EMPOWERMENT ZONE
STRATEGIC DEVELOPMENT PLAN

CITY OF KENT, OHIO
Acknowledgements

KENT CITY COUNCIL MEMBERS

Kathleen Chandler  Mayor & President of Council
Jerome T. Fiala  Councilmember, Ward 1
Edward W. Pease  Councilmember, Ward 2
Wayne A. Wilson  Councilmember, Ward 3
Robert Felton  Councilmember, Ward 4
William J. Schultz  Councilmember, Ward 5
Carol E. Neff  Councilmember, Ward 6
Ronald Heineking  Councilmember-At-Large & President of Council Pro-Tem

John Nemec  Councilmember-At-Large
Marilyn Perkowski  Councilmember-At-Large
Linda M. Mauck  Clerk of Council
Mike Sepi  
Barbara Rissland  
Donald M. Martell  
B. Alan Brubaker  
John B. Ferlito  
Mike Stefanich  
John Idone  
William C. Lillich  

Service Director  
Budget & Finance Director  
Law Director  
City Engineer  
Health Commissioner  
Income Tax Commissioner  
Parks & Recreation Director  
Police Chief

COMMUNITY DEVELOPMENT DEPARTMENT
A. Louis Zunguze  
Gary S. Locke  
Carson Barnes  
Rito Alvarez  
Mark Watson  
Jamella D. Hadden  
Joan Randall  
Christopher Cusak  

Director  
Plans Administrator  
Grants Coordinator  
Building Services  
Supervisor  
Building and Zoning  
Inspector  
Administrative Assistant  
Account Clerk  
Planning Intern

PARTICIPATING PERSONNEL AND ORGANIZATIONS

PERSONNEL:
Dr. Carol Cartwright; President, Kent State University.  
P. Michael Robinson; Director, Urban Design Center, Kent State University.  
Graham Gund; President, Graham Gund Architects.  
Joseph C. Schidlowksi; Professor, Urban Design Center, Kent State University.  
Everett L. Fly; President, E.L. Fly & Associates.  
Michael Mercil; Public Artist.  
Jean Meadows; Project Coordinator, Kent Vision 2000.  
Ann Bryner; Graphic Media Assistant, Urban Design Center, Kent State University.  
Cara Armstrong; Research Fellow, Urban Design Center, Kent State University.  
Joan Wilsterman; Research Assistant, Urban Design Center, Kent State University.  
Michael Szabo; Student/Research Intern, Urban Design Center, Kent State University.
ernment, and Kent State University. KRBA, the first such alliance formed in the state, provides a technical and professional network of support to businesses in the region. The network, composed of contacts at KSU and Regional campuses, will facilitate problem solving, business training and research, and technology transfer for small businesses in northeastern Ohio.

Kent Vision 2000 is a project created by a diverse group of community leaders whose hope was to develop a prioritized list of ideas for the city to pursue in the future. During the 5-month community goal-setting process, Kent Vision 2000 provided a forum for citizens to express their needs and concerns for their neighborhoods and the City as a whole. One of the greatest achievements of Vision 2000 was that it encouraged action and promoted a re-found sense of community spirit. A number of concerns raised by Vision 2000 include social issues, economic and community development, human relations, recreation opportunities, and the quality of life.

Portage Metropolitan Housing Authority is a local housing agency established to plan and carry out assisted housing programs in Portage County. Although the Authority receives its funds from the Federal Government through the U.S. Department of Housing and Urban Development, the Authority is governed by a five-member board appointed by local elected officials. The Board of the Portage Metropolitan Housing Authority is dedicated to providing decent and affordable housing for low-income families and the elderly through a variety of programs.
Contents

Acknowledgements ........................................ page i
Introduction ............................................... page ix
Chapter One .............................................. page 1
Chapter Two ............................................... page 15
Chapter Three ............................................ page 19
Chapter Four ............................................. page 25
Chapter Five ............................................. page 83
Chapter Six ............................................... page 95
Appendix ................................................... page 109
The purpose of this introduction is to provide an orientation to the Empowerment Zone Strategic Plan. The plan was designed in an environment of community-based partnerships between the City government, Kent State University, business community members, community residents, and community groups to provide economic opportunity, sustain community development and articulate a vision for change. The plan is divided into the following sections:

Chapter One describes the city of Kent in terms of geographic location, physical features, history, and demographic traits to outline a vital city possessing a diversity of resources. The location of the City's Empowerment Zone is identified and located to best provide for a foundation of growth and renewal for both the city and the surrounding region.

Chapter Two describes the engagement of residents of the community, students, representatives of non-profit organizations, business people, and public officials in the collaborative process used in creating a strategic plan and
outlines specific goals, objectives, and strategies for rejuvenating the city. Kent’s resources in terms of physical and economic investment and development are identified and described.

CHAPTER THREE identifies and describes key areas for development and rehabilitation such as deteriorated housing and poverty areas, vacant commercial space, under-used open park space and blighted parking lots. These key elements have the potential to serve successfully as cornerstones for the revitalization of the city and the region.

CHAPTER FOUR discusses the City of Kent’s facilities - schools, parks, police and fire services, etc.

CHAPTER FIVE establishes long term goals based on a variety of evaluation and analysis criteria used to identify and understand the predominant physical characteristics present in the City of Kent’s urban environment. Concerns for neighborhood, restoration, human scale, and balance are examined.

CHAPTER SIX describes seven key short term projects located in the empowerment zone. These projects are earmarked as cornerstones for revitalization efforts and can spur development throughout the City. The proposed projects are:

I. Academic Inn  
II. Multi-Cultural Center  
III. International Marketplace  
IV. Kent Regional Business Alliance Center  
V. Downtown Affordable Housing  
VI. Civic Center  
VII. Minority Business Enterprise Center

Due to the prominent location, historical value, and unique features of each site, it is envisioned that each of the projects will create strong anchors that contain the elements necessary to improve the vitality of the area, strengthen the image and identity of the City of Kent; thus, the impact of each site will be examined.
As the twenty-first century approaches, many cities are preparing to meet the demands of a rapidly changing world. Constantly shifting socio-economic forces and innovative new technologies are only a few of the forces impacting our ever-altering urban environments. Cities can no longer rely on traditional methods for change; they must explore new techniques and fresh ideas to move forward.

The City of Kent, Ohio, is in the process of undergoing a transformation to successfully prepare for the future. Possessing a strong sense of identity and a spirit firmly rooted in history, Kent has the fundamental elements necessary to meet the challenges of the coming century. With community involvement, careful design, planning, creativity and imagination, a renewed civic vision for the entire community will encourage an exciting atmosphere full of potential and change.

The City of Kent is the largest city in Portage County. It is located in two major national economic regions: the American Manufacturing Region and the East North
Central Region. The American Manufacturing Region is a recognized geographical region of the United States that extends from eastern New England to Missouri. The East North Central Region includes five states: Ohio, Indiana, Illinois, Michigan, and Wisconsin. This major sub-region of the United States has a total population of 42 million. This represents nearly 20 percent of the United States population. The State of Ohio, the sixth largest state in the United States, had a 1990 Census population of 10,847,115. Ohio experienced a 1% growth rate between census years 1980 and 1990. Of the five states located in the East North Central Region, Ohio accounts for 25.7% of the total population.

Located in northeastern Ohio only a short distance from Cleveland, Akron, Canton, and Youngstown, the City of Kent is a significant link between several major metropolitan areas and is part of the “Great Lakes Megalopolis”, an urbanized area extending from Cleveland to
Pittsburgh. Existing and proposed bike trails link the City of Kent to a park system that spans to Lake Erie. This location in Portage County and its proximity to several interstate highways, railways, and airports makes the City of Kent an active participant in the region's economy.

Once part of Connecticut's Western Reserve, the City of Kent was conceived as a portion of a territory laid out on a 5-mile township grid. Differing from 6-mile grid townships established in other parts of Ohio by the Northwest Ordinance, there is much more intimacy and interdependence among the surrounding communities.

Historically, the City of Kent is the result of the merging of two separate early 19th century communities, Carthage and Franklin Mills, which were located on the west bank of the Cuyahoga River. Since this union, Kent has remained prosperous through three significant eras of development spanning nearly two centuries. Established in 1805 as a mill town, the City of Kent quickly learned to take advantage of its location on the Cuyahoga River and in the 1830s became an important part of the
Pennsylvania and Ohio Canal system. After this canal era, a new wave of prosperity arrived in Kent with the railroad and a small industrial town transformed into a vital commercial center. With the dawn of the twentieth century, a new era was ushered in when, in 1910, the City of Kent was chosen as the location of a college which became Kent State University (KSU). An unprecedented period of development occurred and the City of Kent has remained an active, exciting community ever since.

