



VISION TO BE THE CITY OF CHOICE IN NORTHEAST OHIO FOR RESIDENTS, BUSINESSES, AND STUDENTS SEEKING ENRICHING COMMUNITY EXPERIENCES THAT WILL LAST A LIFETIME.

MISSION TO CREATE SOCIAL, ECONOMIC, AND LIFESTYLE OPPORTUNITIES IN A SAFE, VIBRANT AND DIVERSE ENVIRONMENT THAT CONNECTS PEOPLE TO THEIR COMMUNITY IN A PERSONAL WAY.

STRATEGIC VALUES	FINANCIAL HEALTH	ECONOMIC GROWTH AND DEVELOPMENT	NATURAL RESOURCES	EXCEPTIONAL QUALITY OF LIFE	SAFE COMMUNITY	STRONG DISTINCT NEIGHBORHOODS	CITY/UNIVERSITY SYNERGY	GOVERNMENT PERFORMANCE
KEY RESULTS	<ol style="list-style-type: none"> BALANCED BUDGET DIVERSIFIED REVENUE BASE GOOD BOND RATING ADEQUATE RESERVE FUNDS 	<ol style="list-style-type: none"> NEW JOB CREATION VIBRANT DOWNTOWN EFFECTIVE NETWORK OF ENTREPRENEURSHIP CONSISTENT PRIVATE REINVESTMENT 	<ol style="list-style-type: none"> PRESERVE NATURAL RESOURCES PROMOTE ECO-FRIENDLY ACTIVITIES GOOD PARK /TRAIL SYSTEM 	<ol style="list-style-type: none"> MODERN URBAN AMENITIES WITH SMALL TOWN CONVENIENCES ENTERTAINMENT, ARTS & CULTURE OPPORTUNITIES SHOPPING/DINING CHOICES 	<ol style="list-style-type: none"> PEOPLE FEEL SAFE HELP ARRIVES FAST FIRST RATE TALENT & TECH 	<ol style="list-style-type: none"> INCREASING RATE OF OWNER OCCUPIED HOUSING PROMOTE PROPERTY MTCE. & REINVESTMENT NEIGHBORHOODS ARE ENGAGED 	<ol style="list-style-type: none"> FREQUENT COLLABORATION JOINT PLANNING LEVERAGE ASSETS & RESOURCES 	<ol style="list-style-type: none"> COST SAVING INNOVATIONS SERVICE IMPROVEMENT INITIATIVES CITIZEN FRIENDLY
KEY MEASURES	<ol style="list-style-type: none"> REVENUES > EXPENSES MAINTAIN 65% INCOME TAX SHARE FROM PRIVATE SECTOR MINIMUM \$7 MILLION RESERVE BALANCE 	<ol style="list-style-type: none"> INCOME TAX GROWTH NUMBER OF NEW BUSINESS STARTS TARGET \$750,000 PRIVATE REINVESTMENT PER YEAR 	<ol style="list-style-type: none"> ENERGY SAVING/YR. % SIDEWALKS REPAIRED / YEAR RIVER CLEAN UP 	<ol style="list-style-type: none"> COMMUTE TIME NO. OF REC PROGRAM PARTICIPANTS NO. OF ARTS & CULTURE EVENTS DOWNTOWN 	<ol style="list-style-type: none"> LOW INCIDENCE OF SERIOUS CRIME FAST RESPONSE TIMES 	<ol style="list-style-type: none"> INCREASING % OF OWNER OCCUPIED NUMBER OF HOUSING CITATIONS ISSUED 	<ol style="list-style-type: none"> NUMBER OF JOINT INITIATIVES PERCENT OF COLLABORATIVE OBJECTIVES MET 	<ol style="list-style-type: none"> CITIZEN SATISFACTION WITH CITY SERVICES SAVINGS/YEAR NEW SERVICE INITIATIVES/YR.

