

# Village of Golf Manor

## Strategic Plan Development Timeline

Updated 02/27/2024



### APRIL 12, 2021 Golf Manor Strategic Plan Kickoff Meeting

From meeting minutes:

**Development of Strategic Plan:** Greg Dale, Dale, McBride, and Clarion-Partner. The Village has contacted the firm to discuss actions needed to create a strategic plan based on the needs and wants of the Village. Mr. Dale began his discussion with a short presentation outlining the strategic planning process. Mr. Dale stated that a strategic plan's purpose would be to identify the Village's priorities, and establish a clear and efficient process for implementation. Ideally the strategic plan would be aspirational, long-ranged and be annually reviewed. Further Mr. Dale stressed that the final strategic plan will be the result of a series of focus group and one-on-one meetings. Because of this format the final report will be entirely community driven.

### OCTOBER 6, 2021 Strategic Planning Initiation Meeting with Consultant (Special Working Session)

From meeting minutes:

- Mr. Dale initiated a "brainstorming" project for the Councilmembers.
- The Councilmembers were asked to list their top five challenges facing the Village over the next 5-10 years.
- Mr. Dale then organized and condensed the list of approximately 25 challenges.
- Councilmembers were then asked to rank their top five challenges from the condensed list.
- The top challenge identified was "economic development."
- In closing, each Councilmember was asked to identify prominent members of the wider Village community who should be incorporated into the process. The goal is to incorporate a diverse range of opinions and priorities that reflects the residential diversity of the Village.
- An additional special meeting will be arranged at a later date to continue this process.
- See attached agenda.

### OCTOBER 11, 2021 Village Administrator Update to Full Council

From Meeting Minutes:

**Strategic Plan** – Conducted a successful first round of identifying issues that will move the Village forward. Looking to conduct a second session on Thursday, October 21 at 6:30 people to focus on community engagement.

### OCTOBER 25, 2021 Village Administrator Update to Full Council

From Meeting Minutes:

**Strategic Plan** – Conducted a successful first round of identifying issues that will move the Village forward. Looking to conduct a second session on November 15 or 18 to review information gathered in the last session and focus on community engagement.

# Village of Golf Manor Strategic Plan Development Timeline

Updated 02/27/2024



## **NOVEMBER 8, 2021 Village Administrator Update to Executive Committee**

From Meeting Minutes:

The Village has applied and won a grant from Hamilton County for a comprehensive housing study. The study will incorporate a housing inventory as well as zoning and real estate analysis. Village Administration believes this study is a component of the larger Village economic development initiative and has the potential to unlock several external resources for the Village and its residents.

## **NOVEMBER 8, 2021 Village Administrator Update to Full Council**

From Meeting Minutes:

**Strategic Plan** – We are scheduling the second Council working session for Thursday, November 18 to review information gathered in the last session and focus on implantation of community engagement.

Motion to set a Strategic planning work session on 11/18 at 6:30 pm by Mr. Boettcher

Second by Ms. Snyder

All members voted for motion

## **NOVEMBER 9, 2021 Memo Summarization from Consultant on Initiative Prioritization Exercise**

Link to Document: <https://www.golfmanoroh.gov/wp-content/minutes/2022/OLP/Strategic/MDC%20Memo.pdf>

## **NOVEMBER 22, 2021 Village Administrator Update to Full Council**

From Meeting Minutes:

**Strategic Plan** – It was necessary to postpone the second Council working session scheduled for Thursday, November 18. We would like to reschedule for the week of November 29 to review information gathered in the last session and focus on implantation of community engagement.

## **DECEMBER 13, 2021 Village Administrator Update to Full Council**

From Meeting Minutes:

Strategic plan, Housing study and Urban Fast Forward along with business study= are all int the works for 2022.

## **JANUARY 10, 2022 Village Administrator Update to Full Council**

From Meeting Minutes:

**Strategic Plan** – We are again working on scheduling the second Council working session for the strategic plan. Mr. Hirth will be in touch about possible dates later this month.