The City of Kent’s most predominant physical feature is the Cuyahoga River which flows through the downtown area and is marked by a waterfall near the heart of the business district. A steep stone wall and double tiered railroad bed form the east river bank while a strip of wooded park defines the west edge. From here the land slopes from the river forming hills to the east and west. Typical of the topography of the entire Kent area, these rolling hills are the result of glaciation that also created a terrain dotted with numerous kettle lakes, streams, bogs, and sand and gravel deposits.
Soils throughout the region are also the product of glacial material. The primary soil found in the city of Kent is the Chili type, a well-drained permeable soil that presents very few restrictions on urban or agricultural development.

The City of Kent’s climate is characteristic of the temperate region of northeast Ohio and is best described as having warm, humid summers and moderate winters frequented by lake-effect snow storms from Lake Erie. Extreme variations in temperature and precipitation amounts are not uncommon in this area.

The City of Kent is perhaps best known for being the home of Kent State University, a major university that maintains an enrollment of more than 24,000 students. Offering a diverse range of educational programs and cultural events, KSU is responsible for attracting large numbers of people to Kent each year. KSU is the City of Kent’s largest employer as well as export industry that brings in large sums of disposable income thereby producing a vast potential market for goods and services. KSU pays the most taxes of any corporation, provides the largest number of jobs of any employer, and owns the largest parcel of land in the City.

Proximity to Blossom Music Center, Sea World of Ohio, Geauga Lake Amusement Park, and the Cuyahoga Valley National Recreation Area enables the City of Kent to par-
Above: City of Kent in relation to Portage County and nearby cities, educational institutions and recreational facilities.

The City of Kent's Empowerment Zone was delineated through an analysis of data derived from the 1990 U.S. Census. The City of Kent, with a 1990 Census population of 28,835, is the largest city in Portage County. The accompanying table shows the total population, land area, number of people living in poverty and the poverty rate (percentage) in each of the census tracts in the City.
The data collected from the census provides valuable information about the population in the City of Kent with respect to detailed social, economic, and housing characteristics of the city up to the smallest geographical units of the city-blocks. As shown, the southeastern tract, 6015, contains the majority of Kent's population. Indeed, this tract contains over 40% of the entire city's population.

The 1990 Census identifies 15 separate race categories. The following summary will group these categories as white, black, and other. In 1990, approximately 90% of
<table>
<thead>
<tr>
<th>Census Tract</th>
<th>1990 Popn</th>
<th>Land Area</th>
<th>Popn in Poverty</th>
<th>Per in Poverty</th>
</tr>
</thead>
<tbody>
<tr>
<td>6012</td>
<td>3,347</td>
<td>1.0</td>
<td>971</td>
<td>29.0</td>
</tr>
<tr>
<td>6013</td>
<td>5,379</td>
<td>2.4</td>
<td>1,124</td>
<td>18.8</td>
</tr>
<tr>
<td>6014</td>
<td>5,015</td>
<td>2.3</td>
<td>998</td>
<td>19.9</td>
</tr>
<tr>
<td>6015</td>
<td>13,863</td>
<td>1.8</td>
<td>5,110</td>
<td>37.4</td>
</tr>
<tr>
<td>6017</td>
<td>774</td>
<td>1.2</td>
<td>380</td>
<td>49.2</td>
</tr>
</tbody>
</table>

Above: Table showing population data for the City of Kent.

The population was white. Blacks comprised another 7% with the remaining 3% classified as "other". The following chart shows a breakdown of the categories by census tract.

Much of the city's non-white population is located in the south. Specifically, tract 6017 has a higher percentage of blacks than are represented in the city-wide percentages. The northern tracts show lower percentages for the non-white population.

Results from the 1990 Census also indicate that 13,891 City of Kent residents, or approximately 48.1% of the total population, were employed at the time the census was taken. The remaining 51.9% represents persons under the age of 16 or those who might be retired, on disability, or unemployed.

The Census reported that the average median family income in the City of Kent was $28,301. Approximately 16.6% of all family incomes reported were below $10,000,
with 18.2% of the families reporting between $10,000 and $20,000. The percentage of families earning between $20,000 and $50,000 was 44%. The remaining 20.5% of families responding indicated an income above $50,000.

Top: Graph showing the population by Census Tract.
Above: Graph of racial demographics by Census Tract.
The data shown in the first table indicates that Census Tracts 6012, 6015, and 6017 have the highest poverty rates in the City of Kent.

The above map further shows the block groups that comprise each of the City's Census Tracts. The following map shows data compiled with respect to per capita income in the City of Kent. This data shows per capita income for both black and white populations in each of the City's block groups, thereby giving some indication of the distribution of poverty in the City.

The next map illustrates the distribution of persons living in poverty in the City of Kent. The geographic distribution of persons living in poverty corresponds to the data pertaining to per capita income shown in the above map, in that the areas showing large concentrations of persons in poverty, are also the areas showing low per capita incomes.
The next map shows the total population in each of the City’s block groups and the percentage of persons living under poverty in these block groups. As observed above, the data shown on this map confirms that the area in the City of Kent exhibiting poverty rates of 25% and above is the area located in the northeast, southeast and the southwest of the city. To the west the area is bounded by the Wheeling and Lake Erie Railroad, and the Cuyahoga River; and on the northwest by Fairchild Avenue, and the Wheeling and Lake Erie Railroad. The following map shows the thematic rendering of the extent of poverty throughout the City and the final map shows all the block groups that have poverty rates above 25% and which constitute the City’s Empowerment Zone.

Landmarks within the Empowerment Zone include Roosevelt High School, Davey Junior High School, Lamb Electric Manufacturing, the United Church of Christ Church, two KSU water towers, the old Depeyster School (now the Kent Board of Education Building), St. Patrick’s...
Roman Catholic Church and Parish School, the Williams Brothers Flour Mill, the renovated Railroad Station, the old Kent-Ellis Hotel, the Cuyahoga River, and the waterfall.
Within the Empowerment Zone, there are a number of districts: the City of Kent’s downtown commercial area; a residential area west of KSU dubbed “College Park; two residential neighborhoods north of KSU called “University Heights” and “Crain-to-Main”; a small manufacturing district along Water Street and Gougler Avenue; and a concentration of fraternity and sorority houses which have created a “Greek” district. Realizing
Above: Map showing the Empowerment Zone for Kent.

the presence of diverse districts is an important part of the urban design process as these can be used to complement, strengthen and unify the community.
The creation of the City's strategic plan has encouraged cooperation, coordination, and collaboration from the individuals, institutions, and organizations of the neighborhoods and the region. The Council of the City of Kent, the Kent Vision 2000 organization, the City of Kent, Kent State University, the Urban Design Center of Northeast Ohio, and the Portage Metropolitan Housing Authority have all joined forces to develop and establish common goals. These goals include the following:

I. To improve the economic vitality of the area
II. To improve the identity and image of the area
III. To improve linkages between downtown Kent and Kent State University
IV. To utilize open spaces more effectively
V. To utilize existing structures more effectively
VI. To preserve and enhance the history of Kent
VII. To promote and encourage cultural diversity
VIII. To create a public arts plan for the greater Kent community
IX. To encourage and develop health activities with emphasis on preventative measures
X. To provide support to families by:
   A. Creating job training
   B. Developing more accessible child care
   C. Improving access to drug/alcohol abuse prevention and rehabilitation programs
   D. Expanding community policing initiatives

These goals were developed over a period of five months through community forums. The forums provided a vehicle for citizens to set the vision for the revitalization and growth of the City of Kent. Over the 5 month period more than one thousand citizens from neighborhoods throughout the city participated in the goal setting process. The process was led by a twenty-eight member steering committee from a variety of racial, cultural and socio-economic backgrounds which reflected the diversity of the City of Kent. The process created a network for residents as well as service organizations, business owners, community leaders and students to express their needs and concerns for the community. The results of this process energize the participants and encourage them to envision the future of the City and course for achieving that vision. A statement from the Kent Vision 2000 Organizations outlining the goal setting process, meeting dates and the goals and objectives agreed on is attached in the APPENDIX.

