- **SS 5 - Obj 11** : GM, working with the Utilities Committee and outside sources, shall submit to the Board strategic options for long-term operation of our water/sewer utilities. This objective is in recognition of the critical nature and complexity, as well as the regulatory and liability challenges presented by such operations. It is in the best interests of members and the Association to understand all options available to CWL. Complete on or before 01/31/24.
- **SS 5 – Obj 12** : Utilities Committee, working with the GM, will locate and document the approximately nine abandoned water wells and submit a schedule, pending Board approval, for the proper de-commissioning and sealing of all wells in accordance with Ohio Administrative Codes 3701-28-07 and 3745-9-10. Complete by 03/31/25.
- **SS 5 – Obj 13**: Utilities Committee, working with the Finance Committee and GM, will devise a long-term plan, to include funding, for replacement of the approximately 120 shared grinders with single-occupancy grinders and cans. Complete the plan by 9-30-24.
- **SS 5 - Obj 14** : GM to report to the Board on progress, metrics, and status of all action items included in the Growth and Real Estate Plan adopted by the Board in 2022. Complete quarterly.
- **SS 5 - Obj 15** : GM, in collaboration with our third-party IT vendor, will document a three-year Technology Plan and a budget that details upgrades, changes, and additions to the plan, in order to prioritize, and maximize technology as a tool for achieving Association goals. Submit to the Finance Committee for inclusion in both the fiscal-year and five-year pro forma budgets. Complete by 09/30/24 and annually thereafter.

Stewardship Strategy 6 : In order to maximize effectiveness of and reduce future frequency of dredging, implement actions to better control in-flows of silt and debris and improve lake water quality and appearance.

- **SS6 – Obj 1** : Lake and Siltation Committee, along with the GM, will engage an engineering firm or lake maintenance company with experience in stream-fed lakes to review our lake feeds and recommend solutions to limit silt coming into the Lake. The results of this study will be used to develop a plan and budget to include the cleanout, rebuild, and ongoing maintenance of all filtration dams, along with the retention pond and its access road. Complete the assessment by 03/31/24.
- **SS6 – Obj 2** : Lake and Siltation Committee, along with the GM, will execute a bathymetric or similar survey of the dredged areas of the Lake to gauge how quickly these areas will need to be dredged again. Results to be used by the GM to plan future dredging priorities. Complete by 09/30/25.
- **SS6 – Obj 3** : Lake and Siltation Committee, along with the Fishing and Boating Club, will develop education and rules to keep invasive species from contaminating our Lake. Complete by 03/31/24.
- **SS 6 - Obj 4** : GM to continue routine reporting and communication on the current dredging plan results and submit to the Lake and Siltation Committee, for Board approval, a longer-term plan for dredging that includes recommendations on the future need and frequency, the use of or disposal of our equipment, and/or use of third-party contractors for future dredging. Complete by 01/31/24.
- **SS 6 - Obj 5** : GM, along with the Roads and Culverts Committee, shall seek assistance from a qualified third party in developing a Storm Water Management Master Plan for our extensive system of culverts. This will allow us to better plan, manage, and fund this multi-year project. Send out the RFPs, engage an engineering firm, and deliver a completed, comprehensive plan to the Board by 06/30/24.

Goal 3:

Governance

It is the goal of the CWL Association to provide its members with responsible and responsive governance.

Governance Strategy 1 : Serve as a staunch advocate for member concerns by engaging membership on matters involving facilities, amenities, services, security, governance, etc., and in so doing, provide a collective voice for all.

- **GS 1 - Obj 1** : The Board, in coordination with the GM, shall conduct a minimum of two member Town Halls each year to provide opportunities for member feedback. Additional Town Halls shall be utilized for other specific issues of importance. The GM to also use digital surveys, as appropriate, to obtain member feedback on specific areas of importance. Complete semi-annually.
- **GS 1 – Obj 2** : The Board President and the GM will take actions to reinforce the positive impact of volunteerism in CWL and attract new members to the many roles that help our community prosper. Complete in an ongoing manner.

Governance Strategy 2 : The Board of Trustees and Association will further move toward knowledge-based decision making.

- **GS 2 - Obj 1** : Long-Range Planning Committee, in collaboration with the GM, Board, and Committee Chairs, will identify objectives for the upcoming 12-month period for each Committee to achieve on behalf of CWL. Additionally, the Long-Range Planning Committee shall annually review and update the Strategic Plan to ensure it reflects actual progress and/or needs of the Association. The updated Plan to be submitted to the Board for approval. Complete by 01/31/24 and annually thereafter.

Governance Strategy 3 : CWL Association will modernize its governing practices while remaining compliant with Ohio legislation for planned communities.

- **GS 3 - Obj 1** : Bylaws and Governing Documents Committee will recommend to the Board revisions to the Bylaws that remain compliant while seeking to identify inconsistencies and contradictions with other documents, improved clarity, readability, simplify explanations, and remove redundant or unnecessary Bylaws. Complete on or before 01/31/24.
- **GS 3 - Obj 2** : Bylaws and Governing Documents Committee will review the Deed Restrictions for current relevance and accuracy and make recommendations to the Board to address them. Complete on or before 03/31/24.
- **GS3 – Obj 3** : Bylaws and Governing Documents Committee to review amendment criteria for member-vote threshold. Complete on or before 03/31/24.
- **GS 3 - Obj 4** : Environmental Control Committee shall present to the Board recommendations on best practices regarding processing new builds and property renovations from permitting through final inspections, and ECC will update the ECC Manual/Handbook and procedures, including revisions to all ECC permits. Complete by 6/30/23.
- **GS3 – Obj 5** : GM shall prepare a list of Board-approved policies and shall act to identify those policies to be modified, those to be rescinded, and any that need to be developed and adopted. Complete and submit it to the Executive Committee on or before 03/31/24.



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