



The eclectic mix of music, arts, natural beauty, historic downtown, Kent State University, and an international business presence is Kent's community signature.

Community building never stops and it continues through visioning and strategic planning that takes today's dreams and transforms them into the community projects of tomorrow.

**Our Mission:** *In partnership with the community, the City provides public services that strive to make Kent the city of choice in northeast Ohio for residents, businesses and students seeking to connect to their community in a personally meaningful and enriching way.*

**City Service Values:** *Quality* matters in everything we do. *Professional* and courteous service. *Productive* use of resources. *Ethical*, honest and fair. *Innovative* and creative solutions.

### Mayor and Members of City Council

Jerry Fiala, Mayor (330) 678-8638

Ward 1 Garret Ferrara (330) 678-0069

Ward 2 Jack Amrhein (330) 678-9749

Ward 3 Wayne A. Wilson (330) 673-0769

Ward 4 John M. Kuhar (330) 678-5897

Ward 5 Heidi L. Shaffer (330) 677-8169

Ward 6 Tracy Wallach (330)678-0540

### Council At Large

Michael DeLeone (330) 678-0032

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Robin G. Turner (330) 673-2912

City of Kent  
215 East Summit Street  
Kent, Ohio 44240

A web site has been created to make sure everyone has access to information on the City's Strategic Plans.

[www.KENT360.com](http://www.KENT360.com)

PHONE: 330 676-7500  
FAX: 330 678-8033  
[www.kentohio.org](http://www.kentohio.org)

click on the "City Strategic Plan" in upper right corner.

# NEW 2009 City Strategy Update



Great Quality of Life,  
Job Growth,  
Recreational Sports,  
Cultural Programs, and  
Community Pride ...  
...don't just happen.

They are the product of  
good planning, meaningful  
citizen input and hard work.

That's what strategic  
planning is all about.

January 2010

the **kent** community  
uncommonly good together



## Strategy Matters



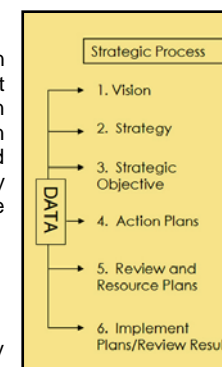
The measure of success is not in the complexity of the plan but in its fit and ability to be put to work. This isn't planning for planning sake; it's **planning with the purpose** of getting something done. Getting things done depends upon rallying local resources and community leadership for the common purpose of the future of our home town. A good strategic plan does that.

Strategic planning starts with our mission, vision and values. From there, as a community we set goals and identify strategies that we think can achieve those goals. The City staff then develops action plans (who will do what and when) to implement those strategies, and lastly the City Council funds those action plans (people and dollars) through the annual budget process.

## Strategy Priorities

As a result of hundreds of hours of community meetings, Council meetings and survey data, the community has set the following broad strategic priorities for Kent:

- **Financial Health and Economic Development**  
"to be a prosperous and livable city for all citizens"
- **Natural Resources**  
"to protect and promote the City's natural resources"
- **Quality of Life**  
"to enhance lifestyle choices through physical and social environment"
- **Community Safety**  
"to be an exceptionally safe city"
- **Communities within the City**  
"to strengthen the quality and enhance the value of neighborhoods"
- **City / University Synergy**  
"expand collaborative opportunities that enrich the community experience"
- **Governmental Performance**  
"to provide the best services at the lowest cost"



## Strategic Intent

Being strategic is as much about **choosing what not to do** as it is choosing what to do. With so many diverse public services our mission can be a mile wide – which means we have to work extra hard to stay focused, fight against mission creep, and make sure everything we do is aligned with the goals of our community all of the time.

Aiming and sustaining the path towards our true north isn't easy. Not a day goes by where our alignment isn't challenged by unforeseen circumstances. We struggle with learning **how to say no** to good opportunities that may not be the best fit with our immediate strategic objectives.