To this end, there has been an outpouring of support for the effort to devise a strategic plan for the City’s Empowerment Zone. The City’s Department of Development has received a number of letters of support and commitment for this effort from representatives of non-profit organizations, business people, and public officials; these letters are attached in the APPENDIX of this document.

In the spirit of partnership, the Ohio Department of Development working in cooperation with state, local, public and private entities has pledged to dedicate a number of available resources and provide technical assistance to help make these goals a reality. Specifically, the department has pledged the following:
<table>
<thead>
<tr>
<th>Program</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Roadway Development Funds</td>
<td>$300,000.00</td>
</tr>
<tr>
<td>412 Funds Industrial</td>
<td></td>
</tr>
<tr>
<td>Inducement Account</td>
<td>$200,000.00</td>
</tr>
<tr>
<td>Regional 166 Funds — Business Loans</td>
<td>$500,000.00</td>
</tr>
<tr>
<td>Ohio Industrial Training Program</td>
<td>$500,000.00</td>
</tr>
<tr>
<td>Community Housing Improvement Program</td>
<td>$500,000.00</td>
</tr>
<tr>
<td>Job Creation Tax Credit</td>
<td>+10.0%</td>
</tr>
</tbody>
</table>
The City's urban landscape is shaped by a multitude of physical, historical, and socio-economic influences. These forces result in a complex mixture of development patterns and a diversity of activities forming the cityscape. By examining the location, size, and types of activities that occur, it is possible to evaluate how the uses affect each other, the greater community, and the built environment. Supporting graphics locate the City of Kent's institutions, cultural centers, and festival sites which help to describe the city's unique character.

Although, specific landmarks and districts that fall within the Empowerment Zone have been discussed in Chapter One, it is important to bear in mind that much of the character of the City of Kent stems from a rich layering of historical influences most clearly represented in the architecture and various landmarks present. Through the identification of existing historic districts, the acknowledgment of previous preservation efforts and an understanding of the traditional methods of preservation planning, a proposal can be created which integrates these ideas and seeks to involve the active participation of the community. By conducting interviews with members of
the community, researching historical records and studying examples of preservation efforts elsewhere, a comprehensive foundation for planning has been developed. Data has been collected, and a set of design guidelines formed which take into account the many aspects of the City and civic involvement, as well as the physical factors required to maintain a cohesive character and identity for the entire city.

The heart of the City of Kent’s Central Business District (CBD), where Main Street and Water Street converge, is a node in a setting with a distinct historical character. Another strong vehicular node occurs at the intersection of Main Street and Haymaker Parkway. The areas with the largest potential for improvement are those directly adjacent to the Haymaker Parkway. In these areas pedestrian activity is extremely difficult and dangerous. Providing safer pedestrian access across the parkway would re-establish a stronger link between the city center and Kent State University and would reunite the community.

Despite the many resources available in the City of Kent, there is still a need for much improvement. Problems such as deteriorated housing stock, vacant commercial space, and under-used open spaces must be addressed.

The City’s duplexes, apartment buildings, single family homes, boarding and rooming houses, and student housing demonstrate a diversity of residential building stock. Unfortunately, many of these residences, many of them
rental properties for students, are in poor condition. Additionally, student housing has begun to take over several residential neighborhoods to create “student ghettos” which have led to the deterioration of neighborhood coherence.

Vacant commercial spaces and underused lots further lead to a disjointed community experience and make it difficult for the residents to economically contribute to their own neighborhood. Physically, the deteriorated housing stock and underused commercial opportunities create a rupture in the sequential spatial experience of the city and imply a blighted urban atmosphere.

According to the 1990 Land Use Study, just under 1,572 acres of land in Kent lie vacant or are used for agricultural purposes. Over half of the vacant land in the city is located in two distinct areas. The most significant concentration of vacant land may be found in northwestern Kent adjacent to Fairchild Avenue west of the Norfolk & Western Railroad to the Summit County Line. The second area is located in northeastern Kent north of Lake Street and the Conrail railroad tracts. This area is vacant and not easily accessible whereas a significant portion of the land adjacent to Fairchild is used for agricultural pur-

*Top: Diagram of the downtown area showing residential locations suffering severe deterioration.*
poses during various times of the year.

Despite underused or blighted open spaces, exterior open spaces are vital to the urban experience of the City of Kent. Open spaces are used as gathering places, pathways, and transitional spaces which link areas together. Unfortunately, many of the City’s open spaces are often used for parking.

As a result of relying on the automobile, parking has become critical for the management of vehicular and pedestrian traffic within the CBD. The resultant parking lots have manifested themselves as vast carpets of asphalt that are usually neglected and treated as mere necessity.

The largest parking lots in the downtown area are inner-block voids located primarily behind the main commercial blocks between Water and Depeyster streets and along Franklin Avenue. These lots account for approximately 600 parking spaces. Occupancy counts indicate that many lots are under-utilized most of the time and visually almost all of the parking areas surveyed are in need of physical improvement. An exception is the downtown on-street parking which was the subject of a very successful renovation several years ago. Providing a successful parking program can tremendously enhance the public interaction with the city setting and will surely generate pride in the community and help to foster a more vibrant urban environment.

Another inner-block void that is underdeveloped is the enclosed vacant lot between two eateries on Franklin
Avenue. Whether or not building mass fills this space in the future, it is a highly feasible location for open space development at the present time. The internal area of many residential blocks has also been largely ignored. Many of these areas could be developed as semi-private community green spaces.

Linking these open spaces together are the primary streets. With the accentuation of focal points and view corridors, these spaces can be used as directional tools for moving people through the environment, or the spaces may be developed as focal points themselves. Alleyways in the downtown area have a great deal of potential for development. Such spaces would not only be interesting and pedestrian friendly, but could also create possible retail and commercial opportunities where currently inactive driveways exist.

The City of Kent can encourage visitors by taking advantage of its identity as the "Tree City" by maintaining a city filled with streetscapes and parks. The existing Riveredge Park and the areas surrounding it have much potential for development. Linking the existing and proposed bike trails could connect Kent's green spaces with others.
a park system that extends through the Cuyahoga Valley National Recreation Area to the shores of Lake Erie. By enhancing these natural resources, the city could benefit physically and economically.

Top: Sketch of potential development of a riverfront park at the west base of the Main Street bridge.

Bottom: An alternate riverside development plan which utilizes the opposing river bank.
Studies of the structure and function of the local economy are conducted in order to provide data and information that will assist in the development of goals and objectives for economic development.

Chapter Four

Economic Base
Fundamental to an understanding of the framework of the local economy is the realization that it is a micro-economic system operating within a regional, national, and international economy. This is to say that both endogenous and exogenous forces are at play in determining the type and level of economic activity that occurs in the City of Kent. As an open economic system, the City’s economy is dependent on the importation and exportation of goods and services. The level at which goods and services are exported and imported is determined by the demand that is derived both externally and internally for the goods and services that are not available locally. The exportation of goods and services to other areas brings money into the local economy, whereas the importation of goods and services has the net effect of removing money. Local activities that import goods and services in
order to satisfy demands of the community and activities which produce goods and provides services for local consumption are considered "non-basic" economic activities. Conversely, "basic" activities are those local economic activities that produce goods or provide services to external markets.

Basic activities are generally regarded as the primary growth elements within a community. The major premise of economic base theory is the more money a community draws into the local economy from external sources, the higher the standard of living will be.

Traditionally, manufacturing has been considered the major basic activity which occurs within a community. However, it has been realized that much of the money coming into a community is from retail and service oriented activities. This is particularly true in the City of Kent where Kent State University is considered the largest basic activity present in the community.

Employment is the most commonly used indicator of basic and non-basic activity as it is the information that is most easy to obtain and work with. In order to use employment data to estimate the number of persons working within basic activities as compared to non-basic activities, it is necessary to have an understanding of the market served by individual local businesses as well as the number of persons each business employs. Once this information has been obtained and assigned to the proper category, the relationship between basic and non-basic activity is expressed in ratio form. This ratio, which is known as the "base ratio", is a somewhat simplistic concept that provides a general indicator of what may happen in the non-basic sector of the economy if X number of jobs are created in the basic sector.