# Village of Golf Manor

## Strategic Plan Development Timeline

Updated 02/27/2024



### **JANUARY 24, 2022      Village Administrator Update to Full Council**

From Meeting Minutes:

**Strategic Plan** – We are again working on scheduling the second Council working session for the strategic plan. Mr. Hirth will be in touch about possible dates later this month.

### **FEBRUARY 14, 2022      Village Administrator Update to Full Council**

From Meeting Minutes:

Strategic Plan – Council meets in a special working session next Tuesday, February 22, 2022 at 8 PM.

### **FEBRUARY 22, 2022      Special Working Session of Council**

\*MINUTES NOT AVAILABLE ONLINE\*

Proposed Agenda: [https://www.golfmanoroh.gov/wp-content/minutes/2022/Agenda/Council/GM\\_Agenda\\_022222sp\\_council.pdf](https://www.golfmanoroh.gov/wp-content/minutes/2022/Agenda/Council/GM_Agenda_022222sp_council.pdf)

Resource Document #1: <https://www.golfmanoroh.gov/wp-content/minutes/2022/OLP/Strategic/MDC%20Memo.pdf>

Resource Document #2: <https://www.golfmanoroh.gov/wp-content/minutes/2022/OLP/Strategic/Council%20Meeting%20020822.pdf>

### **MARCH 22, 2022      Presentation from Liz Blume in Community Engagement Meeting**

Guest Speaker: Liz Blume, Director, Community Building Institute at Xavier University

From Meeting Minutes:

- Ms. Blume discussed the plan for completing the “Housing Study” that Golf Manor was awarded by Hamilton County. Ms. Blume began by providing an overview of the 2020 census. Ms. Blume stated that the census information has now been publicly shared. This information will form the basis of the housing study.
- The next step in the study would be to conduct interviews and solicit feedback from current and former residents of the Village. The interviews would center upon questions concerning the current housing uses and needs of residents as well as identify gaps in existing housing inventory.
- Ms. Blume stated that it is critical to this project to ensure that her group has access to a broad cross-section of residents of the Village. To accomplish this Ms. Blume requested that Council submit to her names and contact information of residents.
- Ms. Blume’s group will also complete a market analysis of the Village. This will be performed using real estate information and speaking to real estate agent’s who operate in the area.

# Village of Golf Manor

## Strategic Plan Development Timeline

Updated 02/27/2024



### **APRIL 11, 2022      Community Engagement Update in Full Council Meeting**

From Meeting Minutes:

- Ms. Snyder stated that she has submitted a list of contacts for Ms. Blume to reach out to in regards to the Village housing study that her organization is completing on behalf of the Village.
- Ms. Snyder also stated that Ms. Blume will continue to accept additional contacts. If any member of Council knows of anyone that might be interested in speaking to Ms. Blume, or any residents who might be interested, please contact Ms. Snyder.

### **APRIL 25, 2022      Community Engagement Update in Full Council Meeting**

From Meeting Minutes:

- Housing study update. Ms. Blume identified individuals her group would like to speak with. Interviews are being scheduled now.

### **MAY 17, 2022      Economic Development Update in Community Engagement Meeting**

From Meeting Minutes:

- Mr. Hirth reported on commercial property acquisitions that are in process by the Village. Hazard abatement studies are being conducted at both locations.
- Mr. Hirth also provided a report on two condemned buildings on Stover in the southern cul-de-sac.
- Development monies are being pursued through grants available from Hamilton County.
- The Village is working on the draft of the strategic plan.
- The second round of SORTA funding is becoming available for application in June. The Village is working with the road engineer on that process.
- Mr. Hirth provided some context around how Urban Fast Forward can help the Village in identifying our best efforts toward development in the Greater Cincinnati marketplace.

### **MAY 23, 2022      Communication Update in Full Council Meeting**

From Meeting Minutes:

- The Xavier University resident contact study is in-progress.

