

## CITYWIDE COMMUNITY PLAN

After reviewing the results from the district meetings, a citywide cumulative list of the input received was established with the top-priority features listed for each of the three aspects of sustainability:

### Natural Environment

1. Provide quality recreational opportunities and facilities.
2. Preserve natural resources.
3. Maintain the park system as an asset to the community.

### Built Environment

1. Promote traffic management.
2. Improve pedestrian orientation.
3. Use existing buildings for redevelopment.

### Social

1. Protect neighborhoods.
2. Retain a strong public educational system.
3. Preserve Kent's small town atmosphere.

### Economic

1. Encourage and promote locally owned small businesses.
2. Promote a diverse economy with a social and environmental conscience.
3. Develop Kent's downtown as an economic focal point.

These priorities become the basis for the citywide plan and are referred to herein as "Community-Wide Goals." Steps to implementation of the "Community-Wide Goals" must then be established and adopted for implementation by each of the individual community stakeholder organizations, agencies and governmental departments. Stakeholders include, but are not be limited to, the following:

- City of Kent
- Kent City Schools
- Kent State University
- Portage County government and affiliated departments and agencies
- Kent Area Chamber of Commerce
- Kent Environmental Council
- Community religious organizations
- Community service organizations
- Neighborhood associations

As residents identify their goals and hopes for Kent's future, they set the vision that will define Kent's unique choices to create a balance for achieving sustainability. None of ideas offered can be accomplished in isolation; rather, they must function in unison. Decision-makers must be cognizant of the interplay and interdependency of these goals upon one another.

The twelve top-priority community-wide goals stated above will be explored further in the Community Plan Implementation section immediately below. Many of the implementation steps will appear in multiple plans. Further, many of the programs and plans to be implemented are directed or delegated to community-implementation teams. Building a sustainable city requires a shared responsibility between the City of Kent and the community at large. As these entities shares an equal role in ensuring the future of Kent and participating in the implementation of this community plan, a sustainable Kent will be realized. This is the interconnectedness needed to build a sustainable community.

## **COMMUNITY PLAN IMPLEMENTATION**

A brief narrative accompanies each goal statement. The narrative includes some commentary provided by residents at the district meetings. Following each goal statement is a table combining the goal, the implementation plan, indicators of progress toward implementation and implementation teams. The point of this process is to illustrate the connection and multidimensional nature of a sustainability goal.

These goals and implementation plans, however, are not enough to ensure success for the City of Kent's Bicentennial Plan. A measurement tool is needed to evaluate the success of the plan. This is where multidimensional indicators will play a critical role.

Indicators are the backbone of a sustainable plan. An indicator, in simple terms, is just a measurement tool. It is a means by which we measure our progress; however, a sustainability indicator is not just a measurement tool. It also shows linkages between environmental, economic and social goals. These multidimensional indicators help to define sustainability and focus our actions.

## **Environment: Natural Environment**

*Provide quality recreational opportunities and facilities.* The community acknowledges the great asset that neighborhoods play in building diversity in the City of Kent. Residents' vision was of maximizing local recreational programs while challenging us to improve and expand programming and facilities in neighborhoods rather than at one central location. Comments included using the Cuyahoga River for kayaking, creating more neighborhood-based programming, providing greater accessibility to all of the city's parks, construction of a swimming pool and skate park, and development of more programs for youth and teens.