Information provided by an economic survey that was conducted by the City's Community Development Department has made it possible to estimate the base ratio for the City of Kent. The information provided by the survey of 534 businesses in Kent revealed that of the 10,826 jobs the survey identified, 7,976 could be considered as basic with the other 2,850 jobs classified as non-basic. Expressing this in ratio form, the base ratio for the City of Kent is estimated to be 1:0.35. The formula for fig-
Table 1

GROWTH IN LABOR FORCE AS A PERCENTAGE OF KENT’S POPULATION

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL POPULATION</td>
<td>28,183</td>
<td>26,164</td>
<td>28,835</td>
</tr>
<tr>
<td>LABOR FORCE</td>
<td>12,304</td>
<td>15,526</td>
<td>14,950</td>
</tr>
<tr>
<td>% OF POPULATION</td>
<td>43.6%</td>
<td>59.3%</td>
<td>51.8%</td>
</tr>
<tr>
<td>IN LABOR FORCE</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau

uring this ratio is as follows:

Non-Basic / Basic = Base Ratio

Translating this into a multiplier, the ratio means that for every 100 new basic jobs created locally one could expect 35 jobs to be created in the non-basic sector. An exceptionally high base ratio, such as the one estimated for Kent, is characteristic of a community where residents travel to other locations to acquire many of the goods and/or services they desire.

Labor Force
The labor force of a community as defined by the U.S. Department of Labor is “...the civilian non-institutional population 16 years and over employed or looking for a job.” According to data obtained from the Bureau of Labor Statistics, the City of Kent’s labor force averaged 14,950 in 1990. The overall percentage of Kent’s population considered as part of the labor force is leveling off after increasing steadily during recent decades. TABLE 1 on this page is provided to illustrate this point.

The initial increase in the percentage of the City of Kent’s population considered as part of the City’s labor force may be attributed to several factors. First, the number of single parent families who reside in Kent has increased over this time period. Secondly, the number of two worker families has increased in order to maintain or increase the family’s standard of living.
### Table 2

**SIC's OF KENT INDUSTRIES RANKED BY NUMBER OF BUSINESSES**

<table>
<thead>
<tr>
<th>SIC</th>
<th>PRODUCT</th>
<th># OF INDUSTRIES</th>
<th>% OF INDUSTRIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>35</td>
<td>Machinery Except Electrical</td>
<td>35</td>
<td>40</td>
</tr>
<tr>
<td>30</td>
<td>Rubber and Plastic Products</td>
<td>11</td>
<td>13</td>
</tr>
<tr>
<td>27</td>
<td>Printing</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td>32</td>
<td>Stone and Glass</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>34</td>
<td>Fabricated Metals</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>26</td>
<td>Paper</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>36</td>
<td>Electrical Equipment</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>23</td>
<td>Apparel</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>33</td>
<td>Primary Metals</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>20</td>
<td>Food</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>24</td>
<td>Lumber and Wood</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>29</td>
<td>Petroleum</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>38</td>
<td>Measurement &amp; Control Equipment</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>37</td>
<td>Aerospace and Aircraft Equipment &amp; Parts</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>39</td>
<td>Miscellaneous</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

**Source:** Kent Economic Report

---

**Industrial Base**

The City of Kent’s industrial and manufacturing base is comprised of 87 businesses representing 16 standard industrial classifications employing 2,334 persons. These firms produce products for local, regional, national, and international markets. Of the firms surveyed, the majority reported that the highest market served was the national market. This market was followed in order by; regional, international, and local markets respectively. Typically, the firms who serve the local market provide support activities to other local industries.

The structure of the City of Kent’s Industrial Base is divided among the 16 Standard Industrial Classifications (SIC). The division of firms by SIC is a taxonomic tech-
Table 3
MANUFACTURING EMPLOYMENT RANKED
BY NUMBER OF EMPLOYEES

<table>
<thead>
<tr>
<th>Employer</th>
<th># Employed</th>
<th>% Employed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ametek</td>
<td>270</td>
<td>11.6</td>
</tr>
<tr>
<td>Gougler Ind's.</td>
<td>200</td>
<td>8.6</td>
</tr>
<tr>
<td>RB&amp;W</td>
<td>195</td>
<td>8.4</td>
</tr>
<tr>
<td>Thomas Asphalt</td>
<td>170</td>
<td>7.3</td>
</tr>
<tr>
<td>Land O'Lakes</td>
<td>165</td>
<td>7.1</td>
</tr>
<tr>
<td>KWA Inc.</td>
<td>150</td>
<td>6.4</td>
</tr>
<tr>
<td>Smithers-Oasis</td>
<td>140</td>
<td>6.0</td>
</tr>
<tr>
<td>Vidaro</td>
<td>117</td>
<td>5.0</td>
</tr>
<tr>
<td>Euclid Garment</td>
<td>110</td>
<td>4.7</td>
</tr>
<tr>
<td>Parker Hannifin</td>
<td>100</td>
<td>4.3</td>
</tr>
<tr>
<td>Kapco</td>
<td>93</td>
<td>4.0</td>
</tr>
<tr>
<td>Colonial Machine</td>
<td>85</td>
<td>3.6</td>
</tr>
<tr>
<td>Bonnot Co.</td>
<td>80</td>
<td>3.4</td>
</tr>
<tr>
<td>ACS Ind's.</td>
<td>80</td>
<td>3.4</td>
</tr>
<tr>
<td>Kent Latex Prod.</td>
<td></td>
<td>71</td>
</tr>
<tr>
<td>3.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>H-W Fairway Intl.</td>
<td>70</td>
<td>3.0</td>
</tr>
<tr>
<td>Ferry Industries</td>
<td>70</td>
<td>3.0</td>
</tr>
<tr>
<td>Seal Masters</td>
<td>63</td>
<td>2.7</td>
</tr>
<tr>
<td>American Coupler</td>
<td>53</td>
<td>2.3</td>
</tr>
<tr>
<td>H&amp;M Rubber Co.</td>
<td>52</td>
<td>2.2</td>
</tr>
<tr>
<td>Total</td>
<td>2334</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: City of Kent Profile

...
in Kent is partially attributed to technological innovations, the demise of several industries, and a regional and national decline in the demand for some of the products produced by local manufacturers. Since 1972, industrial and manufacturing employment in Kent has decreased by 33%, from 3,500 employees to the current estimated level of 2,334.

**TABLE 3** provides a breakdown of manufacturing ranked by employment. It is interesting to note that SIC group 35 and 30 account for over 50% of the industry in Kent. While the concentration of industry and industrial employment within several product lines is not uncommon in communities similar to Kent, it should be realized that a downturn in the demand for the products produced by these industries could have serious ramifications at the local level.

**Employment Mix**

The preceding sections of this chapter have focused on the general basic and non-basic portions of the local economy and the industrial base of the City. While these are important aspects of the local economy, they only supply a glimpse of the structure and function of local economic activity. In order to provide a more complete picture of the types of economic activity that occur in Kent, it is necessary to review the other sectors of the local economy.

The manner in which employment is divided among the various sectors of the local economy gives an indication of the relative importance and impact each sector has on the community. Generally, a community has at least one sector which contributes more to its reason for being than do others. In the City of Kent’s case, that sector is education.

The City of Kent, as the home of the main campus of Kent State University, has more people employed in services, including educational-related services, than in any other employment class. These services account for 46.9% of the jobs available locally. Coming in a distant second is Wholesale/Retail Trade, which employs 27.4% of the people who work in Kent. Manufacturing comes in third, accounting for 14.4% of the employment in Kent. **TABLE 4** provides a synopsis of employment in the City of Kent.
<table>
<thead>
<tr>
<th>EMPLOYMENT CLASSIFICATION</th>
<th>TOTAL NUMBER OF EMPLOYEES</th>
<th>PERCENTAGE OF EMPLOYMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture/Forestry</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Services</td>
<td>153</td>
<td>1.12</td>
</tr>
<tr>
<td>Construction</td>
<td>311</td>
<td>2.27</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>1,962</td>
<td>14.37</td>
</tr>
<tr>
<td>Transportation, Communication and Utilities</td>
<td>392</td>
<td>2.87</td>
</tr>
<tr>
<td>Wholesale/Retail</td>
<td>3,740</td>
<td>27.40</td>
</tr>
<tr>
<td>Finance, Insurance and Real Estate</td>
<td>381</td>
<td>2.80</td>
</tr>
<tr>
<td>Services *</td>
<td>6,396</td>
<td>46.90</td>
</tr>
<tr>
<td>Public Administration</td>
<td>310</td>
<td>2.27</td>
</tr>
<tr>
<td></td>
<td>13,645</td>
<td>100.0</td>
</tr>
</tbody>
</table>

* This category includes: work-study students and graduate assistants employed at Kent State University in addition to the regular staff members; employees of the public and parochial school system; and employees of other educational related facilities.

