

Golf Manor Strategic Plan

Goals & Actions

Draft updated March 15, 2023

Prosperity – Sustainability into the Future

Goal:

Golf Manor will thrive with a strong economy that provides economic opportunities to its citizens and sustainable tax revenues to the village.

Actions:

- Increase revenue and property values without significantly raising taxes for residents.
 - Infrastructure program (roads, sidewalks, signage, general maintenance)
 - Property maintenance (code enforcement official)
- Promote economic development by streamlining communication and regulation processes.
 - Zoning and Building permits
- Redevelop blighted areas, with a focus on increasing the production of commercial areas and employment density.
 - Convert warehouses into revenue producing businesses.
- Ensure the village is adequately staffed with employees with the professional skills to continue moving forward.
- Increase staff capacity to improve and develop services
- Continue to improve the level of professional financial management and planning.
 - Star Program
 - Investment practices
- Continue working with Regional Income Tax Agency (RITA) to improve income tax collection practices.

Village Center – Inspire a Sense of Community

Goal:

Golf Manor will be anchored by a vibrant village center of commercial, residential, recreational, and civic uses.

Actions:

- Identify key businesses to attract people to the village.
- Prepare a Village Center master plan.
 - Market feasibility study

- Better connect park into the village center
- Promote visual design compatibilities among local businesses.
- Acquire properties in strategic locations to facilitate beneficial future redevelopment.

Neighborhoods – Livable and Affordable

Goal:

Golf Manor will be a community of stable and safe neighborhoods with well-maintained housing and strong public infrastructure.

Actions:

- Encourage people that work in Golf Manor to live in Golf Manor
- Continue developing in accordance with the infrastructure program.
 - Roads
 - Sidewalks
 - Signage
 - General maintenance
- Enforce property maintenance throughout the village.
- Promote a sense of ownership within the community.
- Continue establishing an improved sense of safety.
 - Streetlights (LED)
- Develop a consistent visual brand so people can easily identify Golf Manor.
 - Signage
 - Infrastructure
 - Street signs
 - Gateways
 - Streetscaping
 - Maintenance
- Implement Housing Study recommendations:
 - Provide consistent code enforcement to maintain stable housing stock
 - Provide technical and financial resources for owner-occupants who need support
 - Work with County on code compliance for commercial (REIT) owners
 - Protect low-income tenants from eviction
 - Ensure Four Family housing and small multi-family buildings stay in good condition and to provide naturally occurring affordable housing
 - Provide tools to encourage housing renovations and additions
 - Partner with banks to provide purchase-rehab loan products
 - Develop a Pattern Book that highlights best practices examples
 - Showcase current owners making improvements
 - Consider infill locations for new housing development
 - Expand the types of housing available in the community

Parks – Health and Wellness

Goal:

Golf Manor will be served with parks that meet the recreation needs of the community and preserve valuable open space.

Actions:

- Develop a parks plan, including a needs assessment.
- Improve the community garden.
- Further integrate the park into the vision for the village center.

Regional Image – Pride and Partnership

Goal:

Golf Manor will proactively manage its image in the region as a safe and family-friendly community that embraces diversity.

Actions:

- Prepare branding initiative for the village.
 - More than a logo/colors/website
- Promote a sense of ownership within community.
- Unify the village's image across all platforms.
- Identify social platforms that are most engaging to residents.
- Create a strategy to communicate the village's story to the greater region.
- Embrace diversity within the village.
- Establish a comprehensive Community Engagement Initiative.
 - Ongoing effort to engage community
 - Bring people into leadership of the village
 - Annual leadership development process
 - Formal process of developing talent and leaders
 - Deep bench of community leaders
 - Explore technology to engage community and improve services

Government Services & Infrastructure – Maintain Momentum

Goal:

Golf Manor will provide high-quality, efficient, and sustainable services that meet the community needs of its citizens and human resource needs of its employees.

Actions:

- Initiate a Capital Improvement Plan process with short-term and long-term elements.
- Explore ways to maximize efficiency through cooperative efforts with other neighborhoods.
- Capitalize on opportunities with regional entities to find more planning/staffing/funding sources.
- Sustain momentum within the village to continually improve quality of life.
- Improve communication, health and wellness initiatives, and access to community services.
- Initiate new 5-year road plan.

Implementation – Accountability and Tracking

The following annual process is anticipated to integrate this plan into the village budget and department work process:

- A spreadsheet-based system will be developed to track annual progress in achieving the goals in this plan.
- The Mayor and Village Council will work with the administration each year to identify priorities to achieve the goals for the upcoming year, using the actions as a guide.
- The Village Administrator will work with each department to prepare work programs for their department, using a work program template to be developed. This will include assessing progress from the previous year.
- The annual work programs will utilize benchmarks to be developed.
- A master tracking spreadsheet will be prepared to track annual progress.
- The budget system will be modified to tie the goals and actions to the budget.
- The budget will include both anticipated short-term expenditures as well as longer range budgetary needs, i.e. 5 year, 10 year.
- This plan will be reevaluated annually and updated or modified as needed.