



Black Point
BEACH CLUB

Master Plan

Draft – April 2024

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Introduction

What is a Master Plan?

This document presents Black Point's first community Master Plan. The Master Plan is intended to reflect the community's values and enables the Black Point Beach Club Association (BPBCA) to define its own strategy for maintaining a continuity of purpose and sustaining the high quality of life offered by the community for the next ten years and beyond. The Master Plan also contains a road map consisting of objectives, and action items that the community can implement to achieve its goals. This document is intended to be a "living document" that codifies existing or ongoing initiatives and serves as a blueprint for future decision making, while also maintaining flexibility to address unforeseen future challenges.

Master Planning Process

The development of the Master Plan was overseen by the Master Plan Steering Committee made up of representatives from the Board of Governors and the community at large. Technical assistance was provided by the consulting firm, The SLAM Collaborative. The Steering Committee reviewed technical materials, provided feedback and direction to the consultant, and served as project ambassadors.

The Master Plan was developed over approximately 18-month. The project began in the summer of 2022 with an inventory of existing conditions and community assets (Appendix A) as well as a community survey (Appendix B). This was a "point in time" inventory that evaluated information related to land use, natural resources, coastal resources, infrastructure, and community facilities. This task identified key trends and conditions and potential focus areas that warranted a deeper dive as part of the planning process.

As a community-driven Master Plan, it was important that the planning process capture the opinions and concerns of residents. There was community involvement throughout the planning process. An online community survey was launched in fall of 2022 and 388 residents responded. Of those responses, there were 300 unique IP addresses.¹ It is estimated that roughly half of BPBCA households participated in the community survey.² The survey covered a broad range of topics including community strengths and weaknesses; beaches, boating, and groins; community facilities, and recreation; infrastructure; and land use and zoning. The community survey allowed the Steering Committee and consultant team to understand community sentiment and values that helped identify the Plan's focus areas. Survey results are included within the following narrative report; for full community survey results, please refer to Appendix B.

¹ In simple terms, an IP address, or Internet Protocol address, is like a unique home address for your computer or device on the internet. It's a set of numbers assigned to your connection location. This address is used for routing data to and from your device so that information can be sent and received accurately across the internet. IP addresses are not considered identifying information as they may change from time to time depending on your internet connection provider.

² No restrictions were placed on number of respondents per household. To retain anonymity, only IP address information was logged by the survey system. Typical expectations for online survey participation ranges between 20-40% depending on audience interest, demographics, and length of survey. As an approximate metric, 300 households out of 578 properties is 52%. It is worth understanding that of the 578 properties, several are empty lots or second properties.

Based on aggregated feedback from the community survey, the consultant team formulated initial ideas for goals, objectives, and actions. Four overarching goals were developed, workshoped, and finalized by the steering committee with public feedback throughout the process. These goals focus on the themes of financial planning, governance, the waterfront, and quality of life.

- Improve the Financial Sustainability and Fiscal Accountability of the Association
- Strengthen and Build Organizational Efficiency and Structure to Support a Proactive, Collaborative, and Accountable Association Governance
- Invest in and Improve the Waterfront **and Accessways** to Support Long-Term Resiliency and Community Access
- **Promote a Thriving, Social Community Lifestyle Through Ongoing Maintenance and Strategic Enhancement of the Clubhouse Property and Inland Recreation Areas**

Under each goal, a series of more detailed objectives and action items were developed. These items were reviewed by the Steering Committee and by the community at large. A public workshop to review the draft goals and objectives and capture valuable input on priorities was held on June 15, 2023 in the Association’s clubhouse. Approximately 50 people attended in-person, and another 30 people participated in the online versions of the exercises. Participants shared their vision for the community, prioritized potential capital improvements, and provided feedback on the initial goals, objectives, and actions.

Incorporating feedback from the community survey, public workshop, and the Steering Committee, the consultant team developed the Master Plan inclusive of key findings and trends, a vision statement, goals, objectives, and actions.

History and Background

The Black Point Beach Club Association (BPBCA) was chartered by the Connecticut State Legislature in 1931. This charter establishes the community as a private community with membership based on property ownership within the established boundaries. The Association enjoys the rights of a special taxing district providing for the annual assessment of taxes upon the property owners with the proceeds directed toward the overall maintenance of the community’s assets. **Without this special State charter, BPBCA would simply be a neighborhood within East Lyme and access to the waterfront would be publicly available. Without a doubt, the special status that BPBCA holds is integral to the very existence of the Association, leaving the beaches to the private and express use of the members and guests.**



Image 1: Boundaries of the Black Point Beach Club Association

While this Master Plan reflects the first plan of this magnitude, this is not the first planning effort launched by the Association. Significant work was undertaken in the early 1980s to develop a coalition of beach associations within the town to address taxing concerns and

water and sewer infrastructure. These efforts, led by longtime Black Point resident Mary Cahill, positioned the Association to enjoy significant growth and maintain the important community elements such as the beaches, groins, clubhouse, recreational opportunities, etc.

Additional efforts led by Association members include a survey mailed to 523 residents as part of Long-Range Planning (1984, Matthew Borelli, Chair; Appendix C). With 249 responses, the general themes were quite similar to those generated from the 2022 survey. BOG minutes in the 2000s periodically refer to additional long-range planning and capital improvements efforts (e.g., In 2010, long range planning led by Tom Kelly & Daniel Lemieux is noted).

In 2020, a Long-Range Planning group (Phil Lombardo, Rick Diachenko, *et. al*) engaged an engineer to assess the waterfront infrastructure and provide broad recommendations and cost estimates for maintenance and improvements to waterfront infrastructure. (Appendix D) Following on the heels of the Steel Groin rehabilitation (2019, Steve Beauchene, et. al.) this information resulted in increasing a line in the annual budget for securing long-term capital improvement funding. Subsequent budgets have increased that funding line with the understanding that planned contributions to infrastructure funding are more palatable than significant one-off assessments.

Those previous efforts have provided an important foundation for this Master Plan and the Steering Committee is grateful to these earlier efforts and hopes this effort will continue to help the Association continue to thrive for generations to come.

Key Findings and Trends

Throughout the Master Planning process, several key findings and trends emerged that informed the development of the goals, objectives, and actions. These items are summarized below.

Focus on the Beaches and Waterfront

Throughout the Master Planning process, the beaches and waterfront were identified as the central element of the Association's identity. These assets serve as the recreational and social hub for the community and contribute greatly to Black Point's quality of life, sense of community, and property values.



Image 2: Beach areas, looking north (2022)



Image 3: South Beach area, looking southwest (2023)



Image 4: Cardboard Boat Race, 2023 (image courtesy of Dan Diachenko)

One of the exercises at the June community workshop involved participants distributing “points” towards six focus areas. Overwhelmingly, points were spent on waterfront infrastructure and access.



