



# 2021 Strategic Long-Range Plan Annual Meeting Update

November 19, 2021



# Agenda

- Reminder of SLRP process and content
- Summary of 2021 update reflecting COVID pandemic impacts
- Current status of Plan
- 2022 Focus Areas



# 2019 SLRP Committee

- 31 volunteer homeowners participated on the committee
- Board of directors participated in the meetings and throughout the process
- 10 meetings lasting 3 hours each
- Contributed over 1,000 hours of volunteer time
- Product is a Community Plan



# The 2019 Process:

- Zip code analysis of current home ownership
- Targeted survey of homeowners who bought their property in the past 5 years
- All homeowner survey
- SWOT analysis of the HVF staff and the Committee members
- A Hidden Valley real estate briefing covering opportunities and challenges



# 2021 Pandemic Survey Update

- The basic Community demographics did not change from the 2019 Survey
  - Example, full vs part time ownership, age distribution, seasonal use, renter activity, etc
- Expected in 2021 a slightly higher than historical usage at the Community, but lower than 2020
  - 2021 indeed felt like a return to normal, with the upcoming ski season remaining as an unknown
- Community amenity priorities did not significantly change
- Very High level of Homeowner Satisfaction!

SLRP was updated to reflect the conclusions



# HV Community Mission Statement

The mission of the Hidden Valley ***community*** is to create value for our homeowner members through a ***community*** that is distinguished by the beauty of its natural environment, its dedication to families and family life, the aesthetic appeal of its common and private properties, its encouragement of member involvement, and its stewardship of its assets - human, financial, and physical.



# Values Statement

In the pursuit of our mission, we the homeowners of Hidden Valley will, through our organizing efforts and our governing Foundation, seek to serve one another by embracing and demonstrating values that accrue to the benefit of all. Striving to advance the quality of community life, our values are:

- respect for all
- acceptance/inclusion of all
- teamwork: working cooperatively to achieve a common goal
- transparency, honesty and integrity in governance and all matters
- excellence in communications with members and all constituents
- consistency in adherence to Foundation Standards and Guidelines
- nurturing of our natural environment in every season
- service to one another through volunteerism and the involvement of all interested homeowners
- pursuit of mutually beneficial cooperation with the Hidden Valley Resort, with other adjacent landowners and neighbors, and all affected constituents.



# Who are we?

- ~1096 households
- ~135 Full time households with potential to significantly increase
- 85% are from Pennsylvania
- 78% from greater Pittsburgh area
- Average age 51-60
- Most new buyers learn about Hidden Valley from a friend or family member

