



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

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