Source: U.S. Census

COMMUNITY FACILITIES & SERVICES

Transportation
When one refers to transportation as a community facility, one is referring to the transportation resources available within the community. The City of Kent’s transportation resources consist of streets, sidewalks, bus, railroads, bicycle paths, and other transportation systems which serve to facilitate the movement of people and goods. This section of the Strategic Plan will focus on the City’s transportation resources.

Streets
There are over 200 streets in the City of Kent. The total length of these streets equals approximately 75.15 miles. Of the 75.15 miles of streets, 7.17 miles are under the juris-
Above: Major arterial roads in Kent.

According to the State, 62.16 are municipal streets and 3.75 miles are streets that are located on the main campus of Kent State University.

The streets of the City are divided among three functional classifications.

1. **Arterials** - This street classification consists of all major streets that enable traffic to flow through the City. Examples of this classification of streets include S.R. 261, S.R. 43, S.R. 59, Crain Avenue, and Lake Street.

2. **Collector** - This classification of streets pick up and distribute local traffic to residential neighborhoods and act as feeders to arterials. Examples of this street classification include Francis Street, Longmere Drive, Franklin Avenue, and Elnoa Avenue.
Table 5
FUNCTIONAL CLASSIFICATION & JURISDICTION
OF CITY STREETS

<table>
<thead>
<tr>
<th></th>
<th>STATE</th>
<th>MUNICIPAL</th>
<th>PRIVATE</th>
<th>UNIVERSITY</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arterial</td>
<td>7.17</td>
<td>11.49</td>
<td>0.00</td>
<td>0.00</td>
<td>18.66</td>
</tr>
<tr>
<td>Collector</td>
<td>0.00</td>
<td>11.40</td>
<td>0.00</td>
<td>1.24</td>
<td>12.64</td>
</tr>
<tr>
<td>Local</td>
<td>0.00</td>
<td>39.27</td>
<td>2.07</td>
<td>2.51</td>
<td>43.85</td>
</tr>
<tr>
<td>Total</td>
<td>7.17</td>
<td>62.17</td>
<td>2.07</td>
<td>3.75</td>
<td>.15</td>
</tr>
</tbody>
</table>


3. **Local** - This street classification primarily provides access to adjacent land uses within residential neighborhoods as well as acting as feeders to collector streets. Examples of local streets include High Street, Jessie Avenue, Yacavona Drive, and Majors Lane.

In order to see how the streets of the City are divided between functional classification and jurisdiction, Table 5 is provided.

**BUS, RAIL AND BICYCLE TRANSIT**

**Campus Bus Service**
Local bus transportation is provided by the Kent State University Campus Bus Service (CBS). The CBS has seven regularly scheduled weekday routes which link the University with Twin Lakes, Ravenna, the Stow-Kent Shopping Center, as well as the City of Kent. Saturday bus service is available along the East Main, West Main, and South Water Street routes.

**Rail**
The Conrail, Chessie System, and Norfolk and Western Railroads serve the City of Kent. Rail service is available on an as needed basis to those shipping or receiving goods.

**Bicycle Routes**
The system of Class III bicycle routes is present in the City
of Kent. A Class III bicycle route is a bike route that uses the streets and sidewalks present in a community for bicycle travel. While there is no separation between motorized and bicycle traffic on those sections of the bike route that are on City Streets, signs are placed along those routes to warn motorists that bicyclists may be present.

The City’s bicycle routes connect with the Class I Regional Bike and Hike trail which terminates at Munroe Falls Road in the City of Kent.

UTILITIES

Wastewater Treatment

The quality of our environment was a heavily debated subject during the late 1960’s and early 1970’s. As a result of increased public concern, the federal government enacted legislation in 1972 to “...restore and maintain the chemical, physical, and biological integrity of our
nation's waters." The legislation enacted to achieve this goal was the Federal Water Pollution Control Act Amendments, Public Law 92-500, which was amended by the 1977 Clean Air Act, Public Law 95-217.

The plan formulated in these acts was to devise a systematic framework within which to delegate planning, designing, and implementation responsibilities to various geographic areas. These geographic areas were hierarchically arranged in a manner that allowed each successively larger area to make recommendations to, as well as review and oversee the smaller areas' plans for water quality improvements. The United States Environmental Protection Agency was placed at the apex of this pyramid, followed by states, 303 Planning Districts, 208 Areawide Waste Treatment Management Planning Regions, 201 Facilities Planning Areas, and communities, according to levels of water quality management responsibility and jurisdiction provided them.

The 201 Kent Facilities Planning Area is comprised of the majority of the City of Kent, Twin Lakes, Sugar Bush Knolls, and portions of Franklin and Brimfield Townships. This particular 201 Facilities Planning Area is a component of the 208 Areawide Waste Treatment Management Planning Region regulated by the Northeast Ohio Four County Regional Development Organization (NEFCO). NEFCO's 208 Planning Region is comprised of Portage, Stark, Summit, and Wayne Counties. This body serves as the A-95 review for clearing house for all 201 Construction Grants for wastewater treatment facilities initiated within their boundaries.

City of Kent's Waste Treatment Facilities
The City of Kent has owned and operated a wastewater treatment system since 1916. Over the years, as system demands increased and treatment methods improved, this system has been expanded and improved to serve the needs of the community. Currently, the City's wastewater treatment system is comprised of 327,810 linear feet of sanitary sewers and 22 pump stations - 9 of which are owned and operated by the City and 10 of which are owned, maintained, and operated by Kent State University. In addition to the waste transmission system, the City owns and operates a wastewater treatment plant designed to treat an average daily flow of 5 million gal-
lons of raw sewage. This plant utilizes an activated sludge method of secondary treatment which is assisted by anaerobic digestors and nutrient removal.

Proposed Improvements
In 1975, the City of Kent applied for a Step I Federal Grant under Section 201 of the Federal Water Pollution Control Act Amendments of 1972 to assist in covering the expenses that would be incurred in preparing a facilities plan for wastewater treatment. The City retained Havens and Emerson, Ltd., in 1974 to aid in the preparation of the grant application. Notification of the approval of the Step I funds was received by the City in October of 1975, at which time the City contracted with Havens and Emerson, Ltd. to prepare a "Facilities Plan for Wastewater Treatment Works." The plan detailed the recommended improvements of Havens and Emerson, Ltd. for the plant to meet National Pollution Discharge Elimination System (NPDES) permit requirements. This will provide a cost effective method of wastewater disposal for future development within the Kent Facilities Planning Area. This plan was submitted to the City in April of 1977.

The City, desiring to implement the plan, applied for a Step II Federal Grant in 1977 for the design of the recommendations made by Havens and Emerson, Ltd. as the design engineers for the expansions and improvements which were to be made to the wastewater treatment plant. Such improvements included:

- The addition of a new Detritus Tank and preparation mixing system.
- The addition of a new aeration tank and three aeration blowers.
- The addition of two new secondary clarifiers and new pumps for lifting settled secondary activated sludge to aeration tanks.
- Modifications to the existing chlorine tank and the addition of new chlorination equipment.
- The addition of new dechlorination equipment.
- The addition of a new post aeration tank with air diffusers.
- The addition of new flotation thickener building housing equipment for thickening waste activated sludge.
- The addition of a new laboratory building.
- The installation of chemical storage and feeding equipment for phosphorous removal and optimum solids removal.

The design phase of the project was completed by Havens and Emerson, Ltd. in 1981, at which time the City applied for a Step II Federal Grant under Section 201 of the construction Grant Program. Approval of the grant was received and construction of the proposed expansions and improvements are now essentially complete.

Havens and Emerson, Ltd. was fired in 1983. Burgess and Niple was then hired to do a partial redesign and follow the project through the construction phase. The Wastewater Treatment Plant project was completed in November of 1985. The completed facility has a design treatment capacity for an average flow of 5 MGD and surpasses NPDES permit requirements for the discharge of effluent into the Cuyahoga River by decreasing the levels of Biochemical Oxygen Demand, suspended solids, ammonia, phosphorous, and chlorine contained within the effluent.