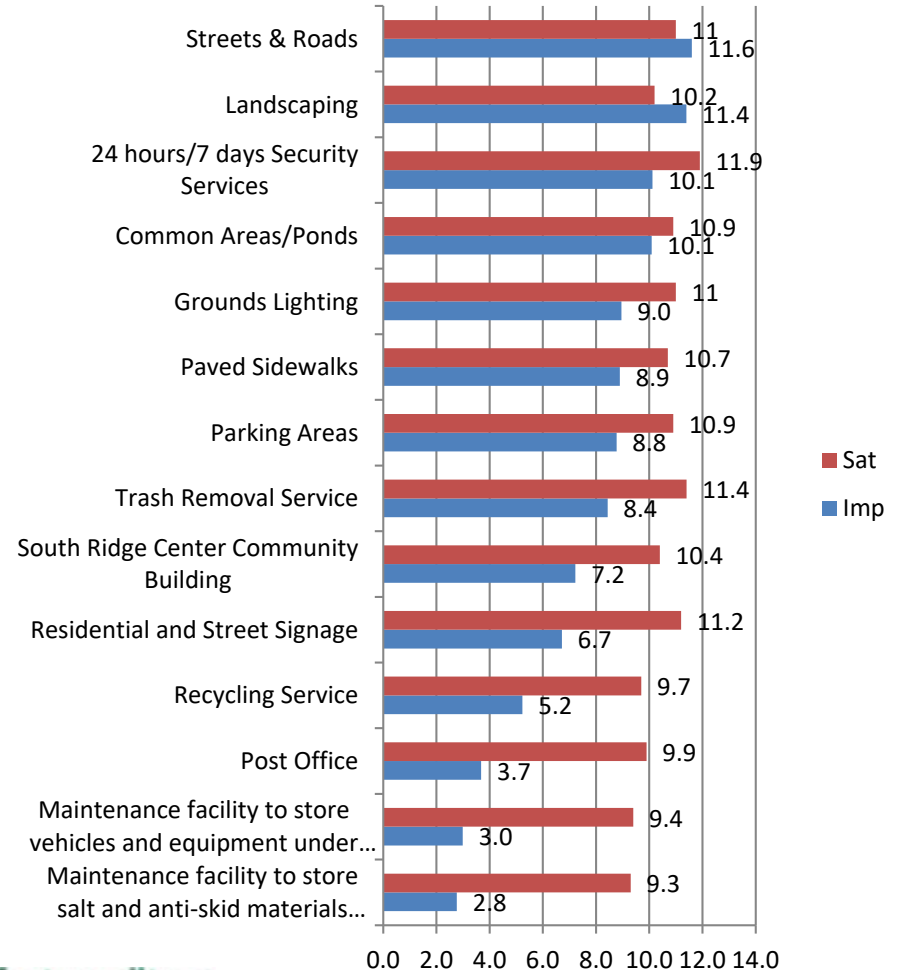




# Infrastructure, Services, Facilities

- Survey data  
([https://hvftoday.com/images/SLRP\\_2019\\_Survey\\_Results\\_Final.pdf](https://hvftoday.com/images/SLRP_2019_Survey_Results_Final.pdf))
- Reflects items of importance to our homeowners
- Reflects level of satisfaction of our homeowners
- Plan in place to address areas for improvement

## Importance and Satisfaction





## 5-3-1 Vision Statement

- Strategic plan is structured in 5 pillars, or focus areas
  - Enhance Community Quality of Life
  - Protect Property/Homeowner Value
  - Improved the Community Safety
  - Expand Community Service/Volunteerism
  - Improve Transparency and Open Community Communication (enabler of all pillars)
- 5 Year plan with Intermediate Targets
- Serves as a guiding document for long term oversight
- Detailed 5-3-1 Attached



# Enhance Community Quality of Life

- Champion: Pat McGrail/Rick Etling (acting)
- Strategic Objectives (8 of 10 complete)
  - Maintain high value amenities including pools, walking paths, fitness trail and playgrounds
  - Promote and focus on well attended social activities
  - Establish Activities Calendar promoted on website and throughout the tri-county area
  - Formalize Food Truck service and include on Community Calendar
  - Improve timelines of response to ice and snow events when possible
  - Approve plan for Southridge Center improvements
  - Increase the number of organized outdoor activities



# Protect Property/Homeowner Value

- Champion: Open Board Liaison/Dennis Carroll
- Strategic Objectives (3 of 4 complete)
  - Develop and publicize homeowner upkeep programs and homeowner maintenance programs to enhance individual property value
  - Execute the Replacement plan for existing infrastructure, community facilities, and recreational facilities
  - Establish an Ad Hoc Committee to develop a proposal, including an illustrated map, to construct More Walking Paths, Fenced Dog Park, Volleyball Courts,
  - Expand the Maintenance Committee to incorporate a community-wide “Block Captain” program, similar to Neighbor Watch, to be a source of information on practical matters



# Improve Community Safety

- Champion: John Eddy/Rick Etling
- Strategic Objectives (2 of 5 complete)
  - Personal safety: home first aid kit, emergency plan, supplies of all needed medications
  - Property safety: visible house #, working fire extinguisher, working smoke detectors, clean fireplace/chimney, clean dryer vent
  - Medical safety: CPR certification for staff and homeowners, AED plan for deployment, testing, and location
  - Community safety: Label ash containers, enhance security services, remove dead/dying trees, assess safety of roads and walking paths, improve communications capacity
  - Vehicular safety: be prepared for inclement weather, issue homeowner decals for display, maintain record of homeowner vehicles
  - Local/State Government relationships: 911 response and capability, fire safety issues, etc



