



*staying on-track*

# City Strategic Performance

## Council Activity Report: 2010 Summary

For the past 4 years the City Manager's Office has tracked the issues that City Council has deliberated upon *in Committee* and *work-sessions* to make sure that we stay focused on those items that are most relevant to the achievement of the City's strategic priorities. With so many responsibilities potentially falling within the reach of the City's mission, the tracking framework offers a means for Council and

the administration to check for mission creep and ensure that the majority of the City's resources are staying focused on the primary goals of the community.

In this way, the tracking framework serves as a tool to manage the direction of City affairs consistent with the strategic trajectory desired by the community. If the community or Council expectations change, the staff can use the continuity of the framework to change activities right along with them without disruption.

*managing forward*

**City Vision:** *To be the city of choice in northeast Ohio for residents, businesses, visitors and students seeking enriching community experiences that will last a lifetime.*

**City 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 discipline*

Cities are needed in many different ways by residents, businesses and visitors and one of the greatest challenges for Council and the administration is sustaining adequate attention, focus and activity levels necessary to advance the communities top priorities. It takes discipline on the part of Council and the staff to make strategic choices, and the tracking framework helps to identify and inform those choices within the context of the City's goals.

*City's 911 function*

Part of the City's mission is to be prepared for the unexpected and be ready to respond at a moment's notice. The City takes pride in its role as community responder, safety net and line in the sand between safety and harm. But as visible and important as the reactive function is, successful cities know that reacting must remain a small percentage of what they do so that the Council and staff can devote the majority of their effort to making decisions that promise to create prosperity moving forward.

*co-creating the future*

That prosperity is defined by the categories and activities contained within the City's strategic priorities. These priorities are a cumulative product that evolved through years of community visioning exercises, citizen surveys, strategic planning retreats and annual strategy updates.

# City of Kent's Strategic Goals

*the community framework for defining who we are, where we are going, and knowing when we have arrived.*

## 1. Financial Health and Economic Development

*"to be a prosperous and livable city for all citizens"*

## 2. Support for Natural Resources

*"to protect and promote the City's natural resources"*

## 3. Superior Quality of Life

*"to enhance lifestyle choices through the physical and social environment"*

## 4. Community Safety

*"to be an exceptionally safe city"*

## 5. Communities Within the City

*"to strengthen the quality and enhance the value neighborhoods"*

## 6. City and University Synergy

*"to expand collaborative opportunities that enrich the university community experience"*

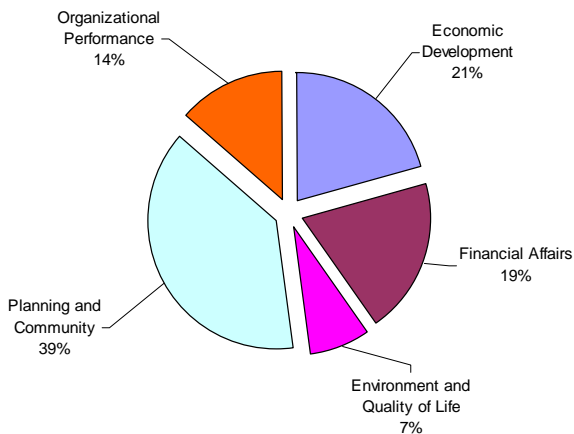
## 7. Government Performance

*"to provide the best services at the lowest possible cost"*

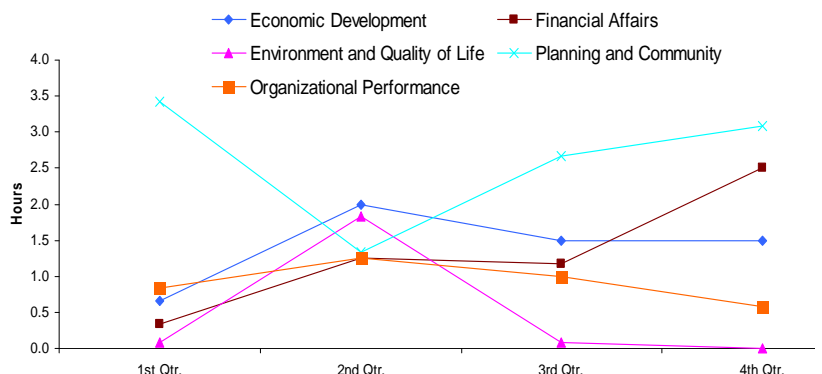
## 2011 Year in Review

In 2011 City Council met in Committee for a total of 27.1 hours to set policy, allocate resources and authorize programs and services to achieve the community's strategic priorities.