Image 6: Nehantic groin, January 2024 (image courtesy of Jan Orsini)

As a coastal community, there are ongoing impacts of storms, coastal erosion, inundation, and intermittent flooding at beaches, sea walls, groins, and related infrastructure, and adjacent property. This results in a variety of short and long-term maintenance requirements, as well as potentially urgent repairs to damage of a less-predictable nature. Black Point will continue to experience - and will need to respond to - the impacts of these ongoing coastal storm surges and coastal erosion.

Black Point must maintain and enhance the beaches and coastal infrastructure such as groins and stormwater infrastructure to avoid catastrophic property damage and loss of existing resources. Many of these investments will be expensive and will require greater financial planning and foresight by the Association than has been done in the past. While financial planning for these necessary investments has accelerated over recent years, this Plan is intended to inform these necessary capital planning and implementation efforts.

Total Planning Points, by Category

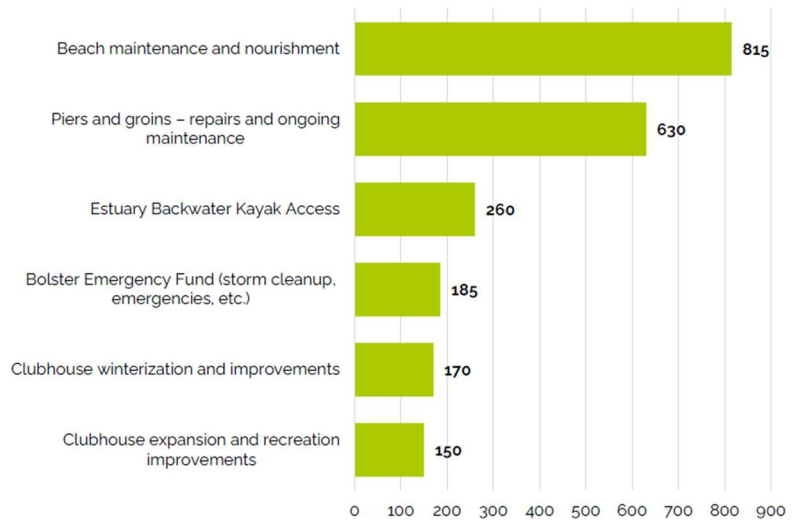


Image 5: Distribution of planning points during community workshop.



Image 7: South Beach groin, January 2024 (image courtesy of Jan Orsini)

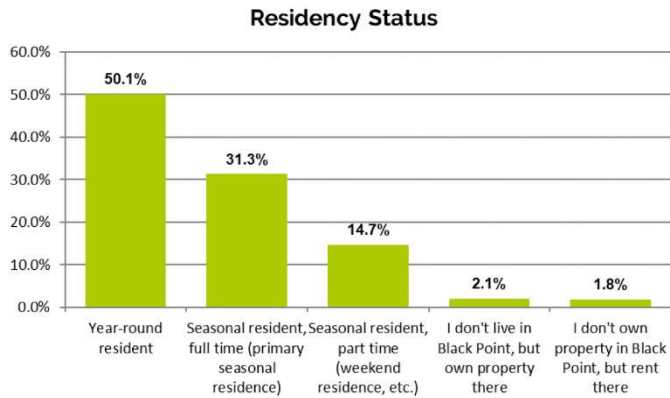


Image 8: Breakdown of residency status – full-time vs part-time/seasonal

Changing Demographics and Shift to Year-Round Living

Historically, Black Point was primarily envisioned as a seasonal community. However, in recent decades there has been a growing shift towards year-round living. The community survey conducted in the fall of 2022 indicated that about half of the nearly 400 survey respondents were year-round residents. This is compared to the 1984 survey where 31% of the respondents were year-round residents. As Black Point's year-round population continues to grow, there may be increasing demand for services and

facilities that support year-round use. The clubhouse is heated and recent efforts to provide additional insulation and temperature controls have been made. Additional investment may be considered to support all-season programming and should be measured and balanced as part of the comprehensive needs and priorities of the community. Over the next ten years, Black Point will need to continue to balance the needs of its growing year-round population while still maintaining its accessibility for seasonal residents.

Black Point has a high share of residents over age 65. About 44% of survey respondents were age 65 years old and over, making it a more mature community than the state and Town as a whole.³ Investments in facilities and infrastructure should be planned to support this aging population in the coming decade, as well as to provide amenities that meet modern living standards including increased accessibility, ensuring that Black Point continues to be an attractive place to live for residents of all ages and abilities.

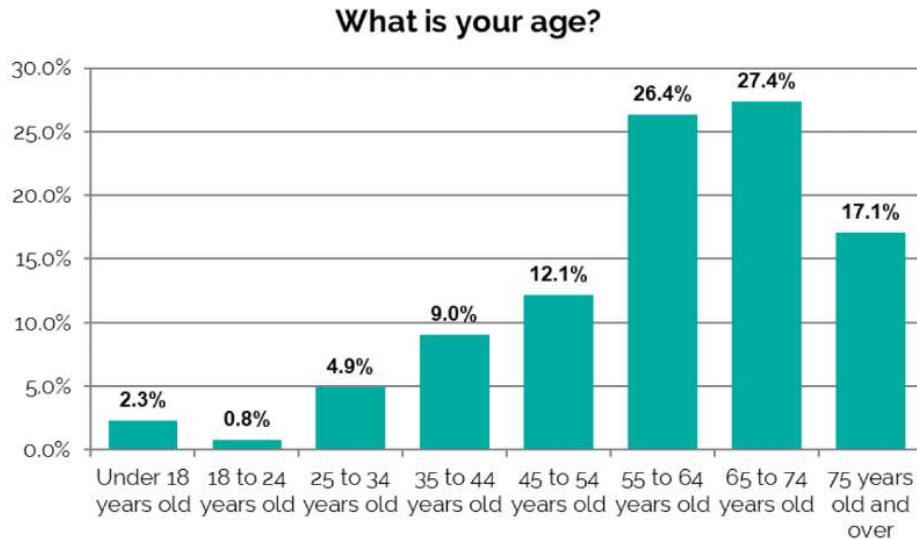


Image 9: Breakdown of respondent age.

³ This characterization may not fully represent the overall age range in the community, but more likely represents the degree of time, engagement, and overall investment in the future of the community.

Goals, Objectives, and Actions

The Master Plan is organized around four overarching goals, which are described in detail on the following pages. Together these goals are designed to reinforce the importance of Black Points status as a private, quasi municipality and work to leverage and retain that status for the future. Goals are numbered for reference only. No prioritization should be assumed by the numbering. Each of the four goals carries equal importance.