# Expand Community Service/Volunteerism

- Champion: Pat McGrail/Lisa Borrelli
- Strategic Objectives (2 of 4 complete)
  - Reward the folks who volunteer
  - Publish our accomplishments and thank our volunteers- early and often
  - Help with current projects – establish an outreach committee
  - Build a communication system to coordinate the volunteers we have and those we seek
  - Engage homeowners on a personal level to get participation: ask, thank and reward
  - Enforce methods of engagement so that each time a person volunteers they feel appreciated
  - Make our events the “events no one wants to miss” by letting everyone know how successful the ones they missed were



# Improve Transparency and Open Community Communication

- Champion: John Eddy/Chris Umble/Wendy Gonzalez
- Strategic Objectives (2 of 7 complete)
  - Improve/Streamline Communications to Community
  - Set specific communication goals
  - Improve overall effectiveness of communication
  - Refine & Develop communication channels

Communications pillar enablers all the Pillars



# A Reminder – Standing HVF Committees

Executive Committee

Nominating & Leadership Development

Audit Committee

Finance Committee

Rules & Regulations Committee

Maintenance Committee

Architectural Control Committee

Election Committee

Social & Recreation Committee





# SLRP Related Committees

Strategic Long-Range Planning  
Marketing & Branding  
Hidden Valley Mountain Metric  
Communications  
Website Development  
Community Safety  
Connected Community (Broadband)

Landscaping  
Water and wastewater Advocacy  
Multi-use Paths Development  
Residential Value  
Sustainable energy initiatives  
Dining options/alternatives

All Committees are Active and Producing Results -  
*Thank you to our Community Volunteers!*



# SLRP Impacts

- Hidden Valley Community looks really good
- Homeowner values are up
- A long-term plan to maintain fiscal strength




# 2022 SLRP Focus

- We are in month 21 of a 5-year long term plan
  - 17 of 30 strategic objectives completed
- Maintain alignment on remaining objectives and adjust as needed
- With focus on a few key ongoing objectives:
  - Homeowner safety
  - Communications best practice benchmark
  - Resort communications
  - Enforce home appearance and maintenance policy
- ***Maintain opportunities for new community volunteers,***  
[help@hvftoday.com](mailto:help@hvftoday.com)



# Hidden Valley Community 5-3-1 Vision Strategic Objectives

	2020 Goals	2023 Vision	2025 Aspirations
 <p><b>Enhance Community Quality of Life</b></p>	<p><u>Strategic Objectives</u></p> <ul style="list-style-type: none"> <li>• Make final recommendations and construct Southridge Center improvements</li> <li>• Establish Ad Hoc Committee to recommend and evaluate full-time dining options</li> <li>• Establish Ad Hoc Committee to identify a sustainable energy plan</li> <li>• Establish Ad Hoc Committee to identify community wide Wi-Fi options</li> <li>• Establish Ad hoc committee to work with resort to establish on site snowmobile paths, access and storage</li> <li>• Increase number of Destination Events, i.e. Pittsburgh Symphony, Penguin games, etc</li> <li>• Work with the Leadership Development Committee to identify individuals for leadership positions</li> <li>• Encourage Volunteerism by establishing events for interested homeowners to be informed of Volunteer Opportunities</li> </ul>	<p><u>Strategic Objectives</u></p> <ul style="list-style-type: none"> <li>• Complete Southridge Center improvements</li> <li>• Complete the work of the ad hoc committees established in 2020</li> <li>• Encourage volunteerism and evaluate the need for community volunteers</li> <li>• Evaluate community for establishment of additional hiking/walking paths</li> <li>• Work with the Leadership Development Committee to identify individuals for leadership positions</li> <li>• Evaluate recycling and bulk trash options to determine whether additional options are necessary/desirable</li> </ul>	<ul style="list-style-type: none"> <li>• Community growing and fiscally sound for long term</li> <li>• Preservation and maintenance of roads</li> <li>• Dining options established and widely used by community members</li> <li>• Social activities and events expanded and varied</li> <li>• Sustainable energy option(s) established or in process</li> <li>• Community-wide Wi-Fi established and in use</li> <li>• Volunteerism increasing and homeowners' time and talents being utilized</li> <li>• Expanded use of the Southridge Center improvements</li> </ul>

**Protect Property/Homeowner Value**



Strategic Objectives

- Develop and publicize homeowner upkeep and maintenance programs to enhance individual property value. Identify what our homeowners can and should do to maximize their home value; collaborate with real estate agents. Supported by common community interests.
- Execute the Replacement plan for existing infrastructure, community facilities, and recreational facilities (including pools, courts, walking paths, fitness trail, and playgrounds). Supported by survey (9+ of 12 level of satisfaction).