Most people understand that trying to do everything for everyone is the fastest way to get nothing done but that level of strategic discipline is tough to muster in public service. Who are you going to say no to? To some extent, everything is important to someone, but we have to use our strategic plan as a filter to keep focused only on what's **most** important. It's a tool for us to **manage** our way towards progress rather than relying on dreaming and hoping for the best.

## Planning Ahead

*Someday, Tomorrow, and Eventually* are the worst times to start planning – and that's why we make sure planning is a part of what we do everyday.

Everyday planning requires disciplined thought to plan the work and disciplined action to work the plan. Achieving this level of discipline takes practice – it's not a special session at an annual retreat, it's a **year-round job**.

Planning is not about predicting the future; it's about preparing for the future. It's having a strategy for all seasons. It's contingencies, options and back-up plans for when the real world doesn't follow the script. It's believing that the best way to survive a crisis is to avoid it altogether. It's imagining a better future and **making it happen**.

## Our Promise

We promise to be ready for the future and to learn from our past. We promise to focus on our core services to meet whatever needs lie ahead. We promise to be flexible and adjust to changing conditions. We promise to do all we can to improve productivity and position ourselves for sustained excellence. That's **our promise to Kent**.

Living up to this promise will not be easy. It means reconciling future and present needs, balancing fiscal pressures, and protecting the public welfare -- all the while maintaining the public trust. With nothing short of our future at stake we plan to rise to meet these challenges each and everyday.

Dave Ruller, City Manager

2009 Strategy Reports	
April	City Council First Quarter Strategic Activity Report
August	City Council Second Quarter Strategic Activity Report
November	City Council Third Quarter Strategic Activity Report
December	City Council Fourth Quarter Strategic Activity Report

A summary of 2009 Strategy Action Items is listed on the inside pages of this brochure.

# 2009 Strategic Activity Report Card\*

\*highlights above and beyond routine City services

## 2009 ACTIONS & EVENTS

- Rally in the Alley Acorn Alley Music Fest
- Who's Your Mama Event
- 2009 Heritage Festival
- Downtown Cider Festival
- Downtown Ghost Walk
- Halloween Family Festival
- Festival of Lights
- Clydesdales Return Visit to Kent
- Kent featured in Ohio.com Magazine
- Phoenix Project Grand Opening
- Kent Whitewater Grant \$250,000
- RB&W Site Demolition Begun
- Celebrate Kent Grants increased by \$10,000
- KSU Purchases Record Courier Building
- Downtown Design Guidelines Adopted
- Old Kent Motor Lodge Site Demolition
- Finished the Downtown Master Plan
- Kent State Folk Festival
- Adopt a Spot Flowers Program
- Façade Grants Program
- Kent Quilt Show
- Rockin' in West River Celebration
- Farmers Market with Music (and indoors)
- Downtown Toy Drive
- Discover Downtown Student Orientation
- 3<sup>rd</sup> Annual Wine and Art Fest
- Retail is Detail Business Assistance
- 2009 Main Street Work Program
- Downtown Parking Study Completed
- Blighted Buildings Demo on SR 43
- Caiun Dave's Grand Opening