The expansions being made to the plant are considered to have the ability to meet the needs of the community beyond the year 2000.

**Project Cost**
The total cost for all three phases of the project was approximately $10,200,000, though grants received from the federal government defrayed 72% of the total cost. The City’s share of the project cost was approximately $2,950,000.

**Service Area**
While the City of Kent has been designed as the Lead Agency within the 201 Kent Facilities Planning Area, its sewer system and treatment facilities are primarily limited to within City boundaries. In 1976, the sewage system covered approximately 3,260 acres of land within the City, servicing approximately 5,140 customers, this is shown in Table 6.

**Stormwater System**

Stormwater systems consist of natural occurring swales
Table 6

ESTIMATE OF THE TOTAL NUMBER AND PERCENTAGE OF USERS BY CLASS

<table>
<thead>
<tr>
<th>Class</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential</td>
<td>4,614</td>
<td>89.77%</td>
</tr>
<tr>
<td>Commercial</td>
<td>415</td>
<td>8.07%</td>
</tr>
<tr>
<td>Industrial</td>
<td>66</td>
<td>1.28%</td>
</tr>
<tr>
<td>Institutional</td>
<td>45</td>
<td>0.88%</td>
</tr>
</tbody>
</table>

*Source: McDonald & Company, 1982.*

and streams and man-made ditches, conduits, inlets, and manholes. Their purpose is to convey rainfall water runoff. A properly designed and functioning stormwater system is necessary to prevent damage from flowing and flooding water.

A properly designed stormwater system must take into account many factors. Weather records have been maintained for about the past 100 years. These records are used to determine rates, duration, and frequency of precipitation and snow cover so that stormwater flows can be statistically predicted. Studies have been conducted to determine the amount of water runoff which will occur from different storm intensities and durations from different types of soil and land uses. The speed or velocity at which water flows over land and in ditches, streams and conduits has also been determined.

Topographic maps have been prepared to show the differing elevations of the land so that the direction of water flow and the size of the drainage area can be determined. Soil maps have been prepared to show the different soil types, and land use maps show the current use of the land. Some soils are more permeable than others, so they absorb more of the rainfall by allowing it to soak through to the groundwater table. Water flows at a higher rate and velocity from steep hills than from flat land, and water flows at a lower rate and intensity from land with heavy vegetation than from land with buildings and pavement surfaces.
The analysis of these factors enables engineers to predict the ability of existing stormwater systems to cover stormwater flows and to predict areas which may be subject to flooding as well as to design systems with the ability to reduce and prevent flooding.

The City of Kent’s Storm Sewer System
The City of Kent’s storm sewer system consists of both public and private ditches, conduits, inlets, manholes and retention and detention basins. Public improvements are maintained as a part of the City’s street construction, maintenance and repair responsibilities. Private improvements are maintained by the owner of the property they traverse. Kent has no separate budget or tax for the construction and maintenance of storm sewers. Construction of new public storm sewers and reconstruction of obsolete public sewers is usually paid for in part by the owners of benefited properties through assessments which are levied by the City and collected with the property taxes.

Public storm sewers are generally located within street rights-of-way, but where the general topography of the land requires, they may be placed within public easements through private property or along property lines. All storm sewer facilities located within the right-of-way of a public street are public sewers and are maintained by the City except the drains and laterals which convey the water from individual properties to the main sewer. These drains and laterals are maintained by the owners of the benefited property.

Public sewers often discharge into ditches or conduits which run through private property. Unless a drain pipe or ditch on private property has been improved and accepted by the City for maintenance purposes, it is privately owned and must be maintained by the owner of the property through which the water flows. Many drainage problems are the result of inadequate capacity of such private ditches and conduits. The capacity deficiency is often the result of a lack of maintenance or due to the installation of a ditch or conduit of improper size of the area which drains into it.

The City of Kent’s capital facilities inventory indicates that there are approximately 138,900 linear feet of public
maintained storm sewer pipe ranging in size from 8-inch to 72-inch diameter. This inventory may not be complete and does not include ditches or basins. There is no inventory of the network of private stormwater sewerage. Kent's storm sewer system is entirely separate from its sanitary sewer system; there are no combined sewers.

The City's storm sewer system operates entirely by gravity; none of Kent's stormwater is pumped or otherwise regulated or transported by mechanical means. The more modern additions to the system are designed to be self-cleaning, which results in a very efficient system. Some older portions of the system were installed at very flat grades which can easily become plugged with leaves and silt, resulting in the need for mechanical cleaning.

The City of Kent's stormwater design policy states that the City street network shall be used as the location of the primary storm sewer network and that easements of adequate width, usually 30 feet, shall be provided where it is not economically feasible or otherwise not possible to construct the sewers within the street right-of-way. Utilization of streets for this purpose ensures that the streets are provided with decent drainage, that adjacent properties will have access to the sewers, and that the sewers will be easily accessible for maintenance. Sewers and drainage ditches through private property often become encroached upon by fill, structures or debris which inhibits their function and maintenance; therefore, the placement of storm sewers and ditches within easements in not recommended when a feasible alternative is available.

All stormwater drainage is to be carried in storm sewer pipe except when the volume of water exceeds the capacity of a 36-inch diameter pipe and the grade is less than 2.5%, in these cases, the stormwater may be carried in an open ditch. Open ditches may not be constructed alongside lot lines. Easements for publicly maintained open ditches through private property must have easements wide enough for maintenance equipment to operate adjacent to the ditch.

Street inlets are designed for 2-year storms; storm sewer pipes are designed for 10-year storms and road crossing culverts are designed for 25-year storms. Overland flood-
ways must be provided to carry the flow of storms of greater intensity than the storm for which the sewer pipes were designed to carry. Kent's policy requires such floodways to be designed to carry the flow from a 100-year design storm. The floodway should follow streets wherever possible, and where it must cross through land parcels, an easement should be provided to prevent encroachments which could restrict the flow and cause flood damage. Where floodways leave road right-of-ways, they should be placed over pedestrian paths, bikeways, or areas of easements for other purposes to reduce the opportunity for the ground surface to be unknowingly altered such that the stormwater flow could be inhibited.

This policy will result in storm sewer systems which will convey most storms safely within the pipe network. Unusually large storms will overflow the storm inlets, and the water will flow along the streets and floodways to the receiving stream. A storm of greater intensity than the 100-year storm must be anticipated; however, constructing storm sewer improvements for such an event is not practical on a cost vs. benefit basis.

All new and altered buildings are required to have their roof and parking area drains connected with conduits to the street storm sewer system to prevent damage to adjacent properties from misdirected runoff. Most new and improved development projects are also required to include construction of stormwater retention or detention facilities to restrict the rate of stormwater flow from the site.

It should be noted that Kent State University operates its own storm sewer system. Their system is a tributary to the City's system; therefore, the City's system must be adequately sized to carry City and University flow.

**Evaluation of Kent's Storm Sewer System**
The City of Kent has two studies available for reference regarding its storm sewer and flood control needs, the 1975 Storm Sewer Design Report prepared by the engineering firm Burgess and Niple, Ltd., and the 1977 Flood Insurance Study prepared for the City of Kent by the U.S. Department of Housing and Urban Development and the
Federal Insurance Administration.

The Flood Insurance Study provides a detailed analysis and maps of the areas which are subject to flooding due to the flow of the streams in the City’s four major drainage basins: Cuyahoga River, Breakneck Creek, Fish Creek, and Plum Creek. The purpose of this study is threefold: first, to provide information regarding structures which are currently subject to flooding so that they can be eligible for federal flood insurance benefits; second, to delineate the limits of flooding in the four major drainage basins to provide a basis for regulating construction within their 100-year flood zones; and third, to provide a basis for regulating filling and grading of the land within the flood zones to prevent the creation of restrictions of the floodways which could increase the potential for flooding. It should be noted that new construction within these flood zones is prohibited unless the proposed structure is designed to be elevated or flood-proofed.

The Flood Study provides detailed flood elevations along various portions of these streams so that the elevation of flooding can be predicted for storms of various frequencies from the 10-year flood through the 500-year flood. Maps are also available which show the areas which may be flooded during a 100-year storm. Because some homes were built in areas very close to Fish Creek, these areas are most susceptible to flood damage. The City’s Central Maintenance Division service garage adjacent to Plum Creek is also subject to flooding as well as several properties adjacent to the Cuyahoga River on the west side of Kent. The most serious floods of record reached some of the properties along the river in downtown Kent. The City of Akron has constructed water storage reservoirs in the upper reaches of the Cuyahoga River Basin; however, these reservoirs have no flood control capacity.