1. Improve the Financial Sustainability and Fiscal Accountability of the Association
2. Strengthen and Build Organizational Efficiency and Structure to Support a Proactive, Collaborative, and Accountable Association Governance
3. Invest in and Improve the Waterfront and Accessways to Support Long-Term Resiliency and Community Access
4. Promote a Thriving, Social Community Lifestyle Through Ongoing Maintenance and Strategic Enhancement of the Clubhouse Property and Inland Recreation Areas

Goals are not listed in order of importance. However, the Master Plan recognizes that many of the financial and governance actions under Goal 1 and Goal 2 are needed in order to support the infrastructure and facility investments envisioned in Goal 3 and Goal 4.

Under each goal, there are a series of more specific objectives and action steps that the Association can take to achieve each goal. A rationale is provided for each objective along with any supporting data. Detailed action items are organized under each objective. For each action item, the responsible entity is identified, and the relative priority of the action is noted.

- High Priority Items should be addressed in the next three years.
- Medium Priority Items should be addressed in four to six years.
- Low Priority Items should be addressed in seven to ten years.

The relative priority of each action item listed in this Plan should be taken as a general guide, rather than a rigid ranking. The relative priority of each action item should be revisited periodically to make sure these priorities align with current conditions. Some elements listed as "ongoing" should be a routine part of the everyday operation of the Association and attention to these items should continue on a periodic basis (e.g., annually, every 3-5 years, etc.). Further, the successful completion of any action may require ongoing monitoring and tweaking to ensure success continues.

Goal 1: Improve the Financial Sustainability and Fiscal Accountability of the Association

Objective 1.1: Enhance Capacity to Fund and Execute Major Capital Projects

The Association recognizes major capital needs over the next ten years and beyond. These needs include addressing deferred maintenance of its groins and Association seawalls⁴, beach maintenance and retention projects, beach access ways, and improvements to the clubhouse and recreational grounds.

BPBCA is substantially undercapitalized to comprehensively address the maintenance, rehabilitation, and new construction needs of its coastal infrastructure. There is, therefore, a need to create an equitable and transparent capital and financial plan to allow the Association to make ongoing investments in this critical infrastructure in a proactive manner, while continuing to maintain and enhance inland assets. The community outreach process identified beaches and coastal infrastructure as the top priorities for capital funding. In general, workshop participants favored annual contributions, or a mix of annual contributions and one-time assessments as the best approach to funding future capital projects. Few participants favored using only one-time assessments.

With respect to current funding options, annual contributions through the annual Association tax process will take longer to establish the funds anticipated for long term maintenance of the Association's assets. One-time assessments have been used to quickly generate funds for a specific project, but this method can have a negative impact on individual property owners as the assessment is typically 2-3 times the standard annual tax for each owner.

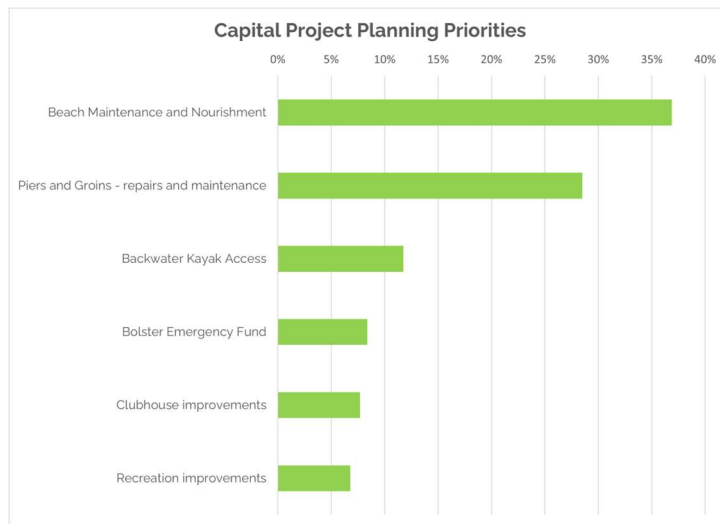


Image 11: Prioritization of capital projects (community workshop)

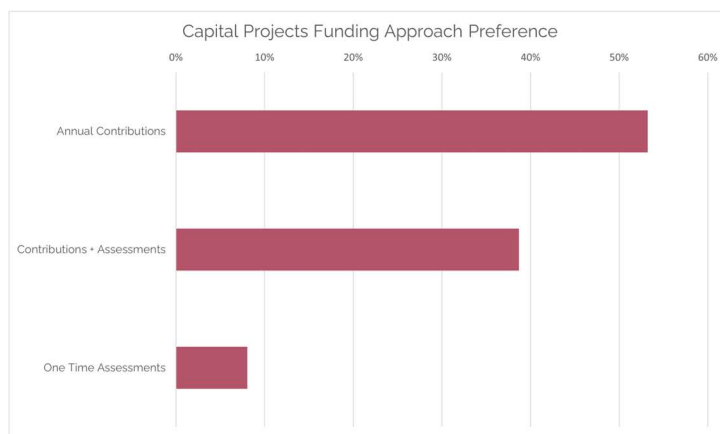


Image 12: Preferred funding approach for capital projects (community workshop)

⁴ Maintenance of seawalls and revetments at Association properties (e.g., at the rights of way / road ends) is the responsibility of the Association. Maintenance of seawalls and revetments at individual owner properties are the responsibility of the property owner.

Objective 1.1: Enhance Capacity to Fund and Execute Major Capital Projects (New plus Maintenance)

Actions:	Responsible Entity	Priority
Continue funding the Capital Improvement Fund for critical infrastructure projects that have community-wide benefits. This program is currently funded through annual contributions.	Board of Governors	High
Create and maintain an up-to-date Capital Improvement Plan (CIP) to guide and prioritize use of Capital Improvement Funds. This should focus on critical infrastructure that has community-wide benefits. The CIP should prioritize projects based on need, benefits, and costs.	Board of Governors	High
Create a policy framework regarding the use of Capital Improvement Funds. The intent is that these funds would be used exclusively to fund major capital investments and significant repairs to Association assets such as groins, clubhouse improvements, resiliency projects, beach improvements, storm cleanup, etc.	Board of Governors	High
Review anticipated cost projections for the implementation of new capital projects and the ongoing maintenance of all assets every 3-5 years to ensure funding of long-term reserves is sufficient to meet projections. Anticipate percentage increase in funding baseline to meet changing economic conditions.	Board of Governors	High

Objective 1.2: Explore Alternative Funding Mechanisms and Revenue Generating Opportunities.

In addition to establishing a Capital Improvement Plan and fund, there are other revenue generating opportunities that the BPBCA should explore that supplement property taxes and one-time assessments. Potential areas to be explored in greater detail include loans, private fundraising, establishing fees, or pursuing grants. Grants will require a partnership with the Town of East Lyme and likely will need to focus on public (i.e. Town-owned) assets such as roads, pump stations, and stormwater infrastructure.