<b>Implementation Plan</b>	<b>Indicators of Progress</b>	<b>Implementation Team</b>
The Parks and Recreation Board should elicit feedback on the community's vision for improving the existing parks and recreation facilities and updating its Master Plan. The Parks and Recreation Board should expand its programming for the community's youths and teens.	Survey completed  Master Plan update completed  Net increase in program offerings for youths and teens  Net increase in program attendance for youth and teen programs	Parks and Recreation Board  Residents
Expand offerings of recreation and leisure services via the community network of neighborhood parks in conjunction with the Parks and Recreation Board's Master Plan.	Number of neighborhood-park based programs  Attendance over time	Parks and Recreation Board  Residents
Expand the use of pervious pavement materials in all city parks and city facilities where parking lots are to be constructed or expanded by 2023.	Number of parking lots in city parks and facilities reconstructed or replaced with pervious materials	Parks and Recreation Board
Use the Cuyahoga River as a recreation facility for canoeing and/or kayaking, operated either by the Parks and Recreation Board or a private entity.	Construction and/or lease of rental facility completed	City Council  Parks and Recreation Board  Kent Historical Society  Kent Area Chamber of Commerce
Interconnect all community parks with The Portage by 2015.*	Number of parks connected each year  Number of lane miles added (by routing or construction)	City Council  Parks and Recreation Board  Kent State University
* For more information on The Portage, see Appendices G & H.		

## Environment: Natural Environment

**Preserve natural resources.** In addition to recreation programming and facilities, Kent residents feel very strongly about the preservation of natural resources. These preservation efforts include riparian protection of creeks and the Cuyahoga River; protection of wetlands, including the Kent Bog; preserving green space in the community; and managing the growth pattern of Kent State University.

Implementation Plan	Indicators of Progress	Implementation Team
Expand the use of pervious pavement materials in all city parks and city facilities where parking lots are to be constructed or expanded by 2023.	Number of parking lots in city parks and facilities reconstructed or replaced with pervious materials	Parks and Recreation Board
The City of Kent to enact riparian-corridor-protection ordinances that applies to creeks and tributaries of the Cuyahoga River by 2005.	Ordinance passed	City Council Community Development Department Environmental Commission Planning Commission Kent Environmental Council Kent Area Chamber of Commerce
Keep Kent Beautiful and Public Service Department to develop a water-conservation program by 2007.	Program adopted and funded by City Council	Keep Kent Beautiful Board Public Service Department
Keep Kent Beautiful to sponsor semi-annual river and creek cleans-ups, beginning in 2005.	Program adopted and funded by City Council  Number of events held per year	Keep Kent Beautiful Board Public Service Department Kent Environmental Council
Inventory wetlands and sensitive environmental areas, creating base maps and updating this information every three to five years, beginning in 2007.	Inventory completed  Frequency of Inventory update	City Council Public Service Department Community Development Department
Preserve and expand existing wetlands and create conservation areas and easements with private property owners and not-for-profit groups.	Number of acres expanded or added  Number of conservation easements created	Parks and Recreation Board Environmental groups
<i>(continued)</i>		

<b>Preserve natural resources</b> <i>(continued)</i>		
<b>Implementation Plan</b>	<b>Indicators of Progress</b>	<b>Implementation Team</b>
Encourage the use of rain gardens and other similar water-quality facilities in new construction projects (residential, commercial and industrial) and redevelopment projects.	Number of projects completed with alternative water-quality facilities	Community Development Department Planning Commission Environmental Commission
Implement the Davey Arboretum Plan.	Plan implemented Number of trees planted Number of walking paths constructed	Parks and Recreation Board
Expand the Keep Kent Beautiful Adopt-A-Spot program to include the entrances to the city of Kent, park entrances and neighborhoods, beginning in 2007.	Net increase in number of spots Net increase in number of volunteers	Community Development Department. Public Service Department Keep Kent Beautiful Board
Create a five-to-10-year Master Plan for the improvement of storm-water facilities in the city	Number of projects completed Net decrease in number of complaints	City Council Public Service Department
Investigate and implement Green Building codes where appropriate.	Number of projects completed with Green Building procedures	Community Development Department

## Environment: Natural Environment

***Maintain the park system as an asset to the community.*** The City of Kent park system is highly regarded. Residents spoke fondly about many of Kent’s larger parks (i.e., Plum Creek, Fred Fuller, River Edge, Al Lease) as “treasures,” while noting park amenities such as soccer fields, baseball fields, playground areas, and walking paths.

