



staying on-track

City Strategic Performance

Council Activity Report: 2012 Summary

For the past 5 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"

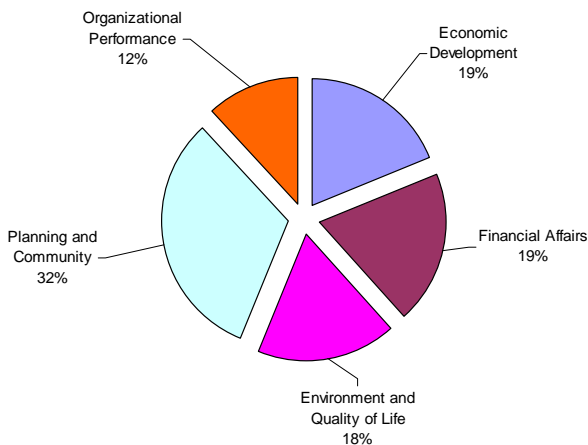
7. Government Performance

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

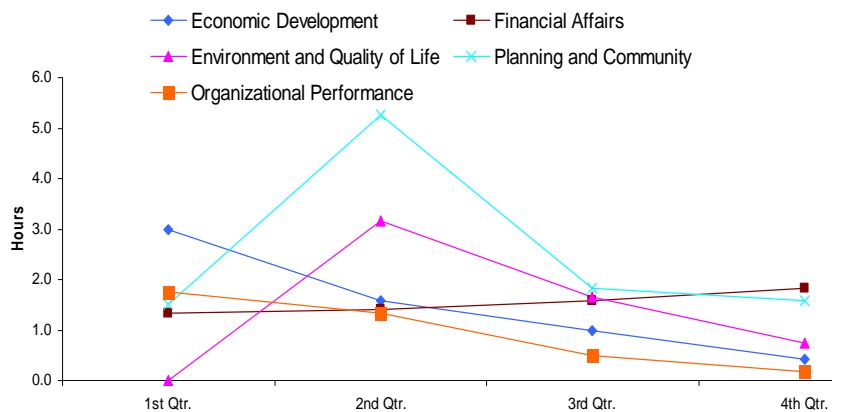
2012 Year in Review

In 2012 City Council met in Committee for a total of 31.7 hours to set policy, allocate resources and authorize programs and services to achieve the community's strategic priorities.

2012 Council Committee
Time Focus %



2012 Council Committee
Time Focus By Quarter

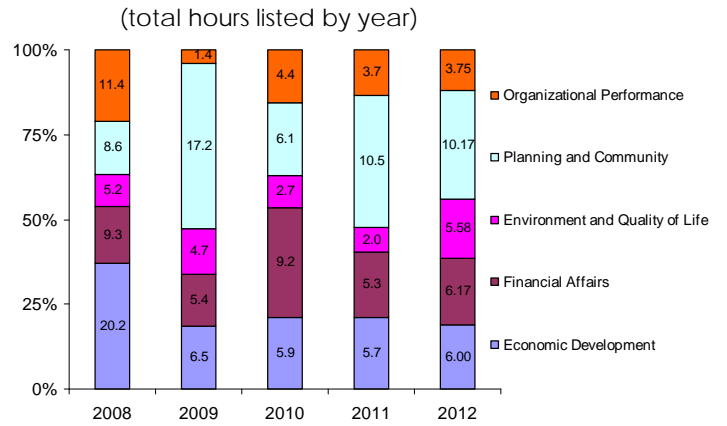


Similar to 2011, in 2012 City Council had a fairly balanced allotment in time across its strategy areas. Just like 2011, Planning and Community issues led the way (32% of Council's time) with a significant amount of discussion occurring around the Wells Sherman House relocation and Fracking.