Actions:	Responsible Entity	Priority
Partner with the Town of East Lyme on potential grant opportunities (see Objective 2.3 for more details).	Board of Governors / Town Liaison	High
Explore funding options such as loans or lines of credit that can address immediate, high-cost infrastructure issues while minimizing the short term impact on the membership.	Board of Governors	High
Explore opportunities to monetize existing Association assets and policies. Potential areas to explore include short term rental fees, property transfers, etc.	Board of Governors	Medium
Evaluate alternative funding mechanisms for community infrastructure and programs, such as limited users' fees (provided fees are invested in the infrastructure that they support) and private fundraising (e.g., bequests, endowments, separate foundations, etc.).	Board of Governors	Low

Goal 2: Strengthen and Build Organizational Efficiency and Structure to Support a Proactive, Collaborative, and Accountable Association Governance

At the heart of the Association's existence is the charter established through the Connecticut State Legislature. This authority sets up the Association as a "quasi-municipality" which in turn brings obligations related to the general operation of such entities in the state. The Association has the authority to levy taxes and assessments, establish and administer land use policy, and reserve the rights of members and their guests to the Association's property.

Objective 2.1: Maintain Up-to-Date Bylaws, Rules, and Policies

Association rules and regulations should be evaluated periodically to ensure that they are up-to-date and have their intended impact. These include beach rules, traffic rules and enforcement (notably golf carts), and zoning regulations.

"We should ensure that our rules and regulations are followed and that violations of these are enforced." (community input)

While survey respondents were generally satisfied with the current rental policy, it should nevertheless be periodically revisited.⁵ Ad hoc committees could be utilized to help review current policies, solicit community feedback, and provide recommendations to boards and commissions.

Actions:	Responsible Entity	Priority
Establish an Ad Hoc Committee of members to review Association Bylaws, Beach Use Rules, and Policies, as well as enforcement strategies and make recommendations to the Board of Governors for implementation. Conduct public outreach as part of this effort. Implement changes as recommended by the Ad. Hoc Committee	Board of Governors, Ad Hoc Committee	Medium
Maintain current rental policy in the near-term. However, this policy and enforcement mechanisms should be revisited periodically, with input from Association members, to ensure that it meets intended objectives. <i>Note: East Lyme is currently reviewing options for regulation in the "short term rental" space that may have impact on Black Point's existing policies.</i>	Board of Governors	Low
Periodically review the zoning regulations and enforcement strategies and make updates as necessary.	Zoning Commission	Ongoing
If necessary, coordinate with the East Lyme Building Department and Fire Marshal to address any blight issues that pose a threat to health, safety, or public welfare.	Zoning Commission, Zoning Enforcement Officer	Ongoing

⁵ While the survey indicated general satisfaction with the current 1-week rental policy (72%), those that responded "no" were equally split between too restrictive (allow less than 1 week rentals) and not restrictive enough (minimum 2 week or more rental period).

Objective 2.2: Promote Civic Participation

Civic participation and volunteerism will continue to be core tenets of the Association over the coming decade. With both seasonal and year-round population, it is important to focus on a mix of digital and in-person opportunities to participate in local government and ensure that Black Point is an inclusive community for seasonal and full-time residents and residents with different access needs. A well-informed and engaged citizenry, acting in collaboration with its representatives on the Board of Governors, is key to implementing the recommendations of this Master Plan and provides the foundation for future volunteers. In order to ensure strong governance and active leadership on Association priorities, there needs to be a succession planning process that ensures community members are widely, routinely, and transparently solicited for participation on the board and committees, and paid-staff positions, when available, are openly and fairly posted to solicit the best-qualified candidates. It is imperative that elected volunteer leaders cultivate a respectful, welcoming, and positive volunteer experience, including ensuring that institutional knowledge, key relationships and lines of communication, policies, procedures, and schedules are relayed to successive elected officials and are appropriately documented and made available to the public and to meet all applicable legal and governance requirements.

"In ten years, a generational change will be significantly impacting the demographic makeup of residents, including those needed for volunteer leadership positions. Succession planning - education, recruitment, retention, and institutional knowledge transfer - for board and zoning positions is a challenge to consider." (community input)

Actions:	Responsible Entity	Priority
Implement hybrid meetings for all governance operations. Consider additional technology to provide more clarity of audio and video for these meetings. Make recordings of all meetings available for viewing on demand.	All boards & commissions	High
Provide periodic training on the requirements of public process and effective governance.	All boards & commissions	High
Develop succession planning strategies to ensure continuity of staff and institutional knowledge over the long term.	All boards & commissions	High
Digitize and make easily accessible organizational documents (e.g., minutes, reports, planning documents, financials, etc.)	Board of Governors	High
Consider hosting an annual "Volunteer Fair" to market volunteer and civic opportunities to residents. This could be used to improve awareness of Association governance and recruit new and prospective board and commission members.	Board of Governors, Community Groups	Medium
Upgrade and modernize the BPBCA Website to make it more user friendly, interactive, and a recognized source of up-to-date, year-round news and information. Consider password protection to provide member only access to sensitive information (e.g., member directory).	Webmaster	Medium
Create off-season electronic issues of the Black Pointer, making it a year-round publication. Continue print publications during the summer season.	Volunteers	Low

Objective 2.3: Strengthen Partnerships among the Association, the Town of East Lyme, and neighboring Beach Associations.

Water, sewer, drainage, and transportation infrastructure within the Association boundaries is owned and maintained by the Town of East Lyme. Electrical and communication infrastructure is owned by public utility providers. The BPBCA needs to advocate to Town leaders and utility providers to ensure this infrastructure is maintained in a state of good repair.

Strengthening relationships with the Town as it makes its own long-term plans and investment priorities has the potential to be beneficial to Black Point. In addition, municipalities are eligible for grants and other discretionary funds that could be used to support public-benefit projects within the Association.⁶ Neighboring Beach Associations are facing many of the same issues as Black Point. While the Council of Beaches⁷ has been dormant over recent memory, re-establishing and strengthening connections with these other communities can help share knowledge on best practices, potentially share resources, and collectively lobby the Town to ensure beach and costal issues are being addressed.

Actions:	Responsible Entity	Priority
Designate a Liaison who can represent Association interests to Town Departments and elected officials and communicate relevant Town news to residents.	Board of Governors	High
Partner with the Town of East Lyme on grant opportunities, specifically those pertaining to coastal resiliency and Town-owned infrastructure (roads, stormwater management, sewers, pump stations).	Board of Governors / Town Liaison	High
Ensure greater Association participation in the Town's next Plan of Conservation and Development, Hazard Mitigation, and Coastal Resilience Plan updates.	Board of Governors / Town Liaison	Medium
Consider strengthening partnerships with neighboring Beach Associations in the areas of best practices, coastal issues advocacy, collective purchasing, and equipment sharing. The Association of Beaches has been dormant but could be reinvigorated.	Board of Governors / Town Liaison	Medium

⁶ Note that waterfront structures like the groins are owned by the Association as a private entity and may not fully qualify for resiliency grants. However, the sewer pumping station at Brightwater and East Shore is part of the town's sewerage infrastructure; coastal damage to this operation could be devastating to the community – both Black Point and adjacent communities of Niantic Bay.

