



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 2016 | 1. FISCAL HEALTH | 2. ECONOMIC DEVELOPMENT | 3. NEIGHBORHOOD ENRICHMENT |
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| 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 |