### **JULY 11, 2022      Village Administrator Update to Full Council**

From Meeting Minutes:

**Strategic Plan** A meeting is scheduled with the Mayor, Greg Dale, and Mr Hirth to propose a format for the strategic plan.

# Village of Golf Manor Strategic Plan Development Timeline

Updated 02/27/2024



## **AUGUST 15, 2022** Village Administrator Update to Full Council

From Meeting Minutes:

- **Strategic Plan** A meeting is scheduled with the Mayor, Greg Dale, and Mr. Hirth to review and propose a format for the strategic plan. The Administration's intent is to have the plan ready for Council's review on September 12.

## **SEPTEMBER 12, 2022** Village Administrator Update to Full Council

From Meeting Minutes:

- **Strategic Plan** A meeting is not yet scheduled with the Mayor, Greg Dale, and Mr. Hirth to review and propose a format for the strategic plan. The Administration's intent is to have the draft ready for Council's review on September 28.

## **SEPTEMBER 28, 2022** Village Administrator Update to Full Council

From Meeting Minutes:

- **Strategic Plan** A meeting is not yet scheduled with the Mayor, Greg Dale, and Mr. Hirth to review and propose a format for the strategic plan.

## **OCTOBER 24, 2022** Strategic Plan Discussion in Full Council Meeting

Guest Speakers: Liz Blume, Community Building Institute at Xavier University  
Greg Dale

From Meeting Minutes:

- Ms. Blume presented Golf Manor-specific housing findings to work on the Strategic Plan.
- Mr. Dale spoke about the strategic plan, and its upcoming presentation format.

## **NOVEMBER 28, 2022** Village Administrator Update to Full Council

From Meeting Minutes:

- **Strategic Plan Follow Up:** Discussion and follow up forthcoming. Momentum already exists with the Park Committee and improvements made in the park over the last year. Comparison to Harrison Township forthcoming.

## **MARCH 21, 2023** Community Engagement Committee Meeting

Guests: Liz Blume, Principal, Community Partners  
Greg Dale, Consultant, McBride Dale Clarion  
April Gallelli, Program Manager, Hamilton County Community Development

# Village of Golf Manor

## Strategic Plan Development Timeline

Updated 02/27/2024



From Meeting Minutes:

- Mr. Dale discussed the history and background of the strategic plan and the importance of the Village moving forward with its recommendations.
- Ms. Gallelli agreed with Mr. Dale's recommendation, and indicated availability of County funds to be used for the plan.
- Mr. Johns mentioned additional grant funds available for studies the Village can perform.
- Ms. Blume agreed with Mr. Dale's recommendation. She is available to work with the Village and the County to take the strategic plan to its next steps.
- Resident, Ms. Mayle asked if there are other projects the community is looking at.
- Mr. Hirth indicated that housing and commercial revitalization have been identified as feasible projects for the Village.
- Mr. Densmore indicated that the Strategic Plan does not focus enough on community development outside of the commercial.
- Mr. Dale recommended the Full Council to adopt the strategic plan.
- Mr. Fischer asked whether the Village should focus on housing or commercial development.
- Mr. Dale indicated the Village should focus on both the housing project and commercial project at the same time.
- Motion to recommend adoption of the strategic plan to Full Council by Ms. Chaney.
  - Second by Ms. Snyder.
  - All voted in favor

### **MARCH 27, 2023      Community Engagement Update in Full Council Meeting**

From Meeting Minutes:

- CE recommends council adopts the strategic plan.
  - Motion to adopt the strategic plan by Ms. Snyder.
  - Second by Mr. Marx.
- Mr. Fischer was not happy with the lack of changes in the strategic plan document.
- Mr. Kneipp would like to understand how the plan should be changed moving forward. Mr. Kneipp would like to see the plan discussed in Executive Committee.
- Ms. Snyder explained Dale et al would like to hear support from council to the plan.
- Mr. Densmore expressed concerns to the plan. The draft has remained unchanged, and Council has not yet done the work. The committee chairs should collaborate and work on the plan before it is passed.
- Mr. Kneipp reiterated that the strategic plan should be discussed in executive with more participation from council members who want to be involved.
- Mr. Van Harn would like to see more communication about the strategic plan progress.
- Mr. Densmore would like to ask for a vote.
  - Motion fails.
- Mr. Densmore would like a deadline for discussion on strategic plan movement. Mr. Densmore recommends the strategic plan be discussed in executive. Mr. Densmore asks Mr. Butler to report back about clear guidelines for the Sunshine Laws.