2011 Council Committee Time Focus %



2011 Council Committee Time Focus By Quarter

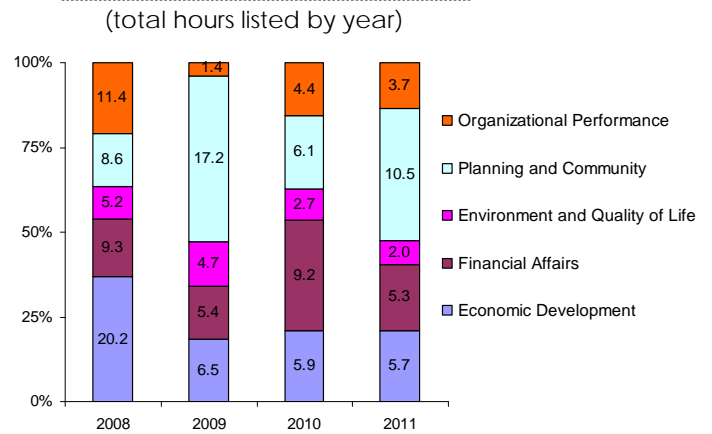


Similar to 2010, in 2011 City Council had a fairly balanced allotment in time across its strategy areas. Planning and Community issues led the way with a significant amount of discussion occurring around the proposals for large new student rental units, the creation of an overlay district, the loss of senior housing and zoning regulations updates.

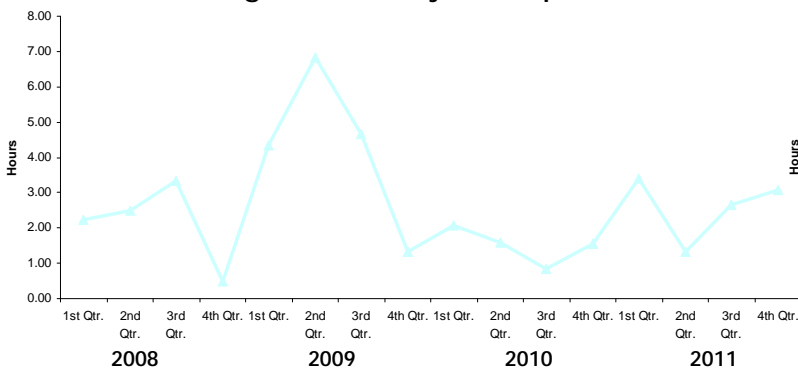
In 2010 City Finances accounted for the most hours as Council took action early in the year to replace the interim 2010 budget with a permanent budget and then Council acted on the 2011 budget at the end of the year. For 2011, the 2012 budget was approved in the routine course of business and as a result City Finance hours were back within a more typical range. Additional hours were spent with Council in individual sessions to discuss the need to create a utility rate stabilization plan but those hours are not included in the chart.

Economic Development continued to receive attention consistent with the hours of 2010 as all of the final documents for the downtown project were approved, bonds were issued for financing, and construction commenced. Staff also held a couple of sessions with Council members individually to review the downtown project documents in greater detail. Those hours are not charted.

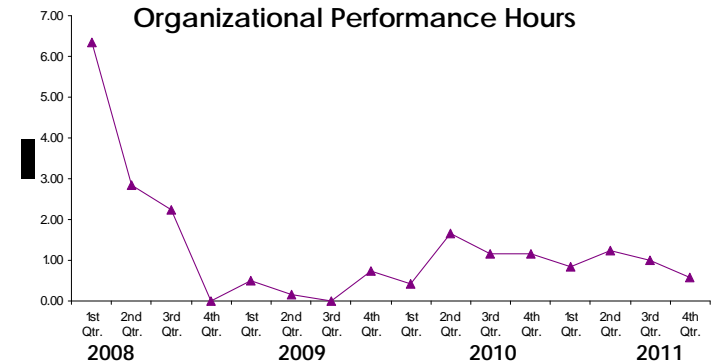
### Council Committee Time Focus Over 4 Years



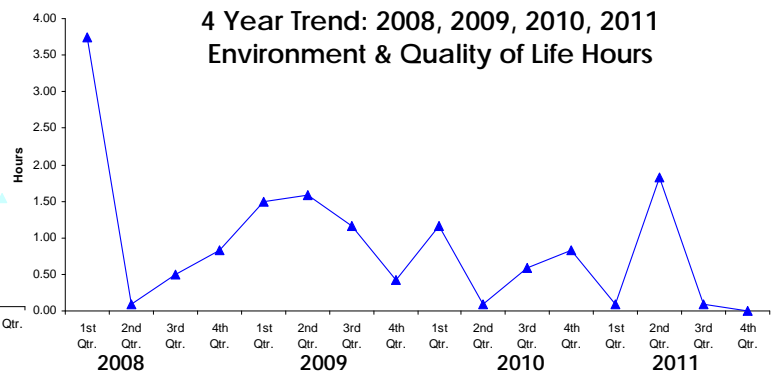
4 Year Trend: 2008, 2009, 2010, 2011  
Planning & Community Development Hours