⁷ While the Council of Beaches has been relatively dormant for several, the group affiliated the various beach associations within East Lyme to help address concerns specific to these associations. In addition to Black Point, the members include Crescent Beach Association, Giants Neck Beach, Giants Neck Heights, Oak Grove Beach, Pine Grove, Oswegatchie Hills Club.

Goal 3: Invest in and Improve the Waterfront and access ways to Support Long-Term Resiliency and Community Access

Objective 3.1: Modernize and Maintain Groins (aka, piers)

Mitigation of beach erosion was identified as the top waterfront priority in the Community Survey. Black Point will continue to face challenges due to ongoing coastal storms. The groins play an important role in mitigating beach erosion locally while also providing areas for fishing, boating, and recreation. However, Connecticut's Department of Energy and Environmental Protection considers groins to have negative unintended consequences on the coastline and permitting for these structures is generally difficult and time-consuming. Therefore, it is critical to maintain existing structures in good repair to the extent permitted, to avoid unnecessary delays or even the loss of beach infrastructure in the future. The Association completed rehabilitation of the "Steel Pier" in 2019. Planning for additional rehabilitation activities at these structures should be underway as soon as practical. As described in Goal 1, these improvements will be costly and require a greater level of financial and technical planning and foresight.

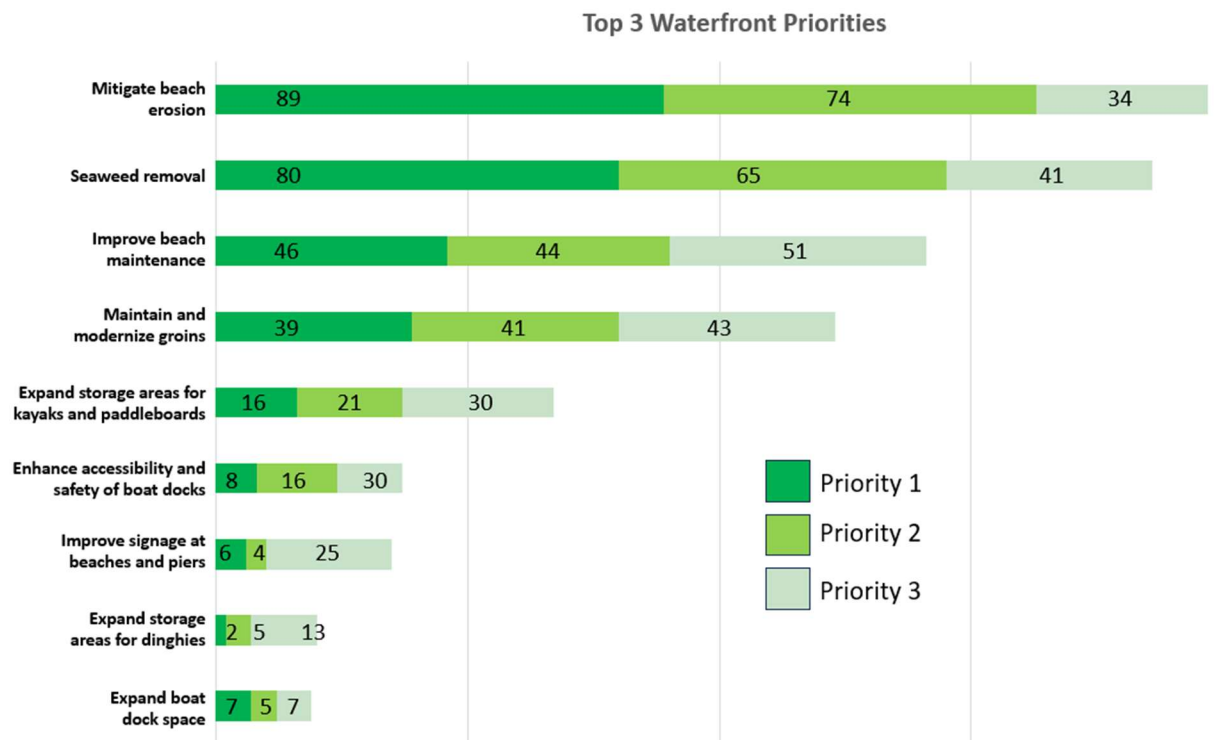


Image 13: Priority items related to waterfront infrastructure.

Objective 3.1: Modernize and Maintain Groins (aka, piers)

Actions:	Responsible Entity	Priority
Leverage existing engineering reports and hire professionals (as needed) to conduct studies to better understand conditions, prioritize projects, and develop clear project standards (e.g., permitting, strategic repairs vs. tactical fixes, etc.).	Board of Governors, Engineering Consultant	High
Conduct preliminary design and develop cost estimates for priority projects.	Board of Governors, Engineering Consultant	High
Implement repairs and upgrades based on risk priority and funding requirements.	Board of Governors, Engineering Consultant	High

Objective 3.2 Maintain and Improve the Beaches and Swimming Areas

The beaches are a critical component of Black Point's quality of life. According to the community survey about 94% of respondents visited the beaches and over 85% of respondents took part in swimming, making beaches the most used amenity within Black Point. The Plan envisions several actions to maintain and enhance the beaches over the next decade. In light of ongoing coastal storms, a beach nourishment program may be needed to supplement improvements to piers and groins.⁸ In addition, the community outreach process noted areas where enhanced maintenance or infrastructure upgrades are desired, including more frequent eelgrass and rock removal, stormwater management upgrades (in cooperation with the Town), and accessibility improvements.

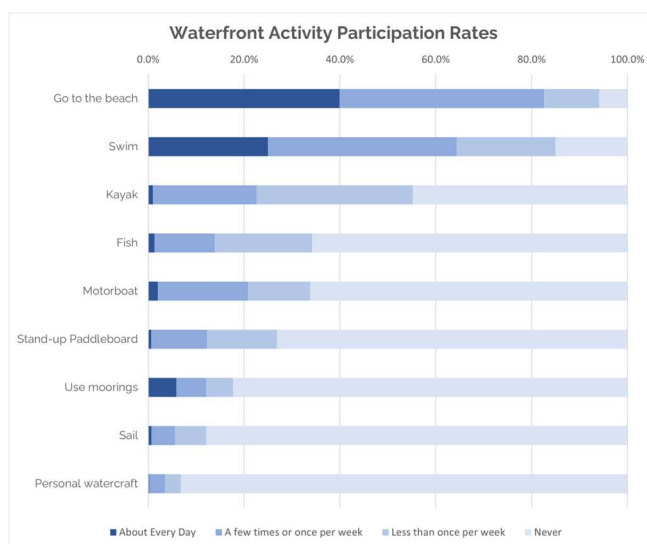


Image 14: Priority items related to waterfront infrastructure.

