



**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"> <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>
KEY MEASURES	<ol style="list-style-type: none"> <li>REVENUES &gt; EXPENSES</li> <li>70% PRIVATE TAX SHARE</li> <li>MAINTAIN AA3 BOND RATING</li> <li>MINIMUM \$7 MILLION RESERVE BALANCE</li> </ol>	<ol style="list-style-type: none"> <li>2% JOB GROWTH/YR.</li> <li>DOWNTOWN BUSINESS VACANCY RATE</li> <li>NUMBER OF NEW BUSINESS STARTS</li> <li>\$1 MILLION PRIVATE REINVESTMENT/YEAR</li> </ol>	<ol style="list-style-type: none"> <li>ENERGY SAVING/YR.</li> <li>TRANSIT RIDERSHIP</li> <li>% ACRES OF PARK LAND/TREE COVER</li> <li>RIVER QUALITY</li> </ol>	<ol style="list-style-type: none"> <li>COMMUTE TIME</li> <li>NO. OF REC PROGRAMS</li> <li>NO. OF ARTS &amp; CULTURE EVENTS</li> <li>NUMBER OF ARTS &amp; CULTURE EVENTS</li> </ol>	<ol style="list-style-type: none"> <li>LOW INCIDENTS OF CRIME</li> <li>HIGH CRIME CLEARANCE RATE</li> <li>FAST RESPONSE TIMES</li> </ol>	<ol style="list-style-type: none"> <li>% OF OWNER OCCUPIED</li> <li>NUMBER OF HOUSING CITATIONS</li> <li>NUMBER OF NEIGHBORHOOD COUNCIL MEETINGS</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 SURVEY</li> <li>SAVINGS/YEAR</li> <li>NEW SERVICE INITIATIVES/YR.</li> </ol>

STRATEGIC OBJECTIVES	FOR KENT TO ....	TO MAKE KENT....	TO LEVERAGE KENT'S...
KEY ACTION STEPS	<ol style="list-style-type: none"> <li></li> <li></li> <li></li> </ol>	<ol style="list-style-type: none"> <li></li> <li></li> <li></li> </ol>	<ol style="list-style-type: none"> <li></li> <li></li> <li></li> </ol>
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