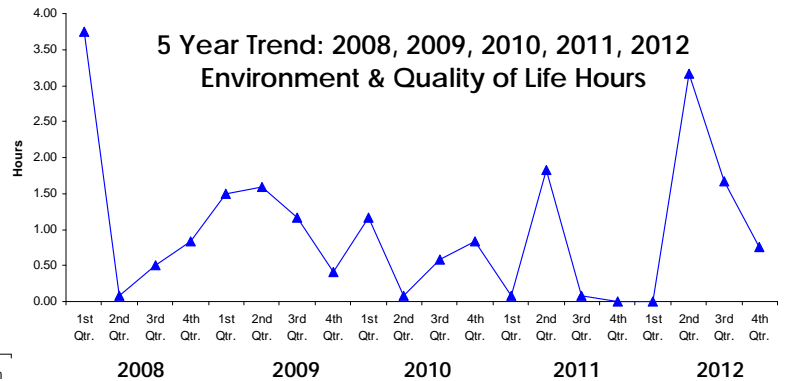
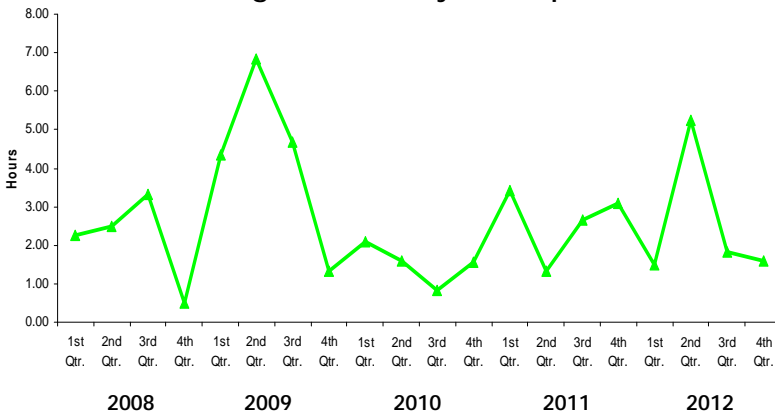
In 2012 City Finances accounted for 20% of the hours spent in Committee which included the passage of the 2013 CAP Plan, 2013 Operating Budget, the Multi-Year Utility Rate Plan, and the passage of a Fund Balance Policy. A framework was also presented for the concept of a Multi-Year Operating Budget Strategy.

Approximately 1 of every 5 hours spent in Committee was devoted to various Economic Development matters in 2012. As construction continued the staff asked Council to modify agreements and make adjustments to plans as the projects evolved.

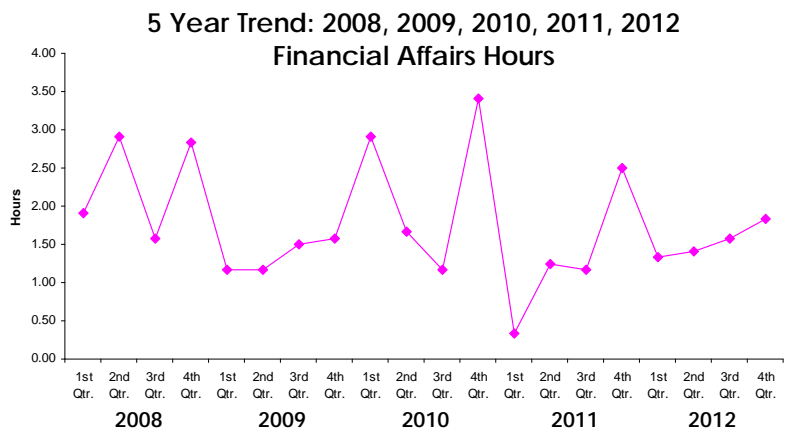
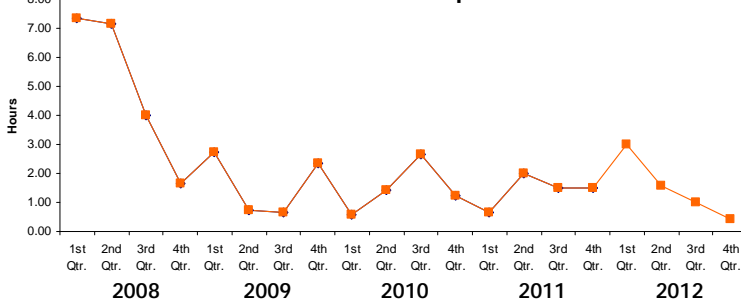
Council Committee Time Focus Over 5 Years



5 Year Trend: 2008, 2009, 2010, 2011, 2012 Planning & Community Development Hours



5 Year Trend: 2008, 2009, 2010, 2011, 2012 Economic Development 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
- 2012: #1. Planning and Community Development** – Fracking, Interior Maintenance Standards, Wells Sherman House Relocation, Veteran Memorial, Rehab Loans, CDBG Program, Summit Street Improvement Project, CHIP Funds for New Senior Housing, Fees Update

Looking Ahead in 2013

Below is a short list of items that are in the pipeline for activity in 2013. 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 – Small Area Plans, e.g., around the Esplanade, student housing, SR59, SR43, etc., Implementation of vacant housing ordinance, Implement Neighborhood Planning Grant Program.

Economic Development – Redevelopment of Ametek property, Marketing of former Portage County Municipal Court property, Redevelopment of RB&W property, Marketing West River Property, New web site development, Great Atlantic Western Discovery Park development, Install new way-finding signs, Continue next phases of downtown projects.

Financial Affairs – Implement utility rate stabilization plan, Explore inter-jurisdictional/regional cost sharing opportunities, e.g., Public Works Equipment, Health Department, 911 Dispatch, etc., , Develop budget reduction contingency plan, Secure Police building financing.

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

Environment and Quality of Life – Expand City bike plan connectivity between neighborhoods and trail network, 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.