

Memo

To: Village Council

From: Greg Dale

Date: November 9, 2021

Re: Golf Manor Strategic Plan Vision and Goals

The purpose of this memo is to summarize the results of the initiative prioritization exercise from the Wednesday, October 6 Village Council meeting and suggest a framework for a strategic plan. The role of the strategic plan is to form a unified narrative and strategy, and the initial priority setting is good start, subject to future community engagement.

Results of Initiative Prioritization Exercise:

The following is a record of the priority setting notes.

Top 5:

1. Economic Development – 30
 - a. Business partnerships, redevelopment, police, fire
2. Village Recreational Facilities/Parks & Greenspace/Trees – 11
3. Redevelopment of North Wiehe (Village Center) – 11
4. Reputation/Image/Branding/Beautification – 10
5. Proper Utilization of Village Assets/Employee Retention – 7
6. Addressing First-Tier Suburb Syndrome – 6
7. Code Enforcement – 6

Other initiatives:

- Increase revenue, lower taxes
- Rental housing stock
- Less drugs
- Communication with residents & outside the village
- Bang for the buck/amenities
- Recycling & yard waste (more resident participation)
- Building community/residential involvement
- Street parking & public space parking
- Restore fire department

- Sustainability of police department
- Maintain and upgrade our infrastructure (underground utilities, sustainability)
- Relocation of municipal building
- External partnerships
- Redevelop Southern Wiehe

Draft Vision and Goals:

Based on the council exercise, the following vision, themes, and goal statements are proposed for discussion as a starting point for the strategic plan.

Vision:

Golf Manor will embrace and promote the economic health, diversity, and maturity of a first-tier suburb, while managing the challenges that come with being an aging community.

Goals:

- **Prosperity** – Golf Manor will thrive with a strong economy that provides economic opportunities to its citizens and sustainable tax revenues to the village.
- **Village Center** – Golf Manor will be anchored by a vibrant village center of commercial, residential, recreational, and civic uses.
- **Neighborhoods** – Golf Manor will be a community of stable and safe neighborhoods with well-maintained housing and strong public infrastructure.
- **Parks** – Golf Manor will be served with parks that meet the recreation needs of the community and preserve valuable open space.
- **Regional Image** – Golf Manor will proactively manage its image in the region as a safe and family-friendly community that embraces diversity.
- **Government Services** – 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.

Current Initiatives Related to the Goals:

There are several initiatives that the village has been pursuing that relate to these goals. The following are notes from the Village Administrator that begin to align current efforts with potential future strategies.

- Prosperity
 - Financial sustainability/maintaining stability
 - Revitalizing business district – properties along Wiehe & Losantiville from Elbrook to Cincinnati
 - Stabilizing revenue

- Inventory of businesses that are here
 - Capitalize on regional opportunities near the village
 - How to become a part of development
- Village Center
 - Restaurant that draws regional audiences
 - Modernize intersection of Wiehe & Losantiville & Elbrook & Losantiville
 - Redevelopment of North Wiehe
- Neighborhoods
 - Comprehensive road improvement program
 - Traffic calming in the neighborhoods with speed bumps
 - Focus on property maintenance
 - Make code enforcement official full-time or add another part-time
 - Quality of life
 - Housing inventory
 - Eliminating blighting influences
 - Sense of safety despite sense of danger of surrounding neighborhoods
 - Knowing who the police are & working cooperatively
 - Walking the neighborhoods, riding bikes around village
 - Defining community-oriented policing in Golf Manor
- Parks
 - How are the parks used and how do people want to use them?
 - Master plan of park – include in Village Center plan
- Regional Image
 - Better communication of amenities – lower tax rate, walkability, own services, sense of community
 - This is where you come to be home
 - Unmarked streets, signage, etc. makes community look run down
 - Diversity – stable diversity, non-discrimination ordinance (28th in state, 1st in county (except Cincinnati))
- Government Services
 - Education and conversion to sustainable and environmentally responsible yard waste collection services
 - Excellent snow clearing, roadkill service pickup
 - Small communities can do things that big communities cannot
 - Nimble, flexible, responsive, looking forward
 - Customer service, quality, accountability, efficiency