

STRATEGIC STUDIES, REPORTS, & SOURCE DOCUMENTS LINKS

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FINANCIAL HEALTH RESOURCE LINKS

- [2020 THROUGH 2024 COMPREHENSIVE ANNUAL FINANCIAL REPORT SUMMARIES](#)
- [2012 FISCAL DISTRESS REPORT](#)
- [2012 Q&A RATE STABILIZATION PLAN](#)
- [2018 TO 2022 STATE AUDITOR FINANCIAL HEALTH INDICATORS REPORTS](#)
- [2020-25 RATE STABILIZATION PLAN UPDATES](#)
- [2025 FISCAL DISTRESS REPORT](#)
- [2024 ANNUAL COMPREHENSIVE FINANCIAL REPORT](#)
- [2023 ANNUAL COMPREHENSIVE FINANCIAL REPORT](#)
- [2022 ANNUAL COMPREHENSIVE FINANCIAL REPORT](#)
- [2021 ANNUAL COMPREHENSIVE FINANCIAL REPORT](#)
- BLUE RIBBON PANEL
 - FINANCIAL WORKSHOPS
 - [2006 WORKSHOPS SUMMARY FINDINGS JAN TO JUNE](#)
- MONTHLY WORKSHOP SUMMARIES
 - [APRIL 26 WORKSHOP RECAP](#)
 - [AUGUST WORKSHOP AGENDA](#)
 - [FEBRUARY 22 WORKSHOP RECAP](#)
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 - [JULY WORKSHOP AGENDA](#)
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- BLUE RIBBON REPORTS
 - [2005 CITY FINANCIAL REPORT](#)
 - [2006 BENCHMARKS SUMMARY](#)
 - [2006 BLUE RIBBON PANEL POWERPOINT](#)
 - [2006 BLUE RIBBON PANEL SUMMARY](#)
 - [2006 CITY FEES REPORT](#)
 - [2006 CITY FINANCIAL BENCHMARKS REPORT](#)
 - [2006 TAX REPORT](#)
- BOND RATING FINANCIAL PRESENTATIONS
 - [2014 CITY OF KENT OHIO RATING AGENCY PRESENTATION](#)
 - [2015 CITY OF KENT OHIO RATING AGENCY PRESENTATION FINAL](#)
 - [2024 CITY OF KENT RATING PRESENTATION 7 25 24](#)
- BUDGET BALANCING SURVEY WORKSHEETS, CUTS SUMMARY, APPROACH
 - [2005 CITY FINANCIAL REPORT](#)
 - [2005 FINANCIAL STRATEGY DEPARTMENT SUMMARIES](#)
 - [2005 FINANCIAL STRATEGY PROPOSAL](#)
 - [2005 FINANCIAL STRATEGY WORKSHEET](#)

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- [2005 TO 2010 BUDGET CUTS](#)
- [2006 BUDGET SURVEY](#)
- [2006 BUDGET WORKSHEET](#)
- [2006 FINANCIAL PROCESS TIMELINE](#)
- [2006 SERVICE REDUCTION APPROACH AND PLAN](#)
- [2007 BUDGET PROGRESS REPORT](#)
- [2007 COUNCIL BUDGET PREFERENCES RESULTS](#)
- [2010 COUNCIL BUDGET PREFERENCES WORKSHEET](#)
- [2010 COUNCIL PREFERENCES SUMMARY RESULTS](#)

- LEVY INFORMATION

- [2024 LEVY RENEWAL FLYER](#)
- [2024 LEVY RENEWAL LETTER](#)

- OPERATING BUDGET

- [2009 KENT BUDGET HIGHLIGHTS INFORMATION](#)
- [2015 BUDGET IN BRIEF](#)
- [2020 THROUGH 2025 OPERATING BUDGET NARRATIVE MESSAGE](#)
- [2025 OPERATING BUDGET](#)
- [2024 OPERATING BUDGET](#)
- [2023 OPERATING BUDGET](#)
- [2022 OPERATING BUDGET](#)
- [2021 OPERATING BUDGET](#)
- [2020 OPERATING BUDGET](#)

- PUBLIC INFORMATION ITEMS

- [2006 CITY FINANCES Q&A](#)
- [2006 TREE CITY BULLETIN ARTICLES SERIES](#)
- [2008 CITY FINANCES Q&A UPDATE](#)
- [2015 BUDGET IN BRIEF](#)