Implementation Plan	Indicators of Progress	Implementation Team
Expand the Keep Kent Beautiful Adopt-A-Spot program to include the entrances to the city of Kent, park entrances and neighborhoods, beginning in 2007.	Net increase in number of spots  Net increase in number of volunteers	Keep Kent Beautiful Board  Public Service Department  Community Development Department
Implement the Davey Arboretum Plan	Plan implemented  Number of trees planted  Number of walking paths constructed	Parks and Recreation Board
Interconnect all community parks with The Portage by 2015.*	Number of parks connected each year  Number of lane miles added (by routing or construction)	Parks and Recreation Board  Kent State University
* For more information on The Portage, see Appendices G & H.		

## Environment: Built Environment

**Promote traffic management.** Traffic management was seen as a key component for building a sustainable future. Recommendations include improving traffic flow on state routes to the Kent State University campus, implementation of traffic-calming techniques, construction of street boulevards (i.e., on East Main Street), increased intersection safety, traffic signalization on Fairchild Avenue, street maintenance and improved entrances to Kent.

Implementation Plan	Indicators of Progress	Stakeholders
PARTA develops a plan to increase ridership by Kent residents and Kent State University students, including car-pooling programs, by 2006.	Net increase in ridership Net increase in car-pooling program	PARTA Kent residents
Kent City Schools should encourage more high school students to ride the bus, decrease student parking areas and decreasing the amount of paved parking surfaces at Roosevelt High School.	Net increase in student ridership Net decrease in parking areas	Kent City Schools
Develop a plan for traffic calming in existing and new neighborhoods	Plan approved by City Council	City Council Safety Department Community Development Department Public Service Department
Add signs to major routes, directing Kent State University traffic along major thoroughfares and state routes.	Project completed	Kent State University Safety Department
Interconnect all community parks with The Portage by 2015.*	Number of parks connected each year Number of lane miles added (by routing or construction)	Parks and Recreation Board Kent State University
Create new intersection crosswalk specifications, including the use of alternate paving, surface materials, and coloring systems, by 2007.	Specifications completed	Public Service Department Community Development Department Safety Department
<i>(continued)</i>		

<b>Promote traffic management (continued)</b>		
<b>Implementation Plan</b>	<b>Indicators of Progress</b>	<b>Stakeholders</b>
Install traffic signals at Fairchild Road, and Silver Meadows Boulevard; Stonewater Drive and Majors Lane; North Mantua Street and River Bend Boulevard; West Main Street and Admore Drive (soon to be Stonewater Drive); and Campus Center Drive and State Route 26, as funding allows.	Study completed  Funded and installed	City Council  Public Service Department  Safety Department
Improve street maintenance by adopting a pavement-management system, and dedicate additional funding toward street maintenance as the economy improves	Adoption and funding of plan	City Council  Public Service Department
* For more information on The Portage, see Appendices G & H.		



## **Environment: Built Environment**

***Improve pedestrian orientation.*** This comment is related to the issue of traffic management. Kent residents desire their community to be walkable. Residents want intersections to be safe for pedestrians, and they want to be able to walk to activity centers within their respective neighborhoods (e.g., parks, stores, churches, restaurants). The concept of being a walkable community also is tied to the idea of linking neighborhoods with bike paths, which function for all types of pedestrian and non-motorized traffic (e.g., skaters, skateboards, bicyclists).

