

# Community Strategy Framework

*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 "Make or Break" Decisions

- Financial and Economic Health** 1. How do we afford the economic, quality of life, neighborhood and infrastructure investments that are needed to fulfill the city's goals?  
**Environment** 2. How can we leverage our natural assets into quality of life and economic advantages?  
**Planning** 3. How do we renew and re-energize Kent while honoring our values and heritage?  
**Community Government** 4. How do we make this a great place to live and go to school?  
 5. How can we engage the community we serve?

STRATEGIC OVERVIEW		<u>Strategic Values</u>	<u>Make or Break Decisions</u> <small>(from Council Session on 7/9/08)</small>	<u>Strategic Objectives</u>	<u>Council Priorities 2008-09</u> <small>(established at Council Planning Sessions of 4/28/08 and 7/9/08)</small>	<u>Major Strategic Activities 2008</u>	<u>Short Term Strategic Measures</u>
City of Kent, Ohio	External	<p><b>Sustainability Theme</b></p> <p><b>Financial Health and Economic Development</b> "to be a prosperous and liveable city for all citizens."</p> <p><b>Natural Resources</b> "to protect and promote the City's natural resources."</p> <p><b>Quality of Life</b> "enhance lifestyle choices through the physical and social environment"</p> <p><b>Community Safety</b> "to be an exceptionally safe City."</p> <p><b>Communities Within a City</b> "strengthen the quality and enhance the value of neighborhoods."</p> <p><b>City / University Synergy</b> "to expand collaborative opportunities that enrich the community experience"</p>	<p><b>Economy</b></p> <p>How do we stay focused on future? How can we be a catalyst for Main Street &amp; downtown development? How do we attract and grow new quality high wage jobs? How do help train the workforce? How do we afford to do what we want to do for the community?</p>	<p>Viable Downtown Office, Retail and Industrial Nodes Historic Preservation Tech Research and Manufacturing Existing Business Support / Growth Econ Dev Improves Quality of Life Judicious Tax Abatement Fair Standard of Living Collaborative Partnerships Leverage KSU</p>	<p>Downtown Development</p> <p>Business Retention and Growth - JEDD Business Growth - Kent State University Spin Off - West Main Street</p> <p>Small/Home Business Friendly</p>	<p>Fairmount Project, Downtown Parking Study Greater Downtown Reinvestment Plan City/Main Street Downtown Design Guidelines B-Tech, Centennial Research Park 2 Economic Development Strategy Update Fill Retail, Restaurant Gaps, Whitewater Park CRA, TIF Policy Guidelines</p> <p>JEDD Business Growth Kent Growth Collaborative</p>	<p>General Fund Revenues &gt; General Fund Expenses Income Tax Target: 70% Business Base, 30% KSU Maintain AA3 Bond Rating Maintain \$7 Million Fund Balance</p> <p>2% Job Growth / Year Downtown Business Vacancy Rate Number of New Business Starts \$1 Million Business Reinvestment / Year</p>
		<p><b>Environment</b></p> <p>Reduce, Reuse, Recycle Purchase Recycled Content Products Quality of Cuyahoga River Protect Drinking Water Sources Alternative Modes of Transportation Energy Conservation Natural Resources and Parks</p>	<p>Promote Energy Efficiency Better Alternative Transportation (bike, ped, bu)</p>	<p>Update Storm Water Ordinances Update Sanitary Sewer Ordinances Bike Trail Master Plan, Multi-Modal Study Energy Consultant Building Assessment Portage Hike and Bike Trail Extensions</p>	<p>Energy Savings / Year Transit Ridership % Acres of Park / Total City Acres River Quality Indicators</p>		
		<p><b>Planning Activities and Resources</b></p> <p>How can we support public safety operations and facility needs?</p>	<p>Control Sprawl Promote Redevelopment Mix of Quality, Affordable Housing Protect Critical Natural Resources</p>	<p>Improved Transportation Network Downtown Development Home Occupation Support</p>	<p>Unified Development Code Greater Downtown Reinvestment Plan Green Building Guidelines</p>	<p>Commute Time Number of Recreation Programs Number of Arts &amp; Cultural Events</p> <p>% of Owner Occupied Homes Number of Housing Citations Number of Neighborhood Meetings</p>	
		<p><b>Society, Culture and Community</b></p> <p>How can we improve housing stock? How can promote home ownership? How do we engage neighborhood leaders? How can we collaborate more with Kent State students and admin? How can we be more regional?</p>	<p>Awareness, Compliance, Participation Neighborhoods / Community Relations Reduce Discrimination Enhance Physical Safety Community Based Lifelong Learning Human Services and Self Sufficiency</p>	<p>Safety Forces and New Building Mixed Socio-Economic Neighborhoods Incentives to Live in Distressed Neighborhoods Regionalism Downtown Development University Based Job Growth &amp; Retention</p>	<p>Neighborhood Enrichment Continued Formation of Neighborhood Councils Explore Cultural Commission Exterior Maintenance Code, 100 Hours of Power Community Electronic Bulletin Board KSU Center For Service Learning</p>	<p>Low Incidents of Crime High Crime Clearance Rate Fast Response Time</p>	
		<p><b>Internal</b></p> <p>Customer Friendly Culture and Employees Metrics and Results Service Capabilities Planning and Strategy Performance Capacity Council Support Organizational Connectivity Communications</p>	<p>How do we engage community? What process can we use to report progress on goals? How do we improve public services? How can we use more positive communication with citizens? How can we celebrate our success?</p>	<p>Convenience, Responsiveness Human resource focus, Mission driven Results focus, Productivity, Data driven Customer focus, Service effectiveness Strategic focus, Market driven Process focus, Improvement driven Council focus, Leadership execution Community/University Collaboration Leadership Direction, Issues framing</p>	<p>Infrastructure Service Improvements Positive Communication Neighborhood Meetings / Civic Engagement Energy Conservation (model) Metrics, Accountability and Action Immediacy and Urgency</p>	<p>Expanded Web Site Employee Survey Ohio Excellence Project Annual Report Strategic Plan Update IT Strategy Development City Scorecard KSU Center for Service Learning Council Activity Report</p>	<p>Number of Joint Initiatives % of Collaborative Objectives Met</p> <p>Citizen Satisfaction Survey Savings / Year New Service Initiatives / Year</p>
		ORGANIZATIONAL PERFORMANCE FRAMEWORK					