Tactical Actions

- Track 3-year home homeowner sales including realization of asking price and assess progress; and develop new home owner value actions

- Community looks better than it ever did – WOW factor
- Hidden Valley is the premier area homeowner resort.
- Property values exceed area growth statistics.
- Hidden Valley is a green community, environmentally friendly and resource-efficient
- Maintain visual attractiveness of community and enhance visitors’ first impression

## Improve the Community Safety



### Strategic Objectives

- Personal safety: e.g. have a home first aid kit, have an emergency plan, have supplies of all needed medications
  - Property: e.g. visible house #, working fire extinguisher, working smoke detectors, clean fireplace/chimney, clean dryer vent
  - Vehicular: e.g. be prepared for inclement weather, issue homeowner decals for display, maintain record of homeowner vehicles
  - Community: e.g. Label ash containers, enhance security services, remove dead/dying trees, assess safety of roads and walking paths, improve communications capacity
  - Medical: e.g. CPR certification for staff and homeowners, AED plan for deployment, testing, and location
  - Local/State Government: e.g. 911 response and capability, fire safety issues, overall relationship
- Implement updated security recommendations
  - Tree replacement program established and in progress
  - Improved 911 emergency response times at HV
  - Established alternative firefighting water sources across the community
  - Implemented cost-effective community road safety improvements
  - Established cooperation program with Jefferson Township for road maintenance, safety, emergency response, etc

**Expand Community  
Service/Volunteerism**



Strategic Objectives

- Reward the volunteers we have: honor them when they come with special “VIP tickets” to big events
- Create and sustain a culture of engagement with volunteers; ask, thank, recognize.
- Support the Leadership Development Committee in efforts to recruit and recognize volunteers; lend volunteer support to HVF initiatives
- Identify, evaluate, benchmark “best practices” for volunteer communication, training, and recognition among HOA industry.
- Support formation of Leadership Development Committee and with it develop processes for inviting, promoting, sustaining volunteers

Strategic Objectives

- Support the efforts of project teams tasked with launching new Destination Events attracting new potential home buyers to Hidden Valley
- Identify, refine, and reinforce methodology for recognition that have proven effective and which a valued by volunteers.
- Establish an annual Volunteer Recognition Program, perhaps in conjunction with Annual Meeting

Tactical Actions

- Survey members regarding new ideas for service/volunteerism
- Consider initiatives that could be opportunities to involve outside volunteers; look to host Eagle Scout projects for Somerset area Boy Scouts



**Improve Transparency and Open Community Communications**



Improve/Streamline Communications to Community

- Form Communication Committee
- Accurate, complete email list
- Accurate, clean Homeowners Facebook membership (homeowners only w/few exceptions)
- Integrate HVF to official FB presence (goodbye Jane Smith!)
- Change URL to include "Hidden Valley"
- Identify all HV vehicles as HV vehicles

Improve Overall Communication Effectiveness

- Understand how to improve communication effectiveness (using email metrics, Mail Chimp)
- Understand how to measure website effectiveness (using analytics tools)
- Establish baseline measures for communication and website (suggest going back 1 year on both)
- Establish/implement best practices for ALL outgoing AND internal communication (utilize Good Neighbor approach)

Refine/Develop Communication Channels

- Decide what *Life* FB page should be
- Develop quarterly printed newsletter, mail with invoice
- Outline how website can be main communication hub, marketing hub

Further Refine/Advance Communication Channels

- Define and reintroduce Life at Hidden Valley FB page (social media marketing?)
- Begin live broadcasting of board meetings through website or Facebook
- Develop website as main homeowner communication hub AND marketing

Establish Specific Communication Goals

- Establish 3-5-year goals for website traffic
- Implement monthly surveys to receive continuous feedback
- Convert monthly survey feedback into continuous improvement initiatives
- Begin to identify potential issues community will face and proactively communicate with members

Under Review for Update to Current Needs