<b>Implementation Plan</b>	<b>Indicators of Progress</b>	<b>Implementation Team</b>
Interconnect all community parks with The Portage by 2015.*	Number of parks connected each year  Number of lane miles added (by routing or construction)	Parks and Recreation Board  Kent State University
Construct street boulevards on Haymaker Parkway and at entrances to Kent on North Mantua and South Water streets as part of road widening and redevelopment projects and as funding allows.	Construction completed	Public Service Department  Community Development Department
Create new intersection-crosswalk specifications, including the use of alternate paving, surface materials and coloring systems by 2007.	Specifications completed	Public Service Department  Community Development Department  Safety Department
Install traffic signals at Fairchild Road and Silver Meadows Boulevard; Stonewater Drive and Majors Lane; North Mantua and River Bend Boulevard; West Main Street and Admore Drive (soon to be Stonewater Drive); and Campus Center Drive and State Route 261, as funding allows.	Study completed  Funded and installed	City Council  Public Service Department  Safety Department
Identify locations for installation of sidewalks; develop a five-to-10-year plan for installation and repair of sidewalks throughout Kent, including a first-come, first-served equal-cost-sharing sidewalk-repair program.	Locations defined  Plan completed  Plan funded  Number of feet of sidewalk replaced or installed.	City Council  Public Service Department
* For more information on The Portage, see Appendices G & H.		

## **Environment: Built Environment**

*Use existing buildings for redevelopment.* Kent residents like the older buildings in the community and would rather see existing buildings used than to have them demolished and replaced with new ones. This feeling is tied especially to older, historic buildings that have served as community landmarks. Recent building renovations in the West River Neighborhood highlight some of this activity.

<b>Implementation Plan</b>	<b>Indicators of Progress</b>	<b>Implementation Teams</b>
Create historic residential and commercial districts as identified in the district plans by 2010.	Number of districts created	City Council Community Development Department Planning Commission Kent Historical Society
Encourage the renovation of historic homes, including a recognition program and available tax programs.	Number of homes renovated Recognition program established	City Council Community Development Department Kent Historical Society
Identify and register historic buildings with the Historic Society and the National Register of Historic Places, beginning in 2005.	Number historic buildings identified and registered per year Percentage of qualified buildings registered	Community Development Department Kent Historical Society
Tighten regulations, and increase enforcement for the licensing and occupancy of rooming houses, beginning in 2005.	Adoption of ordinance Number of enforcement actions per year	City Council Health Board Community Development Department
Increased enforcement of property maintenance code.	Number of enforcement actions per year	Community Development Department Law Department
Continue housing-rehabilitation programs, and encourage new construction on vacant residential lots.	Number of houses rehabilitated Dollars spent Number of houses constructed	Community Development Department
<i>(continued)</i>		

<b>Existing Buildings</b> <i>(continued)</i>		
<b>Implementation Plan</b>	<b>Indicators of Progress</b>	<b>Implementation Teams</b>
Create architectural standards for downtown buildings and other commercial zones in Kent by 2007.	Ordinance passed	City Council Planning Commission Architectural Review Board Community Development Department
The City of Kent proposes a grant program, a revolving- loan program and a tax abatement program for facade improvements for retail centers throughout the City of Kent, including downtown. Report to City Council by July 2005.	Program drafted and presented to City Council	City Council Community Development Department

## Social

***Protect neighborhoods.*** The social fabric of Kent is found within the residential neighborhoods. Residents identify heavily with and value the neighborhoods in which they live and which provide them with a sense of place. The diversity of the population, the housing types and the affordability of Kent’s residential neighborhoods are highly valued. Residents want their neighborhoods protected, not simply from crime, but also from increased vehicle traffic and the influx of student housing into the neighborhoods that have been primarily single-family in nature. Residents also have a desire for the renovation of the housing stock in older neighborhoods.

<b>Implementation Plan</b>	<b>Indicators of Progress</b>	<b>Implementati on Teams</b>
Identify and register historic buildings with the Historic Society and the National Register of Historic Places, beginning in 2005.	Number of historic buildings identified and registered per year  Percentage of qualified buildings registered	Community Development Department  Kent Historical Society
Promote the conversion of rental housing units by promoting homeownership loan programs. Investigate a possible one-to-two-year property tax abatement program, and report to City Council by 2005.	Number of loans per year  Number of conversions per year  Tax abatement program proposed to City Council	City Council  Community Development Department
Investigate and implement Green Building codes where appropriate.	Number of projects completed with Green Building procedures	Community Development Department
Tighten regulations, and increase enforcement for the licensing and occupancy of rooming houses, beginning in 2005.	Adoption of ordinance  Number of enforcement actions per year	City Council  Health Board  Community Development Department
Increase enforcement of property maintenance code	Number of enforcement actions per year	Community Development Department  Law Department
Increase the amount of student housing on the Kent State University campus.	Number of housing units constructed per year	Kent State University
Continue housing rehabilitation programs, and encourage new construction on vacant residential lots.	Number of houses rehabilitated  Number of houses constructed	Community Development Department