STRATEGIC STUDIES, REPORTS, & SOURCE DOCUMENTS LINKS

ECONOMIC GROWTH, COMMUNITY DEVELOPMENT AND DOWNTOWN VIBRANCY

- ECONOMIC DEVELOPMENT STRATEGIES

- [1993 ECONOMIC DEVELOPMENT STRATEGY](#)
- [1994 EMPOWERMENT ZONE STRATEGY PLAN](#)
- [2005 ECONOMIC DEVELOPMENT STRATEGY](#)
- [2007 BUXTON RETAIL ASSESSMENT](#)
- [2009 ECONOMIC DEVELOPMENT PROJECTS MATRIX](#)
- [2009 WEST RIVER REDEVELOPMENT REPORT](#)
- [2025 NEOMCMA SITE SELECTION REPORT](#)
- [2025 ECONOMIC DEVELOPMENT STRATEGY](#)
- [CITY BUSINESS RELOCATION POLICY](#)
- [MOGADORE CORRIDOR INDUSTRIAL DEVELOPMENT PROJECT OPPORTUNITY](#)

- ECONOMIC DEVELOPMENT UPDATES

- [2008 ECONOMIC UPDATE](#)
- [2019 ECONOMIC UPDATE](#)
- [2020 ECONOMIC UPDATE](#)
- [2021 ECONOMIC UPDATE](#)
- [2022 ECONOMIC UPDATE](#)
- [2023 ECONOMIC UPDATE](#)
- [2024 ECONOMIC UPDATE](#)

- KENT BRANDING, ADVERTISING, WAYFINDING

- [2006 KENT BRAND CONCEPT REPORT](#)
- [2006 KENT BRAND EXECUTIVE SUMMARY](#)
- [2006 KSU-KENT BRANDING STUDY](#)
- [2008 HERITAGE TRAIL SIGNAGE PLAN](#)
- [2012 DOWNTOWN SIGNAGE BRAND FRAMEWORK](#)
- [2012 DOWNTOWN SIGNS BRAND CONCEPT REPORT](#)
- [2013 DOWNTOWN WAYFINDING CONCEPT PLAN](#)
- [2013 VISIT KENT CAMPAIGN](#)
- [2016 DESTINATION KENT AD](#)
- [2021 KENT BRAND ELEMENTS DIAGRAM](#)

- MISCELLANEOUS ECONOMIC DEVELOPMENT MATERIALS

- [2025 COWORKING SPACE DECLINES](#)
- [2024 OHIO ECONOMIC REPORT](#)
- [2025 OHIO BUSINESSES CASHING IN ON DATA CENTERS](#)
- [STRONG TOWNS FINAL FOUR](#)

- VIDEOS

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|--|-----------------------------------|----------------------------------|
| - BUSINESS IN KENT | - OUR UNIVERSITY | - KENT 100 YEARS |
| - ECONOMIC DEVELOPMENT IN KENT | - PHOENIX PROJECT | |
| - KENT IS GREEN | - WELCOME TO KENT | |

STRATEGIC STUDIES, REPORTS, & SOURCE DOCUMENTS LINKS

COMMUNITY PLANS LINKS

- [1993 VISIONS OF A NEW ERA STUDY](#)
- [2004 BICENTENNIAL PLAN – ATTACHMENTS, UPDATES](#)
- [DESTINATION 2006 STUDY](#)
- [1998 HAYMAKER PARKWAY IMPROVEMENT PLAN](#)
- [URBAN DESIGN CENTER DOWNTOWN STUDY](#)
- [VISION 2000](#)
- [BICENTENNIAL LINK AERIAL DIAGRAM](#)
- [BICENTENNIAL CAMPUS LINK POSTER](#)
- [BICENTENNIAL PLAN AWARD APPLICATION](#)

DOWNTOWN VIBRANCY

- [DOWNTOWN PRESS ARTICLES](#)
- DOWNTOWN BEFORE AND AFTER
 - [2018 BOWMAN BREAKFAST MAP, BEFORE AND AFTER](#)
 - [DOWNTOWN KENT BEFORE AND AFTER POWERPOINT PHOTOS](#)
 - [DOWNTOWN BEFORE WALKING TOUR PICTURES](#)
- DOWNTOWN CHAMBER REDEVELOPMENT COMMITTEE
 - [2007 CHAMBER BLOCK RECOMMENDATIONS NOTES](#)
 - [2007 CHAMBER REDEVELOPMENT GOALS NOTES](#)
 - [2007 CHAMBER MAIN STREET/CBD STUDY NOTES](#)
 - [2007 CHAMBER REDEVELOPMENT GOALS NOTES](#)
- DOWNTOWN PARKING
 - [1975 DOWNTOWN PARKING STUDY](#)
 - [2013 DOWNTOWN PARKING POSTCARD MAP](#)
 - [2009 GRALEC PARKING CONCEPTS STUDY](#)
 - [PAID PARKING DOWNTOWN BLOG POST](#)
 - [2012 PROPOSED DOWNTOWN PARKING MATRIX](#)
 - [2013 QUARTERS FOR COMMERCE TREE CITY ARTICLE](#)
- DOWNTOWN REDEVELOPMENT PHOTO ALBUM
 - [2008 DOWNTOWN DEMOLITION PHOTOS](#)
 - [ESPLANADE PHOTOS](#)
 - [2011 PARTA GROUNDBREAKING PHOTOS](#)
 - [2012 OLD FRANKLIN HOTEL PHOTOS](#)
 - [2012 REDEVELOPMENT IN PROGRESS PHOTOS](#)
 - [2012 PHOENIX PROJECT PHOTOS](#)
 - [SITE PREP & STEEL PHOTOS](#)
 - [AERIAL DOWNTOWN PROJECT COMPARATIVE IMAGES 2008/2010/2012](#)