The study included analysis of all pipe and bridge structures along these streams and did not identify any deficiencies. A study of the stream profile of Fish Creek indicates that lowering the structure under the N & W Railroad could lower upstream flood levels by about one foot.

The Flood Study does not address localized flooding
which could cause serious damage as well. It also does not address the effect that flooding of the stream basins may have upon the capacity of the City’s storm sewers which empty into them.

The Storm Sewer Design Report provides a general plan of Kent’s existing storm sewers and recommendations for additions, extensions and replacements needed to remedy deficiencies and to provide for the proper drainage of the undeveloped areas of the City. This study includes a detailed analysis of the storm sewer needs for the areas of the City not currently served by storm sewers. The scope of this study does not include a detailed analysis of the condition or capacity of the existing storm sewer system, assuming instead that the existing facilities were properly sized at the time of their construction. The condition of the existing sewers has not been maintained in the City’s records and extensive investigations will be needed to obtain this information.

The Storm Sewer Report does not include the analysis of the existing culverts located on Fish Creek and Plum Creek. Those on Fish Creek are of adequate size. The two culverts on Plum Creek, on under Mogadore Road and the other under Cherry Street, are undersized and should be replaced if flooding in the Plum Creek area becomes a problem.

This report serves as a general plan reference for use as a guide whenever a new improvement or development is proposed so that a determination can be made as to the storm sewer improvements which should be performed in conjunction with the planned improvement.

The Storm Sewer Report identifies a number of areas with storm drainage deficiencies which require construction of public improvements to relieve local flooding problems. Several of these areas have been addressed by projects which have been performed by the City. Some additional problem areas have been identified after this report was completed.

The storm sewer installation under the railroads near Overholt Road and State Route 261 was improved as part of a Community Development Block Grant project for the improvement of the industrial area in the vicinity of
<table>
<thead>
<tr>
<th>AREA NAME</th>
<th>STORMWATER PROBLEM AREAS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Burns Court</td>
<td>Mason - King</td>
</tr>
<tr>
<td>Carthage - Needham</td>
<td>Middlebury Road</td>
</tr>
<tr>
<td>Chelton - Irma</td>
<td>Mogadore Road</td>
</tr>
<tr>
<td>** Cherry Street Area</td>
<td>Needham</td>
</tr>
<tr>
<td>* Davey - Graham</td>
<td>Overbrook - Brentwood</td>
</tr>
<tr>
<td>Edgewood - Woodside - Gatun</td>
<td>Pine - Harris - Cedar - Dodge</td>
</tr>
<tr>
<td>*** Elm - Mae - Morris</td>
<td>*** Pine Street</td>
</tr>
<tr>
<td>Elno (Roosevelt to 400' East)</td>
<td>Rellim - Lincoln - Ivan</td>
</tr>
<tr>
<td>** Fairchild</td>
<td>Roadside Ditches (general)</td>
</tr>
<tr>
<td>Fish Creek</td>
<td>*** Roosevelt Drive</td>
</tr>
<tr>
<td>** Franklin - College Outlet Pipe</td>
<td>School - Valleyview</td>
</tr>
<tr>
<td>Franklin Ave.</td>
<td>** South Central (Elm, Cedar, Dodge,</td>
</tr>
<tr>
<td>Harold - Stinaff - Randall - Major’s</td>
<td>Pine, Harris, Walnut)</td>
</tr>
<tr>
<td>Lane</td>
<td>South Water Street</td>
</tr>
<tr>
<td>Horning Road</td>
<td>*** South Willow Street</td>
</tr>
<tr>
<td>Horning Road - Rhodes Road Area</td>
<td>Tallmadge Avenue</td>
</tr>
<tr>
<td>Hudson Road</td>
<td>Walter - Anna - Perry</td>
</tr>
<tr>
<td>** Irma - Louise - Parmalee (Area Q-1)</td>
<td>West Main - Bryce</td>
</tr>
<tr>
<td>Janet - Gardenview</td>
<td></td>
</tr>
<tr>
<td>Lock - Starr - Marvin</td>
<td></td>
</tr>
</tbody>
</table>

* denotes planning area in progress  
** denotes planning study complete  
*** denotes design drawings complete

Overholt Road and Enterprise Way. The culvert under the Norfolk and Western Railroad near the westerly extension of Martinel Drive was improved as part of another Block Grant project for the improvement of the industrial area in the vicinity of Martinel Drive and St. Clair Avenue.

A new storm sewer was constructed along Prospect Street from the Cuyahoga River to Park Avenue. This sewer intercepts the storm sewer flows from Park Avenue east of Prospect Street and from Main Street east of Prospect Street and conveys this flow directly to the river, providing relief to the previously overloaded storm sewers on Main Street and Park Avenue in Drainage District L near Park Avenue and Bryce Roads. Storm sewers were also installed in the Marilyn Street/Emich Drive neighborhood.

Storm sewer improvements along Lake Street, which will
relieve local flooding of this area, are currently under construction as part of the improvement of Lake Street; and storm sewers will be constructed along Mantua Street and Gouglor Avenue from Main Street to Fairchild Avenue as part of Kent’s Triangle Project improvement.

Table 7 is a list prepared in 1994 which indicates areas which require stormwater improvements to correct system deficiencies and relieve local flooding. Burgess and Niple estimated the cost to complete the identified improvements in 1975 dollars at $4,897,000.00.

The areas requiring most immediate attention are in District Q of the Fish Creek Basin south of Main Street between the west Kent Corporation Line and Francis Street, District H of the Fish Creek Basin in the vicinity of Longcoy Avenue and Stinaff Streets, District C of the Plum Creek Basin from Mae Street to the Cherry Street outfall sewer near Pine and Walnut Streets and Districts E and F of the Cuyahoga River Basin to drain Tallmadge Avenue, Gardenview Street, Janet Drive and Middlebury Road to the Cuyahoga River. The cost to improve these four priority areas was estimated in 1992 dollars at $2,830,000.00.

Water Supply System
The availability of an abundant supply of quality water can be a significant factor in the growth and development of a community. Realizing that an adequate water supply was crucial, the City of Kent began implementing measures in the late 1960’s to ensure that there would be an abundant supply of water suitable for commercial, industrial, residential, and emergency needs.

The awareness that a problem existed with the water supply system was highlighted in a report prepared by Burgess & Niple, an engineering consulting firm, in 1970. This report was prepared at the request of the City who contracted with Burgess & Niple in 1968 to evaluate and develop a master plan for Kent’s Water Distribution System. The major finding of this report was that there was a deficiency in the Plum Creek Water Plant’s ability to meet the demands of the community during times of peak use (Burgess & Niple, 1970). As a result of this and several other deficiencies that were noted, Burgess & Niple recommended that the City of Kent construct a new
water treatment plant and upgrade the distribution and storage system.

Acting on the advice of Burgess & Niple, the City constructed a new water treatment plant in proximity to the well fields being developed along Breakneck Creek.

**City of Kent's Water Supply System**

Operations at Kent's new water treatment plant, located immediately east of State Route 261 on Hodgeman Lane, began in January of 1976. This facility receives the majority of the raw water it treats from three (3) wells in the Breakneck Creek well field which is approximately 1/2 mile north of the plant. These wells can produce a combined total of 5.6 million gallons per day (MGD) of raw water. In 1993, the actual usage was approximately 3.520 MGD. In addition to the raw water received from these wells, the City also pumps water from a rock well located on the same site as the water treatment plant. This particular well is capable of producing from 300,000 to 400,000 gallons per day. At the present time, the City's raw water wells can produce water in excess of the demand for water. Raw water is pumped from two (2) main wells. The City also has one standby well.

<table>
<thead>
<tr>
<th>Table 8</th>
<th>PAST AND PROJECTED WATER USE CITY OF KENT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1980</td>
</tr>
<tr>
<td>City, Average Daily Use, MGD</td>
<td>2.7</td>
</tr>
<tr>
<td>Domestic, MGD</td>
<td>1.9</td>
</tr>
<tr>
<td>Commercial &amp; Industrial, MGD</td>
<td>0.8</td>
</tr>
<tr>
<td>University, Average Daily Use, MGD</td>
<td>1.9</td>
</tr>
<tr>
<td>Total, Average Daily Use, MGD</td>
<td>2.9</td>
</tr>
</tbody>
</table>

The raw water from the Breakneck Creek well field is delivered to the water treatment by 2,500 linear feet of 24" diameter raw water transmission main. Once the water reaches the plant it undergoes a lime-Soda ash softening process after which fluoride and chlorine are added. The water treatment plant was designed to treat a total of 6 MGD in this manner and is expandable by 50% to 9 MGD to meet the projected needs of the community to the year 2000. Table 8 illustrates the past and projected water use in the City of Kent.