## Social

***Retain a strong public educational system.*** The Kent community has a reputation for supporting school levies and educational initiatives. Proficiency scores are competitive with surrounding school districts. Overall, residents are very pleased with the performance of the school system and look forward to continued positive outcomes in the local educational system.

Implementation Plan	Indicators of Progress	Implementation Team
Continue community support of the Kent City Schools	Levy support Increases in test scores State of Ohio rating increases	Kent City Schools Kent State University Kent residents
Kent State University should encourage and invite the community to participate in activities on campus.	Number of activities per year Number of participants Number of sponsoring groups	Kent State University Kent Area Chamber of Commerce Community service groups Kent residents

## Social

***Preserve Kent's small town atmosphere.*** Kent residents value the characteristics of small towns that are traditionally found in rural, non-urban areas or in the suburban edge of development. Kent residents like the compact size of the city and see Kent as a small town where they can enjoy the small town-activities such as the Kent Heritage Festival. The presence of Kent State University adds an urban dynamic and provides additional cultural and intellectual amenities. Similarly, Kent's geographic location provides proximity to the urban centers of Akron and Cleveland.

<b>Implementation Plan</b>	<b>Indicators of Progress</b>	<b>Implementation Team</b>
Interconnect all community parks with The Portage by 2015.*	Number of parks connected each year  Number of lane miles added (by routing or construction)	Parks and Recreation Board  Kent State University
The Parks and Recreation Board elicits feedback on the community's vision for improving existing parks and recreation facilities, updates its Master Plan and expands its programming for the community's youths and teens.	Survey completed  Master Plan update completed  Net increase in program offerings for youths and teens  Net increase in program attendance for youths and teens	Parks and Recreation Board  Residents
Create historic residential and commercial districts as identified in the district plans by 2010.	Number of districts created	City Council  Planning Commission  Community Development Department  Kent Historical Society
Develop a plan for traffic calming in existing and new neighborhoods	Plan approved by City Council	City Council  Safety Departments  Community Development Department  Public Service Department
Encourage more downtown community activities to supplement the Heritage Festival, the Festival of Lights and the Home Savings Concert Series, beginning in 2005.	Number of downtown activities per year	City Council  Downtown merchants  Kent Area Chamber of Commerce
<i>(continued)</i>		

<b>Preserve Kent's Small Town Atmosphere</b> <i>(continued)</i>		
<b>Implementation Plan</b>	<b>Indicators of Progress</b>	<b>Implementation Team</b>
Encourage Kent State University to have at least one activity per year in the downtown area.	Number of activities per year sponsored by Kent State University in downtown Kent	Kent State University Downtown merchants Kent Area Chamber of Commerce
Encourage Kent State University organizations to adopt neighborhoods, sponsor neighborhood clean-ups and Adopt-A-Spot locations throughout the community, beginning in 2006.	Number of neighborhoods adopted Number of neighborhood clean-ups Number of Adopt-A-Spots Number of volunteers	Kent State University Kent State University Student Organizations Community Development Department Public Service Department
Kent State University should encourage and invite the community to participate in activities on campus.	Number of activities per year Number of participants Number of sponsoring groups	Kent State University Kent Area Chamber of Commerce Community service groups Kent residents
Expand the Keep Kent Beautiful Adopt-A-Spot program to include the entrances to the city of Kent, park entrances and neighborhoods, beginning in 2007.	Net increase in number of spots Net increase in volunteers	Community Development Department Keep Kent Beautiful Board Public Service Department
Encourage Kent residents to shop in Kent.	Number of Kent residents shopping in Kent as determined by merchants' customer surveys Increase in yearly sales	Kent residents Kent Area Chamber of Commerce Kent merchants
Resurrect and reformat the Town-Gown Committee	Decrease in neighborhood problems	Church groups Community service groups Neighborhood associations Student groups Fraternities and sororities
Continue to financially assist needed health and social service programs that meet established criteria.	Number of Kent residents served Annual amount of CDBG and Social Service General Fund dollars expended.	City Council Community Development Department Community not-for-profit social service and health agencies.
* For more information on The Portage, see Appendices G & H.		