- Rehab Vintage Clothing Store Opens
- Lucky Penny Creamery Opens
- West River Redevelopment Progress Report
- Don Joseph Grand Re-Opening
- 157 Lounge Grand Opening
- Go-To-Go Taxi Expands in Kent Incubator
- Marathon Financial Services Grand Opening
- McKay Bricker 25<sup>th</sup> Anniversary in Kent
- 5 Guys Hamburgers Buys Susan's Property
- Fig Leaf Grand Opening
- Tax Incentive Review Council Report
- Uniquely Yours Boutique Opens
- Arctic Squirrel Grand Opening
- Pita Pit Grand Opening
- Superior Aerial \$300,000 Expansion in Kent
- Relocation of KRBA to City Incubator
- Alpha Micron Expansion in Centennial Park
- EDA Revolving Loan Fund Report
- Community Reinvestment Area Report
- Economic Development Team Meetings
- Host Fall Brawl Lacrosse Tournament
- 2 New Kent Marketing Video Shorts
- Looking Glass Day Care Grand Opening
- Cupcake Shop Grand Opening
- New Sheetz Property Demo Started
- City Incubator Policy Update
- JEDD Area Coleman Apartments Open
- JEDD Area Campus Point Apartments Open
- JEDD Boundaries Expanded in Brimfield
- Kent-Portage Buy Local Initiative
- Kent Businesses Featured on Salehop.com
- Kent Business Expo
- Main Street Snack Shop Opens
- JEDD's Bring In \$350,000 in Tax Revenues
- Tannery Marketing Service Opens
- KSU Receives National Hazard Training Status
- Book-Ends Café Opens in Kent Library
- Chamber Tree City Business Awards
- Regional News Coverage for Kent
- Kent featured in Hunter Real Estate Magazine
- Demo Vacant Homes at Depeyster @ SR59
- New Comfort Inn & Suites in Brimfield JEDD
- New \$2.25 Million Line of Credit Approved
- Cambria Hosts National Conference in Kent
- Business Assistance to 14 low income people

## 2009 ACTIONS & EVENTS

- \$400,000 in Employee Initiated Cuts and Savings
- Phase 1 of Regional Fire Services Study Completed
- Cardio and Vascular Screening for City Employees
- Distributed 2008 Strategy Brief
- Continued Council Activity Quarterly Reports
- Distributed Fairchild Ave. Bridge Video Clip and Brochure
- City Vehicle Lease with the City of Aurora
- Leaf Collection Routing Changes
- Citizen Study Committee on Sidewalk Shoveling
- DECA Student City Welcome Project

- Citywide Trash Service initiated to lower costs for residents
- Evaluating Hire Local Incentive Program for Kent Projects

- Great Atlantic Western Funding Efforts Continued
- Kent Displays Flexible Film Production Line
- Alpha Micron in Centennial Research Park
- TechLift Services Discussions

- Home Savings Summer Concert Series
- New Children's Reading Room at Library
- Memorial Day Parade & July 4<sup>th</sup> Events
- National Comedian at Kent Stage
- Weekly Live Music at Water St. Tavern
- Duncan Yo Yo Team Demonstration

- \$25,000 New Skate Park Grant
- \$250,000 ODNR River Grant
- 2010 Temporary Budget
- 2010 Capital Plan
- \$10,000 Leaf Service Savings
- ODOT Salt Contract Savings
- RITA Tax Service Change
- On Line Auction Services
- Reduced Prosecutors Pay
- Energy Project Savings
- \$1.4 Million Plum Creek Grant
- COPS & JAG Grant Funds
- Issue II Grant Applications
- \$3 Million Crain Stimulus Funds
- City Notes Rollover Savings
- Parks & Rec Quality Award \$
- Legal Savings of \$25,000
- 20% Construction Bid Savings
- Citizen Referral \$25,000 Savings
- \$150,000 Health Care Savings
- \$94,000 Street Paving Savings
- 2010 Water & Sewer Rate Changes
- Parks and Rec Replacement Levy
- General Operating Renewal Levy
- Increase in CDBG Funding
- Worker's Safety Discount of 2%
- Gov QA \$25,000 Savings
- KSU \$250 Million Construction Bonds
- Business Tax Research and Report
- Printer/Copier Contract Savings
- Public Service Reclassification Savings
- Weather Forecasting Savings

- Crain Bridge Demo & Construction Started
- Extra \$94,000 for Paving Streets
- Spaulding Road Bridge Replacement
- Train Derailment Repairs Completed
- Plum Creek Bridge Repair Completed
- Snow Street & Sidewalk Operations
- H1N1 Pandemic Continuity Plan
- Middlebury Rd County Bridge Repair
- Smoke Alarm Program
- Emergency Broadcast Repairs
- Hydrant Flushing Program
- Annual Sidewalk Program
- Fire Response at Star of West Mill

