



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 2013	1. DOWNTOWN REVITALIZATION	2. NEIGHBORHOOD ENRICHMENT	3. FISCAL HEALTH
KEY ACTION STEPS	<ol style="list-style-type: none"> OPEN ESPLANADE, KSU HOTEL, PARTA DECK OPEN ACORN CORNER (FRANKLIN HOTEL) BEGIN CONSTRUCTION OF BUILDING C, PLANS FOR FINAL BUILDING D IMPLEMENT NEW DOWNTOWN PARKING PLAN AND WAY-FINDING PROGRAM DEVELOP REDEVELOPMENT PLAN FOR OLD COURT SECURE FUNDING FOR PHASE I GREAT ATLANTIC DISCOVERY PARK; PERFORM RB&W CLEAN UP SECURE NEW CORPORATE, RETAIL TENANTS FOR 2ND FLOOR BUILDING A, PARTA, ACORN II 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 DEVELOP AND IMPLEMENT NEIGHBORHOOD GRANT PROGRAM DEVELOP RENTAL LICENSING AND INSPECTION 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"> MANAGE 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. SECURE A FAVORABLE BOND RATING.