## Economy

***Encourage and promote locally owned small businesses.*** For example, Kent residents want to attract restaurants that are not franchises. There is a vision that each small business will attract other small businesses. Kent residents also value the existence of a daily hometown newspaper and the local Chamber of Commerce.

<b>Implementation Plan</b>	<b>Indicators of Progress</b>	<b>Implementation Teams</b>
Encourage Kent residents to shop in Kent.	Number of Kent residents shopping in Kent as determined by merchants' customer surveys  Increase in yearly sales	Kent residents  Kent Area Chamber of Commerce  Kent merchants
The Kent Area Chamber of Commerce adopts a "Buy Kent" program by 2005.	Program adopted  Annual program-review completed	Kent Area Chamber of Commerce
The City of Kent adopt a "Buy Kent" program for municipal supplies and services by 2005	Number of Kent businesses serving the City of Kent as goods and service providers	City Council  City Departments
The Kent Area Chamber of Commerce sponsors an annual community business fair with a goal of encouraging local businesses to buy from and supply each other with goods and services beginning, in 2005.	Event established  Number of participants per year	Kent Area Chamber of Commerce  Local businesses
Downtown merchants organize to continue efforts to improve the commercial activity in downtown, including sidewalk-sale events throughout the year starting, in 2004.	Creation of downtown organization  Number of events per year	Kent Area Chamber of Commerce  Downtown merchants
Strip-center merchants organize to continue efforts to improve the commercial activity in their respective centers, including sidewalk-sale events throughout the year, starting in 2004.	Creation of strip-center organization  Number of events per year	Kent Area Chamber of Commerce  Shopping center owners and merchants
Arts groups raise their profile by increasing cultural arts opportunities and venues in downtown, including an annual program downtown, starting in 2005.	Number of arts-based programs in downtown per year  Number of attendees	The Artist Network of Kent  Standing Rock Cultural Arts Center  Kent Area Chamber of Commerce
<i>(continued)</i>		



<b>Locally Owned Small Businesses (continued)</b>		
<b>Implementation Plan</b>	<b>Indicators of Progress</b>	<b>Implementation Teams</b>
Continue to promote Kent through the Kent Area Chamber of Commerce and the Central Portage County Visitors and Convention Bureau.	Number of inquiries and information requests received  Number of Web site hits  Dollar amount of hotel taxes received per year	Kent Area Chamber of Commerce  Community Development Department
The city of Kent proposes a grant program, a revolving-loan program and a tax-abatement program for facade improvements for retail centers throughout the city, including downtown. Report to City Council by July 2005.	Program proposed  Program adopted and funded by City Council  Number of facades improved each year	City Council  Community Development Department
The Cuyahoga River is used as a recreational facility for canoeing and/or kayaking and is operated either by the Parks and Recreation Board or a private entity.	Construction and/or lease of facility completed	City Council  Parks and Recreation Board  Kent Historical Society  Kent Area Chamber of Commerce
Develop and create business programs for new entrepreneurs using volunteers to provide business planning assistance, understanding local regulations, financing programs and managing your business	Number of annual inquiries  Number of start-up businesses  Number of volunteer counselors	Kent Area Chamber of Commerce  Community Development Department  Kent Regional Business Alliance  Small Business Development Center

## Economy

**Promote a diverse economy with a social and environmental consciousness.** The residents of Kent recognize the city’s need for a tax base that is supported by commerce and maintained by high-technology jobs. Tax incentives should be awarded judiciously. Industrial jobs created or located in Kent should pay a living wage. Local government regulations and fees should not be a hindrance to businesses locating or operating in Kent. Vacant or underutilized land and buildings should be sites for development. Development should not have a negative impact on Kent’s quality of life. Residents see the value in a regional economy and encourage the collaborative creation of economic districts between local governments. Tourism also is seen as a viable economic development sector.

