

# 1 Land Management & Development Task Force



## Land Management and Development Task Force (LM&DTF)

August 30, 2022

### Authority

1. The LM&DTF is an advisory committee established under Article IX, Section 3 of the bylaws.
2. As an advisory committee, the LM&DTF does not make decisions on behalf of the Board. The role of the LM&DTF is to review matters within its scope, provide recommendations to the Board, carry out Board decisions, and serve as a resource for management.

### Membership

1. Directors and non-directors may be members of the LM&DTF.
2. The LM&DTF will include a member of the Finance Committee and a member of the Municipal Services Committee; additional members will be recommended by the CEO and COO and appointed by the Chair and Vice chair of the Board.
3. The Chair and Vice chair may fill vacancies on the LM&DTF. The Board may remove a LM&DTF member from the LM&DTF at any time, with or without cause.

### Operations

1. The LM&DTF will meet with such frequency as it may determine, with the expectation that the work of the LM&DTF will be complete in 6-12 months. The Chair of the LM&DTF will preside over LM&DTF meetings. A majority of LM&DTF members will constitute a quorum. LM&DTF approvals will require a vote of a majority of the LM&DTF members present at a meeting at which a quorum is present. Minutes will be taken at all meetings.
2. The LM&DTF will report its activities to the Board on a regular basis.
3. Unless the LM&DTF otherwise directs, the President may attend all LM&DTF meetings.
4. The LM&DTF may invite any non-LM&DTF member to attend meetings or meet with LM&DTF members.
5. The COO will serve as the staff liaison.
6. The LM&DTF will review this charter periodically and recommend any proposed changes to the Governance Committee for review. The Board may amend this charter at any time.
7. Administrative support will be provided by Sam Chelliah, V.P. of Finance, and Jim Switzer, Director, Historic Preservation, Design Review & Municipal Services.

### Responsibilities

Upon a motion duly made, seconded, and passed at the August 5, 2022 meeting of the Lakeside Association Board, a LM&DTF will be assembled to “explore and recommend to the board land development projects within Lakeside in alignment with and supportive of the Strategic Plan and the Master Plan, including but not limited to the potential projects on Oak, Poplar, the Old Schoolhouse, the Prairie Garden, the Campground, Wo-Ho-Mis, the Hilltop/Annex and the Cabins.”

The goal of the LM&DTF is to recommend new or renewed housing available for Lakeside’s constituents. To accomplish this, the LM&DTF will determine the best methods and priorities for implementing plans already developed by previous teams as listed in “Procedures” below, as well as recommendations made by staff to the

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Lakeside Association Board at its August 5, 2022 board meeting, as stated in the above motion. While some changes or validations may be allowed to accommodate for current needs and priorities, it is expected the work by those teams will serve as the foundation for the LM&DTF.

The deliverable is a proposal to the Lakeside Association Board, including specific plans for specific properties, along with recommended priorities and draft financial structure models which will be validated by the Finance Committee. Development projects will also be reviewed by the Municipal Services Committee.

### **Procedures**

LM&DTF members will familiarize themselves with the previous work as provided by staff, including but not limited to the Master Plan, the Strategic Plan, the February 2021 “A Case for Housing: Lakeside Chautauqua” report, Strategic Plan Housing Stock and Land/Asset Management Strategic Plan Working Group reports.

The focus of the LM&DTF shall be development opportunities for the land identified on Oak, Poplar, the Old Schoolhouse, the Prairie Garden, the Campground, Wo-Ho-Mis, the Hilltop/Annex and the Cabins. While those are the targeted areas, staff will also provide members with an overview of all of Lakeside’s properties that may be candidates for development in case any such properties may be leverageable with projects on the targeted areas. Out of scope for the LM&DTF will be other housing stock such as the hotels, initiatives to increase the number of Lakeside homeowners who rent their property, and use of land for sports facilities. Wo-Ho-Mis and the Hilltop/Annex are within scope as they may be leverageable with other properties in scope to meet the objectives as listed below. Also within scope is demolition of existing structures if required to enable projects being proposed to the Board, as well as housing density that is higher than that of any current use of any of the considered land.

The LM&DTF task force shall be “Action Oriented”. As an example, where the best options for developing a specific property are obvious, the task force will identify the next steps to detail and confirm feasibility of such development. If those next steps are beyond the normal authorities of the Lakeside staff, the LM&DTF will assist staff in gaining the appropriate approvals. Likewise, proposals to move forward on developing a particular property, or even temporary use of a property to bring in revenue in the short term, do not have to wait for the LM&DTF final Board report. They can be brought forward at any time for consideration with the proper justification and consideration that it will not conflict with options being considered on other properties.

Where the best options for a property require further discussion, the LM&DTF will conduct such discussions. As required, people with needed expertise will be asked to participate, starting with the relevant members of previous teams with knowledge of their team’s deliberations or engagements with outside experts. It is understood that experts in such areas as law and finance may need to be engaged to determine best methods to structure and fund various options.

Financial models for each development project will be developed and used in setting priorities for the timing of projects. These models should set a leverageable standard to be used in evaluating future projects beyond the duration of this task force. Sources of funding shall be considered all during the process, including known donor interest. Such donors can be consulted, although it is recommended relationships with the donors have a main contact on the LM&DTF or staff to be consistent in communications and direction. Final financial models will be validated by the Finance Committee. All recommendations shall consider and preserve Lakeside’s non-profit status.

As part of the final proposal to the Board, the LM&DTF will prioritize the development projects using factors that support Lakeside objectives such as (not in priority order):

- Alignment with Lakeside’s Mission, Vision and Core Values
- Financial metrics such as ROI and NPV to Lakeside (and to any entity such as an LLC in which Lakeside participates)
- Increase in rental stock (# guests, # passes)

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- Serves as a source of funds for other development projects
- Increase in lower cost housing for new demographics
- Endears the next generation to Lakeside
- Provides flexible housing for multi-generational families
- Leverage for off season activities (conferences, etc.)
- Supports Youth Groups
- Staff or intern housing
- Timing of the benefit/Short term feasibility
- The highest and best long-term use of each property that is available for development or re-development.