STRATEGIC FOCUS 2017	1. COMMUNITY ENGAGEMENT	2. NEIGHBORHOOD ENRICHMENT	3. ECONOMIC DEVELOPMENT
KEY ACTION STEPS	<ol style="list-style-type: none"> PURSUDE COMPASSIONATE CITY/WELCOMING CITY/AGE FRIENDLY DESIGNATIONS (NEW) PLAN AND LAUNCH "ONE-KENT" INITIATIVE (NEW) EVALUATE AND IDENTIFY OPPORTUNITIES FOR INTER-GENERATIONAL ENGAGEMENT, E.G., SENIOR LIVING, SENIOR CENTERS, (NEW) EXPAND CULTURAL EVENTS, ARTS, AND INTERNATIONAL OFFERINGS (ON-GOING) SUPPORT OPPORTUNITIES TO EXPAND COMMUNITY ENGAGEMENT, COMMUNITY POLICING, COMMUNITY RELATIONS, COMMUNITY PLANNING, COMMUNITY HEALTH, IN SERVICES AND PUBLIC SPACE. (ON-GOING) 	<ol style="list-style-type: none"> INCORPORATE HOUSING STUDY FINDINGS INTO UPDATED ZONING CODE (PHASE 1, NEW) IMPLEMENT RENTAL REGISTRATION PROGRAM (NEW) ADVOCATE "STRATEGIC" HOUSING REDEVELOPMENT OPTIONS (ON-GOING) IMPROVE CONDITION OF NEIGHBORHOOD INFRASTRUCTURE, E.G., STREETS, SIDEWALKS, BIKE TRAIL CONNECTIONS (ON-GOING) ENHANCE NEIGHBORHOOD IDENTITY AND POINTS OF PRIDE (ON-GOING) 	<ol style="list-style-type: none"> SECURE A DEAL ON THE FORMER COURT HOUSE REDEVELOPMENT (ON-GOING) COMPLETE IMPLEMENTATION OF DOWNTOWN PARKING PLAN; MONITOR CAPACITY (ON-GOING) SUPPORT OPPORTUNITIES TO EXPAND REDEVELOPMENT BEYOND DOWNTOWN (ON-GOING) FINISH CLEAN-UP OF AMETEK PROPERTY (ON-GOING) ASSIST IN THE REDEVELOPMENT OF STAR OF THE WEST (ON-GOING) EXPAND "DESTINATION" CULTURAL EVENTS, ARTS, AND INTERNATIONAL OFFERINGS (ON-GOING)



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KEY RESULTS	<ol style="list-style-type: none"> BALANCED BUDGET DIVERSIFIED REVENUE BASE GOOD BOND RATING ADEQUATE RESERVE FUNDS 	<ol style="list-style-type: none"> NEW JOB CREATION VIBRANT DOWNTOWN EFFECTIVE NETWORK OF ENTREPRENEURSHIP CONSISTENT PRIVATE REINVESTMENT 	<ol style="list-style-type: none"> PRESERVE NATURAL RESOURCES PROMOTE ECO-FRIENDLY ACTIVITIES GOOD PARK /TRAIL SYSTEM 	<ol style="list-style-type: none"> MODERN URBAN AMENITIES WITH SMALL TOWN CONVENIENCES ENTERTAINMENT, ARTS & CULTURE OPPORTUNITIES SHOPPING/DINING CHOICES 	<ol style="list-style-type: none"> PEOPLE FEEL SAFE HELP ARRIVES FAST FIRST RATE TALENT & TECH 	<ol style="list-style-type: none"> INCREASING RATE OF OWNER OCCUPIED HOUSING PROMOTE PROPERTY MTCE. & REINVESTMENT NEIGHBORHOODS ARE ENGAGED 	<ol style="list-style-type: none"> FREQUENT COLLABORATION JOINT PLANNING LEVERAGE ASSETS & RESOURCES 	<ol style="list-style-type: none"> COST SAVING INNOVATIONS SERVICE IMPROVEMENT INITIATIVES CITIZEN FRIENDLY