<b>Implementation Plan</b>	<b>Indicators of Progress</b>	<b>Implementation Teams</b>
Encourage the use of rain gardens and other similar water-quality facilities in new construction projects (residential, commercial and industrial) and redevelopment projects.	Number of projects completed with alternative water-quality facilities	Planning Commission Community Development Department
When and where appropriate, place utility wires underground in development and redevelopment project areas.	Number of miles of road where utility wires have been buried	City Council Community Development Department Public Service Department
Create historical residential and commercial districts as identified in the district plans by 2010.	Number of districts created	City Council Planning Commission Community Development Department Kent Historical Society
Investigate and implement Green Building codes where appropriate.	Number of projects completed with Green Building procedures	Community Development Department
Kent residents encouraged to shop in Kent.	Number of Kent residents shopping in Kent as determined by merchants’ customer surveys  Increase in yearly sales	Kent residents Kent merchants
The Kent Area Chamber of Commerce sponsors an annual community business fair with a goal of encouraging local businesses to buy from and supply each other with goods and services, beginning in 2005.	Event established  Number of participants per year	Kent Area Chamber of Commerce  Local businesses
<i>(continued)</i>		

<b>Diverse Economy</b> <i>(continued)</i>		
<b>Implementation Plan</b>	<b>Indicators of Progress</b>	<b>Implementation Teams</b>
Create architectural standards for downtown buildings and other commercial zones in Kent by 2007.	Ordinance adopted	City Council  Community Development Department  Kent Historical Society  Architectural Review Board
Encourage greater communication between Kent State University and the City of Kent regarding emerging technologies and opportunities for employment growth in the City of Kent.	Number of new jobs created from “spin-off” businesses	Kent State University  Community Development Department
Base tax incentives on jobs that pay living wages and increase incentives for those businesses that pay living wages.	Number of new jobs paying a living wage	City Council  Community Development Department
Continue to promote Kent through the Kent Area Chamber of Commerce and the Central Portage County Visitors and Convention Bureau.	Number of inquiries and information requests received  Number of Web site hits  Dollar amount of hotel taxes received per year	Kent Area Chamber of Commerce
Survey Kent State University students regarding shopping patterns and preferences	Survey of students	Kent Area Chamber of Commerce  Community Development Department  Kent State University Office of Student Life  Kent State students
Pursue chain stores that will be attractive to Kent State University students	Number of inquiries and contacts  Number of chain stores located in Kent	Community Development Department  Kent Area Chamber of Commerce  Kent State University student groups
<i>(continued)</i>		

<b>Diverse Economy</b> <i>(continued)</i>		
<b>Implementation Plan</b>	<b>Indicators of Progress</b>	<b>Implementation Teams</b>
Continue Ambassador Program	Number of industrial visits	Community Development Department  Kent Area Chamber of Commerce
Seek the clean-up and development of the Wheeling and Lake Erie Rail yard	Phase One Environmental reviews  Development of parcels	Community Development Department  Ohio Department of Development  Ohio Environmental Protection Agency  Wheeling and Lake Erie Railroad

## Economy

***Develop Kent's downtown as an economic focal point.*** The downtown business district should be accessible to students and should market products and services to students. Downtown should remain walkable and be more retail-oriented. Cultural arts should support the development of downtown shopping, activities and festivals. There is great interest in more restaurants that are unique, diverse and of high quality. Older buildings need to be redeveloped and commercial opportunities developed along the Cuyahoga River. Residents commented on the need to preserve the small-town atmosphere and the continued the beautification of downtown. This redevelopment and beautification need to include the preservation of historic architecture in downtown Kent.