“The beaches should be the primary focus for those involved in the planning process both now and in the future. We are all blessed to be able to enjoy coastal living whether we live in BP year-round or not”. (community input)

⁸ Beach nourishment programs temporarily address erosion and require replenishment every few years, often at a significant cost.

Objective 3.2 Maintain and Improve the Beaches and Swimming Areas

Actions:	Responsible Entity	Priority
Consider enhanced beach maintenance, including more frequent seaweed/eelgrass and stone and cobble removal on designated beaches. Meet with DEEP to discuss potential eelgrass management strategies on the state side of the coastal jurisdiction line.	Board of Governors, DEEP	High
Consult with DEEP to better understand state and federal permitting requirements prior to developing and implementing coastal repairs and new projects.	Board of Governors, DEEP	High
Initiate a periodic beach nourishment program.	Board of Governors, DEEP	Medium
Consider cooperative purchasing of beach nourishment services, equipment, or other operational expenses with neighboring Associations that may result in lower costs.	Town Liaison	Medium
Make accessibility improvements to the beaches. Improvements may include beach grading improvements, Mobi-Mat expansions, and surface treatments/accessibility upgrades at beach access points. Designate and sign a portion of beaches closest to handicap parking areas as an "accessible" area, with priority given to those in need of accommodation.	Board of Governors	Medium
Ensure that beach maintenance strategies do not exacerbate erosion (such as excessive removal of underwater vegetation).	Board of Governors	Ongoing
Work with the Town of East Lyme Public Works Department to ensure that stormwater outfalls along Niantic Bay are properly maintained and have proper erosion control measures in place (such as adequate rip-rap).	Town Liaison	Ongoing
Maintain realistic separation of uses at the different beach areas.	Association Manger	Ongoing

Objective 3.3: Maintain Access to the Waterfront

The Association enjoys direct access to Niantic Bay through its ownership of the access roads east of East Shore Drive. Access to the reserved beach area (parcels 05.2 67 and 05.11 71 in the Town Of East Lyme's property database system) and the property adjacent to the Pattagansett River estuary (parcel 05.1 7) are reserved to for the use of BPBCA property owners and their guests.

Actions:	Responsible Entity	Priority
Provide accessible parking areas for beach access.	Association Manger	High
Consider the expansion of handicap parking spaces at the Nehantic Drive parking lot to support accessibility improvements (see Objective 3.2).	Board of Governors	Medium
Consider converting one or more parking areas into a designated drop-off area for loading and unloading (for example, 15-minute maximum parking).	Board of Governors	Medium
Ensure that access roads east of East Shore Drive are in safe and usable condition, through periodic repaving as necessary.	Board of Governors	Medium
Consider creating separate and designated vehicle and golf cart parking spaces at parking areas, using the configuration at Nehantic as a model. Golf cart spaces could be restriped to smaller dimensions to create additional spaces.	Board of Governors	Low
Maintain parking areas at select access roads by periodic lane restriping efforts.	Board of Governors	Ongoing
Maintain non-paved areas of access roads and reserve for the recreational enjoyment of all members.	Board of Governors	Ongoing

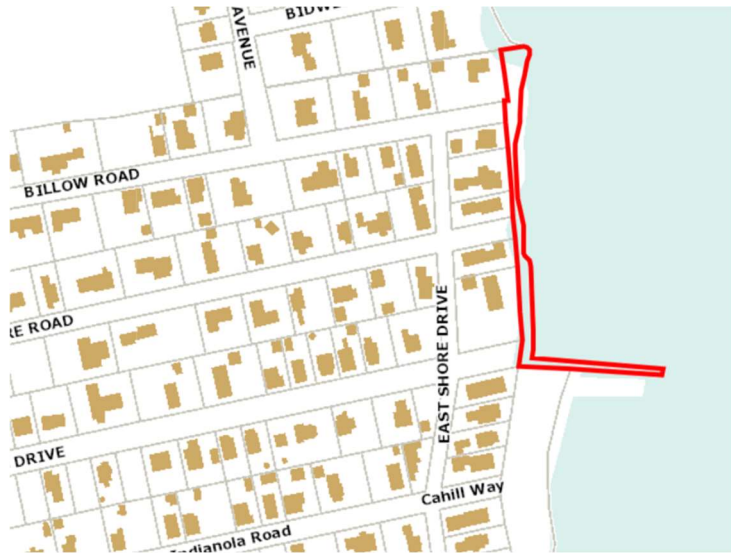


Image 15: Parcel 05.2 67 – Reserved Beach From North of Billow Road through the Nehantic Groin



Image 16 (right): Parcel 05.11 71 – Reserved Beach From Nehantic Groin through South Beach



Image 17 (left): Parcel 05.1 7 at Pattagansett Estuary

Objective 3.4: Enhance Access to the “Backwater” on the Pattagansett Estuary

Improving kayak storage and water access on the Pattagansett Estuary was cited as the top coastal resource in need of improvement in the community survey. A key obstacle to improving this area is state regulatory hurdles, as the area is within the DEEP coastal jurisdiction area and therefore must meet state permitting and public trust access requirements. A first step is to meet with DEEP to get a better understanding of opportunities for improvements, prior to conducting more detailed work, if necessary.



Image 18: Typical conditions at “backwater” kayak launch. (2023)

Actions:	Responsible Entity	Priority
Meet with DEEP to better understand regulatory requirements to building a permanent boardwalk/boat launch to the Pattagansett Estuary.	Board of Governors	Medium
If necessary, conduct a site survey to determine the location of the Coastal Jurisdiction Line.	Board of Governors, Survey Consultant	Low
Based on conversations with DEEP, develop preliminary designs and cost estimates and obtain all necessary state and local approvals.	Board of Governors, Engineering Consultant	Low
If building an improved facility on existing Association land is not feasible, consider alternative strategies for estuary access, such as working with nearby town parcel for shared access.	Board of Governors	Low

Objective 3.5: Strengthen Stormwater Management to Protect Water Quality

Most of the stormwater infrastructure within Black Point outfalls into Niantic Bay and directly impacts water quality at the beaches. Implementing strengthened stormwater management controls can help maintain and enhance water quality. The Town of East Lyme is responsible for stormwater infrastructure within the Association limits, so this objective requires cooperation with the Town’s Department of Public Works (DPW).