KEY MEASURES	<ol style="list-style-type: none"> REVENUES > EXPENSES MAINTAIN 65% INCOME TAX SHARE FROM PRIVATE SECTOR MINIMUM \$7 MILLION RESERVE BALANCE 	<ol style="list-style-type: none"> INCOME TAX GROWTH NUMBER OF NEW BUSINESS STARTS TARGET \$750,000 PRIVATE REINVESTMENT PER YEAR 	<ol style="list-style-type: none"> ENERGY SAVING/YR. % SIDEWALKS REPAIRED / YEAR RIVER CLEAN UP 	<ol style="list-style-type: none"> COMMUTE TIME NO. OF REC PROGRAM PARTICIPANTS NO. OF ARTS & CULTURE EVENTS DOWNTOWN 	<ol style="list-style-type: none"> LOW INCIDENCE OF SERIOUS CRIME FAST RESPONSE TIMES 	<ol style="list-style-type: none"> INCREASING % OF OWNER OCCUPIED NUMBER OF HOUSING CITATIONS ISSUED 	<ol style="list-style-type: none"> NUMBER OF JOINT INITIATIVES PERCENT OF COLLABORATIVE OBJECTIVES MET 	<ol style="list-style-type: none"> CITIZEN SATISFACTION WITH CITY SERVICES SAVINGS/YEAR NEW SERVICE INITIATIVES/YR.

STRATEGIC FOCUS 2016	1. FISCAL HEALTH	2. ECONOMIC DEVELOPMENT	3. NEIGHBORHOOD ENRICHMENT
KEY ACTION STEPS	<ol style="list-style-type: none"> DEVELOP NEW STORMWATER UTILITY BILLING FRAMEWORK DEVELOP FUNDING STRATEGY FOR NEW CITY ADMINISTRATIVE BUILDING STAY ON BUDGET FOR NEW CITY POLICE STATION PROJECT IMPROVE EFFICIENCY AND PRODUCTIVITY TO DRIVE OPERATIONAL SAVINGS EVALUATE AND SUPPORT INCREMENTAL ("PILOT") PROJECTS TO ENHANCE OR EXPAND CITY SERVICES SUSTAIN RESERVE FUND BALANCES 	<ol style="list-style-type: none"> RE-EVALUATE FUTURE COURT HOUSE REDEVELOPMENT BEGIN CONSTRUCTION OF BUILDING D COMPLETE IMPLEMENTATION OF DOWNTOWN PARKING PLAN; MONITOR PERFORMANCE SUPPORT OPPORTUNITIES TO EXPAND REDEVELOPMENT AT THE EDGES OF DOWNTOWN INITIATE DEMOLITION AND CLEAN-UP OF AMETEK PROPERTY IDENTIFY PROSPECTIVE REDEVELOPMENT FOR STAR OF THE WEST AND GOUGLER PROPERTIES EXPAND CULTURAL EVENTS, ARTS, LOCAL FOOD AND INTERNATIONAL OFFERINGS. 	<ol style="list-style-type: none"> PERFORM HOUSING MARKET STUDY; IDENTIFY AND DEFINE KENT HOUSING NEEDS; INCLUDING HISTORIC HOMES INVENTORY DEVELOP AND IMPLEMENT RENTAL REGISTRATION PROGRAM DEVELOP AND IMPLEMENT NEW SOLID WASTE TICKETING PROGRAM CONTINUE NEIGHBORHOOD STABILIZATION THRU STRATEGIC DEMO OR RESTORATION OF BLIGHTED PROPERTIES WHERE AFFORDABLE. IMPROVE CONDITION OF NEIGHBORHOOD INFRASTRUCTURE, E.G., STREETS, SIDEWALKS, BIKE TRAIL CONNECTIONS



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KEY RESULTS	<ol style="list-style-type: none"> BALANCED BUDGET DIVERSIFIED REVENUE BASE GOOD BOND RATING ADEQUATE RESERVE FUNDS 	<ol style="list-style-type: none"> NEW JOB CREATION VIBRANT DOWNTOWN EFFECTIVE NETWORK OF ENTREPRENEURSHIP CONSISTENT PRIVATE REINVESTMENT 	<ol style="list-style-type: none"> PRESERVE NATURAL RESOURCES PROMOTE ECO-FRIENDLY ACTIVITIES GOOD PARK /TRAIL SYSTEM 	<ol style="list-style-type: none"> MODERN URBAN AMENITIES WITH SMALL TOWN CONVENIENCES ENTERTAINMENT, ARTS & CULTURE OPPORTUNITIES SHOPPING/DINING CHOICES 	<ol style="list-style-type: none"> PEOPLE FEEL SAFE HELP ARRIVES FAST FIRST RATE TALENT & TECH 	<ol style="list-style-type: none"> INCREASING RATE OF OWNER OCCUPIED HOUSING PROMOTE PROPERTY MTCE. & REINVESTMENT NEIGHBORHOODS ARE ENGAGED 	<ol style="list-style-type: none"> FREQUENT COLLABORATION JOINT PLANNING LEVERAGE ASSETS & RESOURCES 	<ol style="list-style-type: none"> COST SAVING INNOVATIONS SERVICE IMPROVEMENT INITIATIVES CITIZEN FRIENDLY