<b>Implementation Plan</b>	<b>Indicators of Progress</b>	<b>Implementation Teams</b>
Interconnect all community parks with The Portage by 2015.	Number of parks connected each year  Number of lane miles added (by routing or construction)	Parks and Recreation Board  Kent State University
Identify locations for installation of sidewalks; develop a five-to-10-year plan for installation and repair of sidewalks throughout Kent, including a first-come, first-served equal-cost-sharing sidewalk-repair program.	Locations defined  Plan completed  Plan funded  Number of feet of sidewalk replaced or installed	City Council  Public Service Department
Encourage more downtown community activities to supplement the Heritage Festival, Festival of Lights and Home Savings Concert Series beginning in 2005.	Number of downtown activities per year	Kent Area Chamber of Commerce  Musical and Visual Arts groups
Encourage Kent State University to have at least one activity per year in the downtown area.	Number of activities per year sponsored by Kent State University in downtown Kent	Kent State University  Kent Area Chamber of Commerce
Increase the number of Kent residents shopping in Kent and the retail shopping opportunities available in the city.	Number of Kent residents shopping in Kent as determined by merchants' customer surveys  Number of new retail stores downtown  Increase in yearly sales	Kent residents  Community Development Department  Kent Area Chamber of Commerce  Kent merchants
The Kent Area Chamber of Commerce adopts a "Buy Kent" program by 2005.	Program adopted  Annual program-preview completed	Kent Area Chamber of Commerce
<i>(continued)</i>		

<b>Downtown as Economic Focal Point</b> <i>(continued)</i>		
<b>Implementation Plan</b>	<b>Indicators of Progress</b>	<b>Implementation Teams</b>
Downtown merchants need to organize to continue efforts to improve the commercial activity in downtown including sidewalk sale events through the year starting in 2004.	Creation of downtown organization  Number of events per year	Kent Area Chamber of Commerce  Downtown Merchants
Conduct a market study of all downtown businesses to determine downtown Kent's overall market area.	Completion of market study with 100-percent participation of downtown businesses	Downtown merchants  Kent Area Chamber of Commerce Community Development Department
The City of Kent proposes a grant program, revolving-loan program and tax-abatement program for facade improvements for retail centers throughout the city, including downtown. Report to City Council by July 2005.	Program proposed  Program adopted and funded by City Council  Number of facades improved each year	City Council  Community Development Department
Create architectural standards for downtown buildings and other commercial zones in Kent by 2007.	Ordinance passed	City Council  Community Development Department  Kent Historical Society  Architectural Review Board
Expand the Keep Kent Beautiful Adopt-A-Spot program to include the entrances to the City of Kent, park entrances and neighborhoods, beginning in 2007.	Net increase in number of spots  Net increase in number of volunteers	Community Development Department  Keep Kent Beautiful Board
Arts groups raise their profile by increasing cultural arts opportunities and venues in downtown Kent, including an annual program downtown, starting in 2005.	Number of arts-based programs in downtown per year  Number of attendees	The Artist Network of Kent  Standing Rock Cultural Arts Center  Kent Area Chamber of Commerce
Continue to promote Kent through the Kent Area Chamber of Commerce and the Central Portage County Visitors and Convention Bureau.	Number of inquiries and information requests received  Number of Web site hits  Dollar amount of hotel taxes received per year	Kent Area Chamber of Commerce
<i>(continued)</i>		

<b>Downtown as Economic Focal Point</b> <i>(continued)</i>		
Create a comprehensive parking strategy, including redesigned and properly signed parking lots.	Number of identifiable customer and employee parking locations. Parking Action Plan implemented (see Appendix F)	City Council Parking Action Committee Community Development Department Public Service Department Safety Department Downtown Merchants Kent Area Chamber of Commerce
* For more information on The Portage, see Appendices G & H.		