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- DOWNTOWN REVITALIZATION PLANS
 - [2005 DOWNTOWN URBAN RENEWAL UPDATE](#)
 - [2008-09 DOWNTOWN STEERING COMMITTEE MEETINGS POWERPOINTS](#)
 - [COURTHOUSE FINAL RENDERING](#)
 - [DOWNTOWN "BLUEPRINT" SUMMARY AND IMAGES](#)
 - [DOWNTOWN KENT STRATEGIC THEMES](#)
 - [DOWNTOWN KENT TIMELINE](#)
 - [DR. FONG DOWNTOWN PLAN CONCEPTS](#)
 - [EXECUTIVE SUMMARY TO RON RICHARD](#)
 - [FAIRMONT DOWNTOWN PROJECT CONCEPT PLAN](#)
 - [MARCH 2009 BOWMAN BREAKFAST CHANN KREIGER POWERPOINT](#)
 - [OLD WITH NEW BLUEPRINT TEXT AND CONCEPT MAP](#)
 - [RFP KENT COURTHOUSE REDEVELOPMENT](#)
 - [RIVER OVERLOOK MIST FOUNTAIN CONCEPT](#)
- PARTA MULTI-MODAL FACILITY
 - [KENT GATEWAY SITE SELECTION REPORT](#)
 - [PARTA KENT CENTRAL GATEWAY TIGER GRANT APPLICATION](#)
- BUSINESS TECH PARK PROJECT
 - [NARRATIVE FOR ATLANTIC & GREAT WESTERN MOGADORE ROAD PROJECT](#)
- DOWNTOWN KENT CORPORATION (DKC)
 - [1983 DKC ARTICLES OF INCORPORATION](#)
 - [1987 DKC AMENDED CODE OF REGULATIONS](#)
 - [1987 DKC ARTICLES OF INCORPORATION](#)
 - [1995 DKC OPERATING AGREEMENT & AMENDMENT](#)
 - [2009 DKC OPERATING AGREEMENT & LOAN AGREEMENT](#)

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NATURAL RESOURCES LINKS

- [CLIMATE ACTION PLAN UPDATES 2024 TO 2025](#)
- [CLIMATE ACTION PLAN 3 22 2023](#)
- [GREENHOUSE GAS INVENTORY 2022](#)
- [1993 RIVER EDGE TRAIL PLAN](#)
- [1994 GREEN ENTERPRISE PLAN](#)
- [2005 BICENTENNIAL PLAN SUSTAINABILITY GOALS](#)
- [2008 AMATS REGIONAL PED-BIKE PLAN](#)
- [BROWNFIELD SITES LIST](#)
- [KENT IS GREEN \(VIDEO\)](#)
- [SUSTAINABLE KENT NEWSLETTER, FALL 2025](#)

QUALITY OF LIFE LINKS

- [KENT CITY SCHOOLS STRATEGIC PLAN 2008 TO 2013](#)
- [KENT CITY SCHOOLS GOALS OBJECTIVES 2019 TO 2024](#)
- [KENT PARKS & RECREATION MASTER PLAN PRESENTATION 2025](#)

SAFETY LINKS

- [2009 FAIRCHILD CRAIN AVENUE BRIDGE SAFETY BROCHURE](#)
- [2013 EMERGENCY OPERATIONS PLAN](#)
- [2014 CONSOLIDATED SUPPORT SERVICES CONCEPT PLAN](#)
- [2018 CITY SCHOOLS PARTNERSHIP IN SAFETY BROCHURE](#)
- [KENT COMPASSIONATE SERVICES REFERRAL GUIDE](#)
- [KENT PUBLIC SAFETY BUILDING REPORT](#)
- [LEAD SERVICE LINES SURVEY 2024](#)
- [NEW KENT POLICE BUILDING Q&A 2012](#)
- [POLICE ANNUAL REPORTS 2023-2019](#)
- [POLICE NEIGHBORHOOD WATCH](#)
- [WATER QUALITY TREE CITY BULLETIN ARTICLE 2016](#)
- [WATER SERVICE LINES Q&A](#)