KEY MEASURES	<ol style="list-style-type: none"> REVENUES > EXPENSES MAINTAIN 65% INCOME TAX SHARE FROM PRIVATE SECTOR MINIMUM \$7 MILLION RESERVE BALANCE 	<ol style="list-style-type: none"> INCOME TAX GROWTH NUMBER OF NEW BUSINESS STARTS TARGET \$750,000 PRIVATE REINVESTMENT PER YEAR 	<ol style="list-style-type: none"> ENERGY SAVING/YR. % SIDEWALKS REPAIRED / YEAR RIVER CLEAN UP 	<ol style="list-style-type: none"> COMMUTE TIME NO. OF REC PROGRAM PARTICIPANTS NO. OF ARTS & CULTURE EVENTS DOWNTOWN 	<ol style="list-style-type: none"> LOW INCIDENCE OF SERIOUS CRIME FAST RESPONSE TIMES 	<ol style="list-style-type: none"> INCREASING % OF OWNER OCCUPIED NUMBER OF HOUSING CITATIONS ISSUED 	<ol style="list-style-type: none"> NUMBER OF JOINT INITIATIVES PERCENT OF COLLABORATIVE OBJECTIVES MET 	<ol style="list-style-type: none"> CITIZEN SATISFACTION WITH CITY SERVICES SAVINGS/YEAR NEW SERVICE INITIATIVES/YR.

STRATEGIC FOCUS 2015	1. FISCAL HEALTH	2. NEIGHBORHOOD ENRICHMENT	3. ECONOMIC DEVELOPMENT
KEY ACTION STEPS	<ol style="list-style-type: none"> MANAGE UTILITY RATE STABILIZATION PLAN; ADDRESS STORMWATER FUND UNCERTAINTY STAY ON BUDGET FOR NEW CITY POLICE STATION PROJECT PARTICIPATE IN REGIONAL COLLABORATIONS TO SAVE FUNDS. IMPROVE EFFICIENCY AND PRODUCTIVITY TO DRIVE OPERATIONAL SAVINGS SUPPORT INCREMENTAL ("PILOT") PROJECTS TO "UNFREEZE", ENHANCE OR EXPAND CITY SERVICES BUILD TOWARDS THE RESTORATION OF RESERVE FUNDS 	<ol style="list-style-type: none"> PERFORM HOUSING MARKET STUDY; IDENTIFY AND DEFINE KENT HOUSING NEEDS; INCLUDING HISTORIC HOMES INVENTORY DEVELOP AND IMPLEMENT RENTAL REGISTRATION PROGRAM DEVELOP AND IMPLEMENT NEW SOLID WASTE TICKETING PROGRAM CONTINUE NEIGHBORHOOD STABILIZATION THRU STRATEGIC DEMO OR RESTORATION OF BLIGHTED PROPERTIES WHERE AFFORDABLE. IMPROVE CONDITION OF NEIGHBORHOOD INFRASTRUCTURE, E.G., STREETS, SIDEWALKS, BIKE TRAIL CONNECTIONS 	<ol style="list-style-type: none"> SECURE DEVELOPER FOR COURT HOUSE REDEVELOPMENT BEGIN CONSTRUCTION OF BUILDING D COMPLETE IMPLEMENTATION OF DOWNTOWN PARKING PLAN; MONITOR PERFORMANCE SUPPORT OPPORTUNITIES TO EXPAND REDEVELOPMENT AT THE EDGES OF DOWNTOWN INITIATE DEMOLITION AND CLEAN-UP OF AMETEK PROPERTY IDENTIFY PROSPECTIVE REDEVELOPMENT FOR STAR OF THE WEST AND GOUGLER PROPERTIES EXPAND CULTURAL EVENTS, ARTS, LOCAL FOOD AND INTERNATIONAL OFFERINGS.