- SWAT Training in Kent
- CDBG Neighborhood Policing Resumes
- Kent Police Awards
- COPS & JAG Safety Grant Funds
- New Drug House Laws
- New Identity Theft Laws
- Kent Crime Statistical Report

- \$100,000 Social Service Funding
- Shoveling Volunteer Service
- 96 homeless provided shelter
- Holiday Toy Drive
- Garden Club Memorial Stone

- Sigma Nu House Opens on Campus
- Sheetz Project Demolition Begun
- Held 8 Community Zoning Code Review Sessions
- Received New Neighborhood Stabilization Funds
- FEMA Floodplain Update
- Stakeholder Meetings to Develop Downtown Plan Completed

## 2009 ACTIONS & EVENTS

- Approved City Facility Energy Conservation Program
- Green Economy Expert Panel Discussion at Kent Stage
- Environmental Film Festival
- Shade Tree Commission Memorial Tree Fund Project
- Adopt a Spot Program
- Kent Sustainability Commission
- Tree City USA Designation
- Emerald Ash Borer Quarantine

- ODNR \$250,000 River Access Grant
- Kent Parks & Rec Promotional Video
- \$1.4 Million for Plum Creek Project
- Cuyahoga River Clean Up
- Area Q, Phase V Began

- Secured More AMATS Hike and Bike Trail Funds
- KSU Area Transportation Committee Mission Completed
- Washington DC Lobbying Trip for Multi-Modal Project
- Reached Agreement with KSU for Esplanade Extension
- Citizen's Sidewalk Snow Removal Committee
- Lincoln @ Summit Intersection Safety Improvements
- Multi-Modal Environmental Study Completed
- Multi-Modal Land Acquisition Process Begun
- Lincoln @ SR 59 Crosswalk Treatment

- Opened New Crain Ave. Section of Hike and Bike Trail
- Opened New Section of Middlebury Road Hike and Bike Trail
- Designed Plans to Connect Hike & Bike Trail Sections to KSU Trails
- Turkey Trot Race
- Heritage Fest Race
- KSU Brady's Leap Adventure Race
- Black Squirrel Adventure Race

- City/KSU Homecoming Parade Resumes
- Initiated Monthly Breakfast Meetings with KSU
- City/County Street Maintenance Agreement
- 2 Washington DC Trips with KSU
- 2 Bowman Breakfasts
- Regional Development Team Monthly Meetings
- Iron Chef Competition at Kent State
- 2,555 KSU Student Volunteers for Community Projects
- Agree to Pilot Community Liaison Position
- KSU/Community Kayak Training and River Clean Up
- Kent State New Signs, Lighting, Archway and Landscaping
- Continued Electronic Bulletin Board Research
- City/KSU Summit Street MOU
- City/KSU/PARTA Multi-Modal MOU
- City/Kent State Mutual Aid Agreement

- Cincinnati Neighborhood Presentation
- New KSU Businesses: Café, Snack Shop, Tannery
- Kent State Banners on SR 59 Bridge Gateway
- Kent State Sustainability Task Force
- KSU \$3 Million Commitment to Downtown Hotel
- KSU Folk Festival
- University - Community Tailgate Parties
- Quarterly Franklin/Brimfield/Kent JEDD Meetings
- City/KSU Black Squirrel Adventure Race
- City/KSU Sports Interns
- City/KSU Sustainable Transportation Study
- Joint Study of Broadband Stimulus Project
- Student Orientation Discover Downtown Event
- New Student Community Guide
- Joint Federal Work Study Project

- 5 low income housing rehabs performed
- 13 low income furnace repairs/replacements
- 400' of storm sewer improvements in low income area
- 3 blighted homes demolished using NSP Grant Funds

## 2009 ACTIONS & EVENTS