Image 19: Drain outfall (Blue Heron Way, 2023)

Actions:	Responsible Entity	Priority
Consider strengthening stormwater management requirements in the zoning regulations for new construction. Consider requiring on-site stormwater management techniques such as rain gardens and subsurface stormwater detention/infiltration systems.	Zoning Commission	Medium
Conduct an awareness campaign on water quality.	Volunteers	Low
Educate homeowners on the impacts of lawn care, pest, and pet waste management on water quality.	Volunteers	Low
Work with the Town of East Lyme DPW to implement stormwater best management practices, particularly for areas that outfall onto the beaches.	Town Liaison	Ongoing

Objective 3.6: Build a More Sustainable and Resilient Black Point

Coastal storms are increasing in frequency and strength and thus may exacerbate both coastal flooding and erosion. The BPBCA should incorporate resiliency elements into its long-term planning efforts to help ensure the community's ability to respond to storm impacts.



Image 20: Osprey ROW – access to South Beach (January 25, 2024)



Image 21: Waterfront looking north; approximately Sea Spray ROW (December 2022)

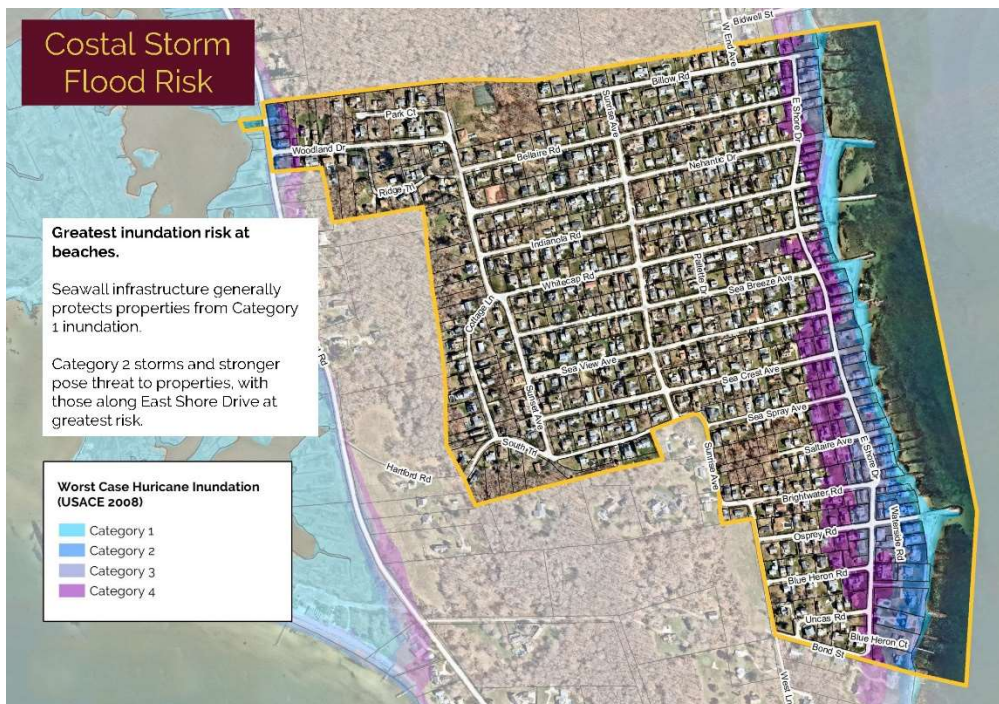


Image 22: Coastal inundation risk (East Lyme GIS system)

Objective 3.7: Build a More Sustainable and Resilient Black Point

Actions:	Responsible Entity	Priority
Improve coordination and collaboration with the Town of East Lyme in the areas of emergency and disaster preparedness.	Board of Governors, Town Liaison	High
Consider installation of an emergency generator at the Clubhouse in order to enhance its utility in emergency situations. Consider working with the Town of East Lyme on potential grant funding opportunities.	Board of Governors	Medium
Work with the Town to install emergency evacuation route signs.	Town Liaison	Low
Plan for storm impacts and response as part of coastal infrastructure investments.	Board of Governors	Ongoing

Goal 4: Promote a Thriving, Social Community Lifestyle Through Ongoing Maintenance and Strategic Enhancement of the Clubhouse Property and Inland Recreation Areas

Objective 4.1: Modernize the Clubhouse to Support Year-Round Use

The clubhouse serves as the administrative and social hub of the community. With a growing number of year-round residents, the clubhouse could be improved so that it can serve residents throughout the year. Improvements to the clubhouse should be included in the Associations capital planning efforts. Increased year-round residency will also have implications for year-round maintenance of infrastructure assets, rule enforcement, etc.

Actions:	Responsible Entity	Priority
Complete winterization improvements to the clubhouse including insulation and heating system as appropriate.	Board of Governors	Medium
Identify areas beyond the clubhouse that may require year-round attention rather than seasonal attention.	Board of Governors	Medium
Study potential expansion of the clubhouse building as part of a larger site/feasibility study (see Objective 4.2).	Board of Governors	Low
Make energy efficiency upgrades to lower operating costs. Improvements include weather sealing and energy efficient HVAC systems and appliances (when in need of replacement).	Board of Governors	Ongoing

Objective 4.2: Leverage Available Land at the Clubhouse to Expand Community Amenities

The ~4 acre clubhouse property constitutes the Association’s largest property. Currently about 1.3 acres of land on the eastern end of the property remains undeveloped. This wooded land could be used to meet the community’s long-term recreational needs. However, it is also important to weigh potential new development against the current open/green space benefits that the property provides. In addition, existing uses should be evaluated to ensure that the public benefit of the properties is maximized, in light of changing recreational trends and member preferences.



Image 23: Clubhouse recreational facilities (2023)

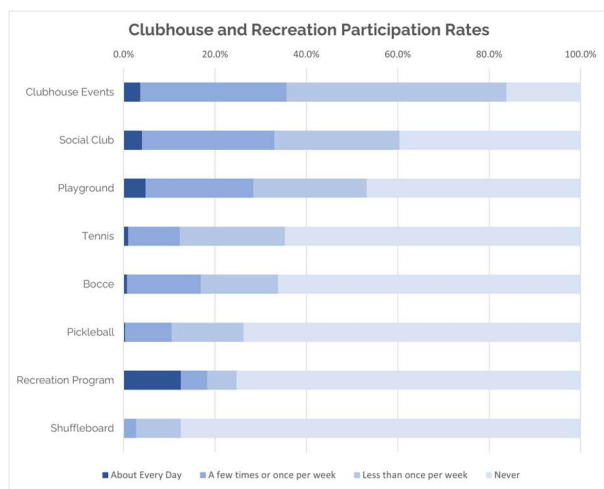


Image 19: Survey results for general recreation and clubhouse participation.