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KEY RESULTS	<ul style="list-style-type: none"> 1. BALANCED BUDGET 2. DIVERSIFIED REVENUE BASE 6. GOOD BOND RATING 4. ADEQUATE RESERVE FUNDS 	<ul style="list-style-type: none"> 1. NEW JOB CREATION 2. VIBRANT DOWNTOWN 3. EFFECTIVE NETWORK OF ENTREPRENEURSHIP 4. CONSISTENT PRIVATE REINVESTMENT 	<ul style="list-style-type: none"> 1. PRESERVE NATURAL RESOURCES 2. PROMOTE ECO-FRIENDLY ACTIVITIES 3. GOOD PARK /TRAIL SYSTEM 	<ul style="list-style-type: none"> 1. MODERN URBAN AMENITIES WITH SMALL TOWN CONVENIENCES 2. ENTERTAINMENT, ARTS & CULTURE OPPORTUNITIES 3. SHOPPING/DINING CHOICES 	<ul style="list-style-type: none"> 1. PEOPLE FEEL SAFE 2. HELP ARRIVES FAST 3. FIRST RATE TALENT & TECH 	<ul style="list-style-type: none"> 1. INCREASING RATE OF OWNER OCCUPIED HOUSING 2. PROMOTE PROPERTY MTCE. & REINVESTMENT 3. NEIGHBORHOODS ARE ENGAGED 	<ul style="list-style-type: none"> 1. FREQUENT COLLABORATION 2. JOINT PLANNING 3. LEVERAGE ASSETS & RESOURCES 	<ul style="list-style-type: none"> 1. COST SAVING INNOVATIONS 2. SERVICE IMPROVEMENT INITIATIVES 3. CITIZEN FRIENDLY
KEY MEASURES	<ul style="list-style-type: none"> 1. REVENUES > EXPENSES 2. MAINTAIN 65% INCOME TAX SHARE FROM PRIVATE SECTOR 3. MINIMUM \$7 MILLION RESERVE BALANCE 	<ul style="list-style-type: none"> 1. INCOME TAX GROWTH 2. NUMBER OF NEW BUSINESS STARTS 3. TARGET \$750,000 PRIVATE REINVESTMENT PER YEAR 	<ul style="list-style-type: none"> 1. ENERGY SAVING/YR. 2. % SIDEWALKS REPAIRED / YEAR 3. RIVER CLEAN UP 	<ul style="list-style-type: none"> 1. COMMUTE TIME 2. NO. OF REC PROGRAM PARTICIPANTS 3. NO. OF ARTS & CULTURE EVENTS DOWNTOWN 	<ul style="list-style-type: none"> 1. LOW INCIDENCE OF SERIOUS CRIME 2. FAST RESPONSE TIMES 	<ul style="list-style-type: none"> 1. INCREASING % OF OWNER OCCUPIED 2. NUMBER OF HOUSING CITATIONS ISSUED 	<ul style="list-style-type: none"> 1. NUMBER OF JOINT INITIATIVES 2. PERCENT OF COLLABORATIVE OBJECTIVES MET 	<ul style="list-style-type: none"> 1. CITIZEN SATISFACTION WITH CITY SERVICES 2. SAVINGS/YEAR 3. NEW SERVICE INITIATIVES/YR.