# Village of Golf Manor

## Strategic Plan Development Timeline

Updated 02/27/2024



### APRIL 11, 2023 Community Engagement Committee Meeting

From Meeting Minutes:

#### Economic Development & the Strategic Plan Draft

- Mr. Fischer requested more details on the strategic plan before moving forward.
- Ms. Chaney explained the details are in the document.
- Mr. Fischer explained he is not comfortable with the level of detail.
- Ms. Snyder reported that the Consultant asked for support before giving more details.
- Mr. Densmore implored council to give more feedback on the strategic plan.
- Ms. Chaney asked for the examples of the strategic plan.
- Motion by Ms. Snyder recommended to full council to schedule a full council meeting April 24 (or a better date), and give feedback by April 21, using other examples as a springboard for discussion.
  - Second by Mr. Bussa.
  - All voted in favor.

### APRIL 17, 2023 Executive Committee Meeting

From Meeting Minutes:

#### Strategic Plan

- Mr. Van Harn asked about the next steps of the strategic plan.
- Mr. Simiele indicated that full council should give their input.
- Mr. Hirth reminded the committee that the strategic plan was funded by the Village, and the housing plan was funded by Hamilton County.

### APRIL 17, 2023 Village Administrator Update to Full Council

From Meeting Minutes:

- **Strategic plan** is Village Funded and important for Council to move forward on this.
- **Housing plan** is county funded. Liz Blume has a presentation of this information. The Administration requests a Special Meeting of Council for Monday, May 1, 2023 at 7 PM as a working session to consider and discuss a County-funded Housing plan presentation by Liz Blume.
  - Motion by Mr. Marx to convene May 1, at 7pm.
  - Second by Mr. Van Harn.
  - All voted in favor.

### MAY 1, 2023 Presentation on Housing in the Village (Special Working Session)

Guests: Liz Blume, Principal, Blume Community Partners

Link to Document: <https://www.golfmanoroh.gov/wp-content/pdf/Golf%20Manor%20Housing%20Action%20Plan.pdf>

Link to Document: <https://www.golfmanoroh.gov/wp-content/pdf/Golf%20Manor%20Housing%20Presentation.pdf>

# Village of Golf Manor

## Strategic Plan Development Timeline

Updated 02/27/2024



### **MAY 8, 2023**      **Executive Committee Meeting Minutes**

From Meeting Minutes:

- Strategic Plan Discussion
  - Categories & priorities
  - Breaking apart areas of focus
  - Prosperity – Sustainability into the Future
- Mr. Hirth emphasized that the Administration would like to have clear bullet points to focus on in the strategic plan. The Mayor requested Council to deliver bullet points.
- Mr. Van Harn referred to the strategic plan from Deer Park for more ideas and overlap.
- Mr. Densmore would like to see a mission statement for the strategic plan.
- Mr. Marx pointed out the difficulty of elected officials discussing the document, since they are subject to rules of public meetings. He recommended forming an independent non-government commission to move forward.
- Mr. Michelson would like to see a separation between the vision statement and actionable steps. In his opinion, the current plan does not make this distinction clear.

### **MAY 8, 2023**      **Full Council Meeting Minutes**

Guests:              Denise Driehaus, Hamilton County Commissioner

From Meeting Minutes:

- Ms. Driehaus spoke about resources for the community. The County is committed to partnering with Golf Manor for Community Development Grants, Community Revitalization Grants, and Small Event Grants.
- Ms. Driehaus spoke about the Paycor Stadium lease with the Bengals, which is up in 2026. The Convention Center District is another area of focus for the county.
- CDF – community development fund towards workforce housing, low-income, and people with disabilities.