STRONG NEIGHBORHOODS LINKS

- [2007 NEIGHBORHOODS ENRICHMENT](#)
- [2016 CITY/KSU HOUSING STUDY](#)
- [2018 NEIGHBORHOODS BOOKLET](#)

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CITY GOVERNMENT LINKS

- [2025-2029 CDBG CONSOLIDATED PLAN](#)
- [HISTORIC PROPERTIES PROJECT LISTING](#)
- [2016 CITY HOUSING STUDY](#)
- [ONLINE CITIZEN REQUEST SUMMARY REPORT 2008-2012](#)
- [NEW TRASH SERVICE LETTER 2009](#)
- [HYDRANT FLUSHING Q&A](#)

CITY KSU LINKS

- [CITY UNIVERSITY ITGA JUNE 2025 CONFERENCE PRESENTATION](#)
- [CITY UNIVERSITY ITGA JUNE 2025 POWERPOINT](#)
- [1996 CITY UNIVERSITY RELATIONS REPORT](#)
- [CITY KSU MESSAGE BOARD REPORT](#)
- [CITY KSU DOWNTOWN PARTNERSHIP POSTER](#)
- [KENT WELLS SHERMAN HOUSE RELOCATION AGREEMENT](#)

STRATEGIC PERFORMANCE REPORTS

- [2008-2024 ACHIEVEMENTS SUMMARY](#)
- [2024 COUNCIL ACTIVITY SUMMARY REPORT](#)
- [2025 STRATEGY BOOKLET](#)
- [2025 STRATEGY REPORT CARD](#)
- [2024 COUNCIL ACTIVITY SUMMARY REPORT](#)
- [KENT STRATEGIC ONEPAGE-2025](#)
- [STRATEGIC DEPLOYMENT MODEL](#)

STRATEGIC PLANNING & COMMUNITY BUILDING

- ONE KENT MULTI-CULTURAL INITIATIVES
 - [2017 ONE KENT INTRODUCTION BROCHURE](#)
 - [2017 ONE KENT UPDATE PRESENTATION](#)
 - [2018-18 COMMUNITY BUILDING AND PLANNING ONE KENT INITIATIVE](#)
 - [2020 MULTI-CULTURAL BROCHURE](#)
 - [2022 MULTI-CULTURAL POWERPOINT PRESENTATION](#)
 - [COUNCIL LETTERS AND RESOLUTIONS SUPPORTING ALL PEOPLE](#)
 - [KENT HEART AND SOUL VOLUNTEER BROCHURE 2020](#)
 - [KENT HEART AND SOUL SURVEY 2020](#)

COUNCIL STRATEGIC ACTIVITY TRACKING REPORTS

- [2020 4-QUARTERS ACTIVITY REPORTS](#)
- [2021 4-QUARTERS ACTIVITY REPORTS](#)
- [2022 4-QUARTERS ACTIVITY REPORTS](#)
- [2023 4-QUARTERS ACTIVITY REPORTS](#)
- [2024 4-QUARTERS ACTIVITY REPORTS](#)

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5 YEAR CAPITAL PLAN AND ANNUAL PROJECTS UPDATES

- [2020-2025 CAPITAL PLAN](#)
- [2021-2026 CAPITAL PLAN](#)
- [2022-2027 CAPITAL PLAN](#)
- [2023-2028 CAPITAL PLAN](#)
- [2024-2029 CAPITAL PLAN](#)
- [NOVEMBER 2020 PROJECT UPDATES](#)
- [NOVEMBER 2021 PROJECT UPDATES](#)
- [NOVEMBER 2022 PROJECT UPDATES](#)
- [NOVEMBER 2023 PROJECT UPDATES](#)
- [NOVEMBER 2024 PROJECT UPDATES](#)

COUNCIL GOALS, PLANNING

- [COUNCIL SELF AUDIT SURVEY](#)
- [COUNCIL GOALS FRAMEWORK](#)
- [COUNCIL PRIORITIES/GOALS 2008 BACK TO 1999](#)

COUNCIL RETREATS

- [MARCH 2004 STAFF PLANNING SESSION](#)
- [MAY 2004 COUNCIL PLANNING RETREAT](#)
- [2007 RETREAT PACKET](#)
- [APRIL 2008 STRATEGIC PLANNING WORKSHOP](#)
- [APRIL 2008 STRATEGIC PLANNING WORKSHOP POWERPOINT](#)

SURVEY LINKS

- [2003 HEALTH DEPARTMENT SURVEY](#)
- [2006 CITIZEN SURVEY RESULTS](#)
- [2007 BUDGET SURVEY](#)
- [2007 STUDENT SURVEY EXECUTIVE SUMMARY](#)
- [2007 STUDENT SURVEY](#)
- [2011 HEALTH CARE SURVEY SUMMARY](#)
- [2012 RESIDENT SURVEY](#)