STRATEGIC FOCUS 2014	1. DOWNTOWN REVITALIZATION	2. NEIGHBORHOOD ENRICHMENT	3. FISCAL HEALTH
KEY ACTION STEPS	<ul style="list-style-type: none"> 1. OPEN ESPLANADE, KSU HOTEL, PARTA DECK OPEN ACORN CORNER (FRANKLIN HOTEL) 2. BEGIN CONSTRUCTION OF BUILDING C, PLANS FOR FINAL BUILDING D 3. IMPLEMENT NEW DOWNTOWN PARKING PLAN AND WAY-FINDING PROGRAM 4. DEVELOP REDEVELOPMENT PLAN FOR OLD COURT 5. SECURE FUNDING FOR PHASE I GREAT ATLANTIC DISCOVERY PARK; PERFORM RB&W CLEAN UP 6. SECURE NEW CORPORATE, RETAIL TENANTS FOR 2ND FLOOR BUILDING A, PARTA, ACORN II 7. EXPAND CULTURAL EVENTS, ARTS, LOCAL FOOD AND INTERNATIONAL OFFERINGS. 	<ul style="list-style-type: none"> 1. PERFORM HOUSING MARKET STUDY; IDENTIFY AND DEFINE KENT HOUSING NEEDS 2. DEVELOP AND IMPLEMENT NEIGHBORHOOD GRANT PROGRAM 3. DEVELOP RENTAL LICENSING AND INSPECTION PROGRAM 4. CONTINUE NEIGHBORHOOD STABILIZATION THRU STRATEGIC DEMO OR RESTORATION OF BLIGHTED PROPERTIES WHERE AFFORDABLE. 5. IMPROVE CONDITION OF NEIGHBORHOOD INFRASTRUCTURE, E.G., STREETS, SIDEWALKS, BIKE TRAIL CONNECTIONS 	<ul style="list-style-type: none"> 1. MANAGE UTILITY RATE STABILIZATION PLAN 2. FINALIZE A FUNDING STRATEGY FOR A NEW CITY POLICE STATION. 3. PARTICIPATE IN REGIONAL COLLABORATIONS TO SAVE FUNDS. 4. IMPROVE EFFICIENCY AND PRODUCTIVITY TO DRIVE OPERATIONAL SAVINGS 5. DEVELOP FINANCIAL SCENARIO POLICIES AND CONTINGENCY ACTION PLANS. 6. SECURE A FAVORABLE BOND RATING.



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KEY RESULTS	<ol style="list-style-type: none"> 1. BALANCED BUDGET 2. DIVERSIFIED REVENUE BASE 7. GOOD BOND RATING 4. ADEQUATE RESERVE FUNDS 	<ol style="list-style-type: none"> 1. NEW JOB CREATION 2. VIBRANT DOWNTOWN 3. EFFECTIVE NETWORK OF ENTREPRENEURSHIP 4. CONSISTENT PRIVATE REINVESTMENT 	<ol style="list-style-type: none"> 1. PRESERVE NATURAL RESOURCES 2. PROMOTE ECO-FRIENDLY ACTIVITIES 3. GOOD PARK /TRAIL SYSTEM 	<ol style="list-style-type: none"> 1. MODERN URBAN AMENITIES WITH SMALL TOWN CONVENIENCES 2. ENTERTAINMENT, ARTS & CULTURE OPPORTUNITIES 3. SHOPPING/DINING CHOICES 	<ol style="list-style-type: none"> 1. PEOPLE FEEL SAFE 2. HELP ARRIVES FAST 3. FIRST RATE TALENT & TECH 	<ol style="list-style-type: none"> 1. INCREASING RATE OF OWNER OCCUPIED HOUSING 2. PROMOTE PROPERTY MTCE. & REINVESTMENT 3. NEIGHBORHOODS ARE ENGAGED 	<ol style="list-style-type: none"> 1. FREQUENT COLLABORATION 2. JOINT PLANNING 3. LEVERAGE ASSETS & RESOURCES 	<ol style="list-style-type: none"> 1. COST SAVING INNOVATIONS 2. SERVICE IMPROVEMENT INITIATIVES 3. CITIZEN FRIENDLY