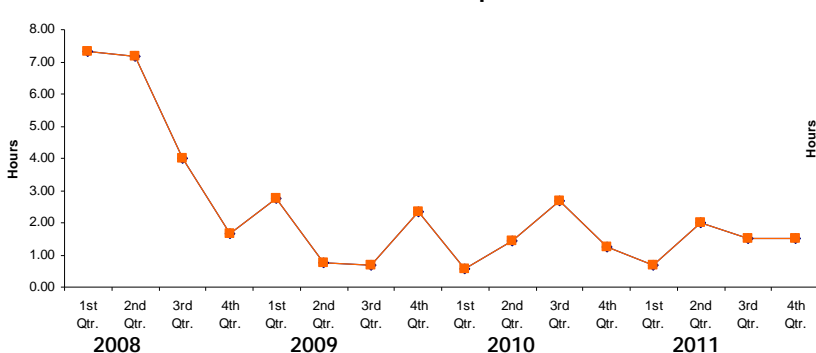
4 Year Trend: 2008, 2009, 2010, 2011  
Organizational Performance Hours



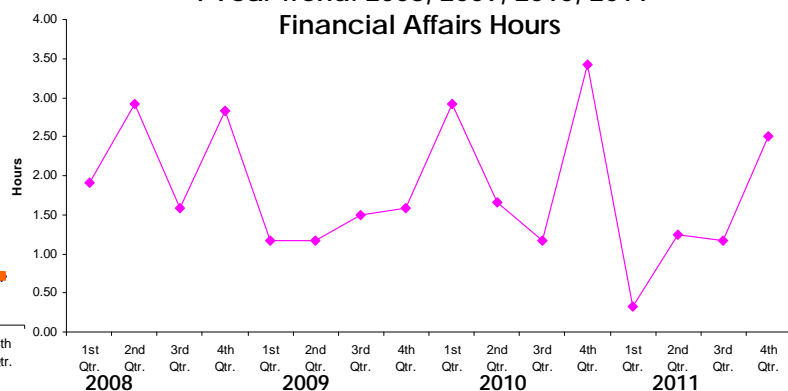
4 Year Trend: 2008, 2009, 2010, 2011  
Environment & Quality of Life Hours



4 Year Trend: 2008, 2009, 2010, 2011  
Economic Development Hours



4 Year Trend: 2008, 2009, 2010, 2011  
Financial Affairs Hours



# Major Focus Areas By Year

- 2008: #1. Economic Development** - Land acquisitions, RFQ for Downtown Redevelopment Project, Downtown project agreement framework, Phoenix Project, Normal Illinois Project Benchmarking, Retail trade area study, Blight Study
- 2009: #1. Planning and Community Development** – Sidewalk snow removal was a significant topic of discussion, Increased code enforcement staffing, Passed exterior maintenance code, Studied citywide trash service options
- 2010: #1. Financial Affairs** – Discussed and passed two operating budgets in one year (interim to final 2010 budget and final 2011 budget), Considered local contract labor incentives (PLA), Passed West side Fire Levy, and Authorized a significant number of grants
- 2011: #1. Planning and Community Development** – Edwards student housing project, Zoning Overlay District, Zoning Text Modifications, Senior Housing, Repealed University District Zoning, Hen raising, Vacant Property Ordinance, and Community Gardens

## Looking Ahead in 2012

Below is a short list of items that are in the pipeline for activity in 2012. The list is not all-inclusive and other opportunities are likely to emerge during the course of the year that support the community's strategic priorities.

**Planning and Community Development** – Master planning for housing, Implementation of vacant housing ordinance, Implement Neighborhood Planning Grant Program, Install new electronic community bulletin board.

**Economic Development** – Redevelopment of Ametek property, Land swap and marketing of former Portage County Municipal Court property, Redevelopment of RB&W property, New web site development, Great Atlantic Western Discovery Park development, Install new way-finding signs, Continue construction of downtown projects.

**Financial Affairs** – Increase delinquent tax collections, Implement utility rate stabilization plan, Explore inter-jurisdictional/regional cost sharing opportunities, e.g., Fire Services District, Health Department, 911 Dispatch, etc., Invest in new city financial services software, Develop budget reduction contingency plan, Police building financing plan.

**Organizational Performance** – Increase use of performance measure data and benchmarking of city services, Upgrade IT technology, Consider position consolidations where possible.

**Environment and Quality of Life** – Evaluate City bike plan connectivity between neighborhoods and trail network, Finish river access grant projects, Pursue next phases of whitewater park grant opportunities, Partner with KSU on Art Mile, Develop a public art program, Support Main Street Kent events, Expand multi-cultural opportunities.