- Current Recreation Facilities**
- Tennis / pickleball (hard courts)
 - Tennis (clay courts)
 - Basketball court
 - Shuffleboard
 - Bocce
 - Gaga Pit
 - Playscape and playground
 - Multi-purpose playfield with baseball backstop

Actions:	Responsible Entity	Priority
Establish an Ad-Hoc Committee to oversee a comprehensive study of the recreational/social programs and properties, inclusive of the Clubhouse Property and the Clay Courts on Nehantic Drive. This process should incorporate extensive outreach with the community to determine community-wide program and facility usage and needs.	Board of Governors	High
As part of the study, evaluate existing facility and program usage, identify site constraints and limitations, desired facilities and programs, development of conceptual plans, cost estimates for improvements, and potential funding opportunities.	Ad Hoc Committee	Medium

Objective 4.3: Build a Connected Community Through Programs and Events

Programs and events meaningfully contribute to Black Point's sense of community cohesion and engagement. With an increasing year-round population, there is growing interest in expanding community activities during the cooler seasons while maintaining the rich summer offerings. In 2031, Black Point will celebrate its centennial, providing a unique opportunity to share the Association's rich history with residents and to celebrate its strengths and accomplishments.

Actions:	Responsible Entity	Priority
Continue to support and enhance the Summer Recreation Program and consider opportunities for additional youth engagement through organized events and programs targeting a variety of age groups, interests, and abilities.	Board of Governors / Recreation Program Director	High
Bolster off-season programs and events through the provision of year-round community space at the clubhouse.	Board of Governors, Volunteers	Medium
Celebrate the Centennial of the BPBCA through community events and the publication of historical materials/booklets, both in print and electronically.	Board of Governors, Volunteers	Medium
Continue annual community-wide events sponsored by the Association.	Board of Governors, Volunteers	Ongoing
Support existing social clubs and encourage the establishment of new clubs/organizations by leveraging space and amenities at the clubhouse.	Board of Governors, Volunteers	Ongoing

Objective 4.4: Maintain a Safe Multi-Modal Transportation Network for All Users

Black Point's peninsula location, with limited access points into the community, provides a sense of privacy, security, and safety. The Association's Road network, maintained and regulated by the Town of East Lyme, serves all travel modes, including drivers, pedestrians, and cyclists. According to the community survey, walking is the predominant mode of travel within the community. The Association should work with its Town partners to ensure that this infrastructure is in good repair, and that safety for all users is prioritized. Parking within the beach rights-of-way and Association parking lots is limited, and parking should be evaluated further to ensure that this space is being efficiently and equitably utilized.

Actions:	Responsible Entity	Priority
Evaluate requirements for enforcement procedures and regulations for traffic safety violations through partnerships with the Town of East Lyme Police Department.	Association Manager, Town Liaison	High
Proactively develop community safety campaigns for ongoing shared road uses – golf carts, pedestrians, bikes, etc.	Board of Governors	Medium
Maintain and ensure that sufficient parking is available in the Whitecap lot for member use. Enhance policies related to overnight overflow parking exclusively for member use.	Board of Governors	Low

Conclusions and Next Steps

This Plan is intended to serve as a roadmap that guides Association decision making for the next decade and beyond. This is a long journey toward a distant horizon. The goals, objectives, and actions outline next steps to help direct energy towards positive outcomes that account for wide-ranging input from community members and maximize benefits to the community at large. The goals, objectives, and actions are not intended to be executed immediately, but provide a plan of work that can be implemented strategically by current and future governance in the years to come.

The intent of the Master Plan is to ensure continuity and to reflect the values of the Black Point Beach Club Association. The Master Plan sets a framework of the outcomes desired by the community. The Board of Governors leverages the Master Plan framework to design and implement processes and strategies to achieve these outcomes.

An **example** of how these elements might be phased *could* look like this.

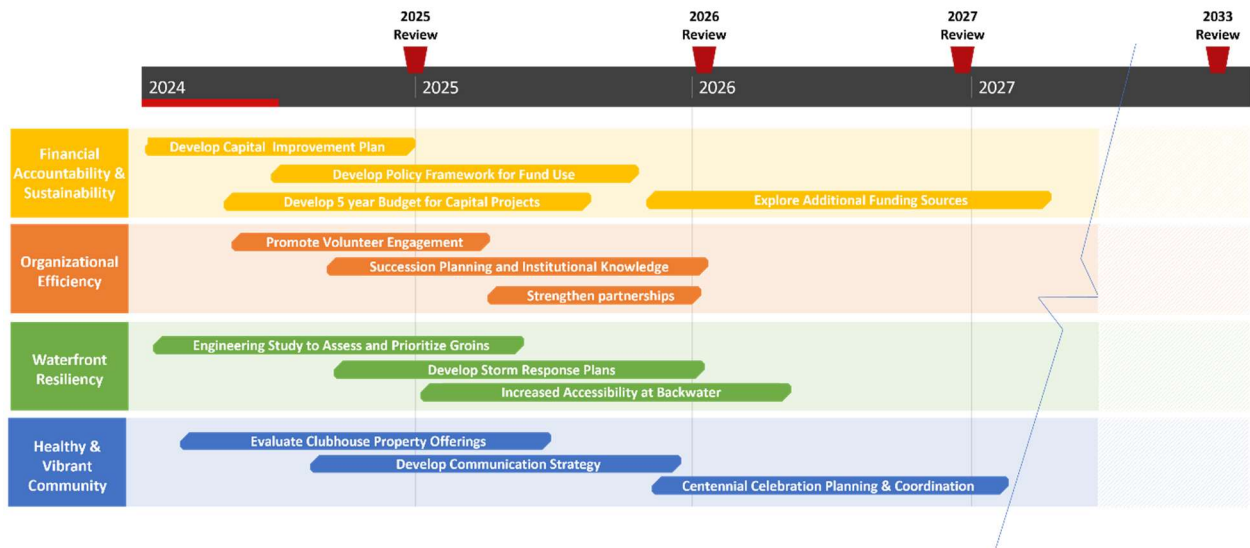


Image 24: Example of placing actions on a timeline to help envision progress.

As a “living document,” this Plan is intended to be flexible and adaptable to be responsive to changing needs and trends. It is understood that priorities will change as challenges and opportunities arise over the coming years. Thoughtful consideration of addressing these challenges or leveraging the opportunities can be aided by applying the broad themes within this plan.

Planning is a continuous process. To that end, the Plan should be periodically reviewed and updated so that it continues to align with the Association's priorities. It is recommended that the Plan be reviewed on an annual basis and the relative priority of the action steps evaluated, particularly those that may be implemented in the coming year. Ongoing inclusion of the community in both executing and evolving the plan will help ensure continued support and assistance.

A more substantial update should be considered after five years where successes can be celebrated, and new goals and objectives can be developed.