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STRATEGIC FOCUS 2013	1. DOWNTOWN REVITALIZATION	2. NEIGHBORHOOD ENRICHMENT	3. FISCAL HEALTH
KEY ACTION STEPS	<ol style="list-style-type: none"> 1. OPEN ESPLANADE, KSU HOTEL, PARTA DECK OPEN ACORN CORNER (FRANKLIN HOTEL) 2. BEGIN CONSTRUCTION OF BUILDING C, PLANS FOR FINAL BUILDING D 3. IMPLEMENT NEW DOWNTOWN PARKING PLAN AND WAY-FINDING PROGRAM 4. DEVELOP REDEVELOPMENT PLAN FOR OLD COURT 5. SECURE FUNDING FOR PHASE I GREAT ATLANTIC DISCOVERY PARK; PERFORM RB&W CLEAN UP 6. SECURE NEW CORPORATE, RETAIL TENANTS FOR 2ND FLOOR BUILDING A, PARTA, ACORN II 7. EXPAND CULTURAL EVENTS, ARTS, LOCAL FOOD AND INTERNATIONAL OFFERINGS. 	<ol style="list-style-type: none"> 1. PERFORM HOUSING MARKET STUDY; IDENTIFY AND DEFINE KENT HOUSING NEEDS 2. DEVELOP AND IMPLEMENT NEIGHBORHOOD GRANT PROGRAM 3. DEVELOP RENTAL LICENSING AND INSPECTION PROGRAM 4. CONTINUE NEIGHBORHOOD STABILIZATION THRU STRATEGIC DEMO OR RESTORATION OF BLIGHTED PROPERTIES WHERE AFFORDABLE. 5. IMPROVE CONDITION OF NEIGHBORHOOD INFRASTRUCTURE, E.G., STREETS, SIDEWALKS, BIKE TRAIL CONNECTIONS 	<ol style="list-style-type: none"> 1. MANAGE UTILITY RATE STABILIZATION PLAN 2. FINALIZE A FUNDING STRATEGY FOR A NEW CITY POLICE STATION. 3. PARTICIPATE IN REGIONAL COLLABORATIONS TO SAVE FUNDS. 4. IMPROVE EFFICIENCY AND PRODUCTIVITY TO DRIVE OPERATIONAL SAVINGS 5. DEVELOP FINANCIAL SCENARIO POLICIES AND CONTINGENCY ACTION PLANS. 6. SECURE A FAVORABLE BOND RATING.



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STRATEGIC VALUES	FINANCIAL HEALTH	ECONOMIC GROWTH AND DEVELOPMENT	NATURAL RESOURCES	EXCEPTIONAL QUALITY OF LIFE	SAFE COMMUNITY	STRONG DISTINCT NEIGHBORHOODS	CITY/UNIVERSITY SYNERGY	GOVERNMENT PERFORMANCE
KEY RESULTS	<ol style="list-style-type: none"> BALANCED BUDGET DIVERSIFIED REVENUE BASE GOOD BOND RATING ADEQUATE RESERVE FUNDS 	<ol style="list-style-type: none"> NEW JOB CREATION VIBRANT DOWNTOWN EFFECTIVE NETWORK OF ENTREPRENEURSHIP CONSISTENT PRIVATE REINVESTMENT 	<ol style="list-style-type: none"> PRESERVE NATURAL RESOURCES PROMOTE ECO-FRIENDLY ACTIVITIES GOOD PARK /TRAIL SYSTEM 	<ol style="list-style-type: none"> MODERN URBAN AMENITIES WITH SMALL TOWN CONVENIENCES ENTERTAINMENT, ARTS & CULTURE OPPORTUNITIES SHOPPING/DINING CHOICES 	<ol style="list-style-type: none"> PEOPLE FEEL SAFE HELP