### **MAY 22, 2023**      **Full Council Meeting Minutes**

From Meeting Minutes:

#### **Strategic Plan discussion**

- Motion to adopt mission statement and major areas of focus by Mr. Marx
  - Second by Mr. Kneipp
  - Roll call vote:
    - Ms. Chaney: Yes
    - Mr. Fischer: Yes
    - Mr. Kneipp: Yes
    - Mr. Marx: Yes
    - Ms. Snyder: Yes



# Village of Golf Manor

## Strategic Plan Development Timeline

Updated 02/27/2024



### **AUGUST 14, 2023      Executive Committee Meeting Minutes**

From Meeting Minutes:

- Mr. Van Harn would like to move forward with the strategic plan. Mr. Fischer indicated the deadline for submitting 5- or 10-year strategic plan ideas is this Thurs, Aug 17. Anything received will be reviewed item by item at the next council (Mon., Sept 11).

### **AUGUST 14, 2023      Mayor's Report in Full Council Meeting**

From Meeting Minutes:

- Strategic plan: Mr. Densmore recapitulated the history of the development of the Strategic Plan and its 8 areas of focus. If any council members would like to see specific projects implemented, they should be sent to Mr. Fischer by Thurs., Aug 17.
- Mr. Van Harn asked for both Strategic Plan drafts to be resent to Council, including the mission statement and March 23 draft from McBride Dale.

### **SEPTEMBER 11, 2023      Executive Committee Meeting Minutes**

From Meeting Minutes:

- Strategic Plan discussion will move to full council.

### **SEPTEMBER 11, 2023      Executive Committee Report to Full Council**

From Meeting Minutes:

- Discussion about the strategic plan was moved to Full Council.
- Mr. Densmore thanked Mr. Fischer for compiling the strategic plan. The draft version should go to Administration and Chairs.

### **OCTOBER 9, 2023      Full Council Meeting Minutes**

From Meeting Minutes:

#### **Mayor's Report**

- Mr. Densmore introduced an agglomeration of Council Members' contributions to the strategic plan.
- Mr. Densmore asked Council to start thinking about priorities of the strategic plan for implementation.
- Mr. Marx asked for the definition of a resolution and questioned the necessity of passing the strategic plan as such. Mr. Butler answered a Resolution is appropriate and can be amended with future councils.
- Mr. Van Harn asked if this Resolution is adequate for moving forward with Stover Ave. Mr. Hirth responded that the County wants to see movement in a direction that indicates a plan.
- Mr. Hirth explained the plan must be broken down with a time frame.
- Mr. Fischer indicated Police through Friendship should be included. Mr. Densmore asked for a clearer definition of this.
- Mr. Fischer responded that Mr. Marx's safety presentation should also be part of the strategic plan.

# Village of Golf Manor Strategic Plan Development Timeline

Updated 02/27/2024



- Motion by Ms. Snyder to table the discussion of passage of the strategic plan until Council Oct. 23.
  - Motion is rescinded.

## Solicitor Report

RES. 2023 – 26: A resolution to pass the strategic plan drafted by council and affirmed earlier in this meeting.

- RES. 2023-26: Legal council read this resolution in full.
  - Motion by Mr. Fischer to pass the strategic plan.
  - Second by Mr. Van Harn.
  - Roll call:
    - Ms. Chaney: Absent
    - Mr. Fischer: Yes
    - Mr. Kneipp: Yes
    - Mr. Marx: Yes
    - Ms. Snyder: Yes
    - Mr. Van Harn: Yes

Link to Document: <https://www.golfmanoroh.gov/wp-content/minutes/2023/Council/GM%20Strategic%20Plan%20Update%20100923.pdf>