ARRIVES FAST FIRST RATE TALENT & TECH 	<ol style="list-style-type: none"> INCREASING RATE OF OWNER OCCUPIED HOUSING PROMOTE PROPERTY MTCE. & REINVESTMENT NEIGHBORHOODS ARE ENGAGED 	<ol style="list-style-type: none"> FREQUENT COLLABORATION JOINT PLANNING LEVERAGE ASSETS & RESOURCES 	<ol style="list-style-type: none"> COST SAVING INNOVATIONS SERVICE IMPROVEMENT INITIATIVES CITIZEN FRIENDLY
KEY MEASURES	<ol style="list-style-type: none"> REVENUES > EXPENSES MAINTAIN 65% INCOME TAX SHARE FROM PRIVATE SECTOR MINIMUM \$7 MILLION RESERVE BALANCE 	<ol style="list-style-type: none"> INCOME TAX GROWTH NUMBER OF NEW BUSINESS STARTS TARGET \$750,000 PRIVATE REINVESTMENT PER YEAR 	<ol style="list-style-type: none"> ENERGY SAVING/YR. % SIDEWALKS REPAIRED / YEAR RIVER CLEAN UP 	<ol style="list-style-type: none"> COMMUTE TIME NO. OF REC PROGRAM PARTICIPANTS NO. OF ARTS & CULTURE EVENTS DOWNTOWN 	<ol style="list-style-type: none"> LOW INCIDENCE OF CRIME FAST RESPONSE TIMES 	<ol style="list-style-type: none"> INCREASING % OF OWNER OCCUPIED NUMBER OF HOUSING CITATIONS ISSUED 	<ol style="list-style-type: none"> NUMBER OF JOINT INITIATIVES PERCENT OF COLLABORATIVE OBJECTIVES MET 	<ol style="list-style-type: none"> CITIZEN SATISFACTION WITH CITY SERVICES SAVINGS/YEAR NEW SERVICE INITIATIVES/YR.

STRATEGIC FOCUS 2012	1. DOWNTOWN REVITALIZATION	2. FISCAL HEALTH	3. NEIGHBORHOOD ENRICHMENT
KEY ACTION STEPS	<ol style="list-style-type: none"> CONSTRUCTION OF ESPLANADE CONSTRUCTION OF SURFACE PARKING LOT FINISH ALLEY 4 UPGRADES IMPLEMENT NEW DOWNTOWN PARKING PROGRAM SECURE FUNDING FOR PHASE I GREAT ATLANTIC DISCOVERY PARK BECOME A CERTIFIED LOCAL GOVERNMENT EXPAND CULTURAL EVENTS, ARTS, LOCAL FOOD AND INTERNATIONAL OFFERINGS. 	<ol style="list-style-type: none"> UPDATE UTILITY RATE STABILIZATION PLAN FINALIZE A FUNDING STRATEGY FOR A NEW CITY POLICE STATION. PARTICIPATE IN REGIONAL COLLABORATIONS TO SAVE FUNDS. IMPROVE EFFICIENCY AND PRODUCTIVITY TO DRIVE OPERATIONAL SAVINGS DEVELOP FINANCIAL SCENARIO POLICIES AND CONTINGENCY ACTION PLANS. PURCHASE AND DEPLOY NEW FINANCIAL COMPUTER SYSTEMS TECHNOLOGY. 	<ol style="list-style-type: none"> DEVELOP AND IMPLEMENT NEIGHBORHOOD GRANT PROGRAM DEPLOY CIVIL FINES FOR NEIGHBORHOOD CODE VIOLATIONS TAKE LEGAL ACTION AND/OR DEMO "WORST CASE" VACANT & BLIGHTED PROPERTIES WHERE AFFORDABLE. EXPAND COMMUNITY POLICING IN CITY NEIGHBORHOODS. PERFORM HOUSING MARKET STUDY AND DEVELOP HOUSING MASTER PLAN.