Distribution
Once the water has undergone the purification process, it is transmitted throughout the service area by 8,000 linear feet of 30' diameter transmission main to a network of 12", 10", 8", 6", and 4" diameter transmission mains. The water which is transmitted through these mains either flows directly to customers for immediate use or it is stored.

Storage
The water supply system currently has a total storage capacity of 3,550,000 gallons of water which is approximately equivalent to a one day's supply, the recommended amount. This water is stored within two pressure systems. The low pressure system has a storage capacity of 2,800,000 gallons of water and supplies the majority of the City. The high pressure system has a capacity of 750,000 gallons of water and supplies the Kent State University area.

Water is pumped from the water treatment plant into the low pressure system. As the demand in the high pressure increases, the water is pumped from the low pressure system into the high pressure system by a booster pump.

Water is stored primarily for two reasons. The first reason is to augment the primary water supply system during times of peak use. As was mentioned before, the water treatment plant processes and average of 3.52 million gallons of raw water a day; that is, over a 24 hour period. Conceivably, the demands placed upon the system during times of peak use could exceed the average daily flow. In instances such as this, water is taken from storage to meet the demands being placed on the system.
and is recharged at a later time when demand has subsided, i.e. during the night.

Storage is also required to provide water during emergencies, such as fires and system failures. The ability to maintain sufficient water pressure at hydrants for the purpose of fighting fires cannot be underscored. In fact, the National Board of Fire Underwriters has established that a system be capable of delivering a given flow for a length of time based on the largest floor area of the largest building within the community. For the City of Kent this standard has been set at 5,500 gallons per minute on the first response to a fire by the Fire Department.

SCHOOLS

Schools are an integral part of the City of Kent community and are perhaps one of the most important facilities within it. The purpose of this subsection will be to inventory the various public and private education facilities at the elementary, secondary, and collegiate level.

City of Kent Public Schools
The Kent City School System serves the City of Kent as well as Brady Lake and the unincorporated parts of Franklin Township - an area of approximately 25 square miles with a population of approximately 28,800. The system is comprised of 5 elementary schools, a middle school, and a senior high. The total enrollment in the system for the 1993-94 school year was 4,097. Total employment for the same time period is 470, which includes both full and part-time staff. According to the Annual Report published for the previous school year, in 1993-94 the System operated on a budget of approximately $29 million. The system is funded through local property taxes, most of which come from non-residential properties as well as monies received from the State of Ohio and through tuition, rentals, and various fees. The System is governed by a 5 member school board which is responsible for setting forth the policies to be implemented by the professional administrative and instructional staff headed by the superintendent. The 5 elementary schools provide facilities for grades Kindergarten through 6.

1. LONGCOY ELEMENTARY: 1069 Elno Drive
   Constructed in 1956, Longcoy Elementary sits on 8.28
acres of land on Kent’s southwest side and serves most of that part of the City as well as a portion of northwestern Kent. Enrollment at Longcoy for the 1993-94 school year was 437. During the 1993-94 school year, the regular teaching staff totaled 16.

2. Holden Elementary: 132 W. School Street
   Constructed in 1965, Holden Elementary sits on 4.96 acres of land and serves most of southern Kent except for the far eastern and western sections. The enrollment at Holden for the 1993-94 school year was 314. During the 1993-94 school year, the regular teaching staff totaled 13.

3. Central Elementary: Park and N. Mantua Street
   The 2.28 acres of land on which Central Elementary School now stands was the site of the community’s first permanent school. The original building was known as Union School and was later changed to Central School. The current structure was built in 1952. Central serves most of northwestern Kent and portions of the near

Above: City map showing school locations as well as other elements in the civic infrastructure.
southwest side. The enrollment at Central for the 1993-94 school year was 388. During the 1993-94 school year the regular teaching staff totaled 15.

4. **Franklin Elementary: 6662 Cleveland-Canton Road (St. Rt. 43)**
Franklin Elementary is the only school within the Kent system not located within the City itself. Located just north of the present City limits, Franklin was constructed in 1922 on 8 acres of land. This elementary school serves the far north central portion of the City. The enrollment at Franklin for the 1993-94 school year was 390. During the 1993-94 school year, the regular teaching staff totaled 14.

5. **Walls Elementary: 900 Doramor Street**
Walls Elementary is the newest structure in use by the Kent School system having been constructed in 1966. The building sits on just over 25 acres of land in the northeastern part of Kent and serves most of the eastern third of the City. The enrollment at Walls for the 1993-94 school year was 527. During the 1993-94 school year the regular teaching staff totaled 20.

6. **Davey Middle School: Park and Prospect Street**
Located in the oldest building currently used in the system, 6th, 7th, and 8th grade classes are currently housed in this structure which previously served as the high school building. Prior to the 1978-79 school year, the 9th grade was also located there. In that school year, the 9th grade was moved to the high school. The entire site is comprised of approximately 10 acres of land and is located in west central Kent. The enrollment at Davey for the 1993-94 school year was 811, with 143 as 6th graders.

7. **Roosevelt High School: 1400 N. Mantua Street**
Serving grades 9 through 12, Roosevelt High School houses the largest student population of all the buildings within the System. The total facility is quite large, occupying over 68 acres of land in north Kent. In addition to regular classroom instruction, the structure also houses a vocational school. In 1978-79 when the 9th grade was moved from the junior high, the enrollment totaled 1,588. Total enrollment for the 1993-94 school year was 1,234.
Private Schools

Privately supported education in the City of Kent is limited to St. Patrick’s School, operated under the auspices of St. Patrick’s Catholic Church, which is under the direction of the Catholic Diocese of Youngstown. The school, located at 127 Portage Street was built in 1923 and occupies less than 2 acres of land. Classes are held for grades Kindergarten through 8. After completion of the 8th grade, students may elect to enter the public school system or continue on to a religious-supported high school. The enrollment reported for the 1993-94 school year was 325. The school employed 30 persons during the 1993-94 school year.

St. Patrick’s school is privately supported. The school operates on monies collected through student tuition and fees as well as from the parish.

Kent State University

Kent State University, located in the southeastern portion of the City, is a state supported institution offering a wide variety of courses of instruction in over 170 major career fields (Kent State, 1994). Kent State has seven regional campuses throughout north and eastern Ohio, thus making it a center of regional significance. Many of its programs are recognized nationally and internationally for their quality or unique approach to education.

For the 1993-94 academic year, the University reported an enrollment of 22,700 at the Kent campus and over 30,000 students overall. There are 16,748 full time students at the Kent campus and 5,952 part-time students. Approximately 21.5% of the total enrollment is involved with graduate level work, including doctoral studies. According to the University, about 1/4 of the student body at Kent resides on campus.

PARKS & RECREATION

A number of public and semi-public facilities comprise the City of Kent’s park and recreational facilities. This section of the chapter on community facilities will identify these facilities and the services which they provide. For the purpose of this report, public facilities will be identified as those facilities under the control of the Kent
Above: Site locations for Kent Parks and Recreation – each served by a 5 minute walking radius.

Parks & Recreation Board. Although there are some limitations and regulations pertaining to the use of these facilities, they are basically available for public use during the day. Semi-public facilities such as the Kent Schools and Kent State University usually place more limitations on their facilities, especially those that are indoors. The Kent Parks & Recreation Department is currently involved in the formation of a Ten Year Master Plan which will serve as a blueprint for future parks and recreation development.

Public Facilities
The City’s residents do not have to travel far to get away from it all because Kent boasts 15 parks and recreation areas. With almost 200 acres dedicated to the leisure interests of its citizens, our parks have a positive influence on the quality of life in Kent.

The Kent Parks & Recreation system includes three parcels that are heretofore undeveloped, on over 200
acres of land. Among these parks are six which are considered City wide facilities. Four developed parks are over 10 acres, with Fred Fuller being the largest at 119.56 acres. Five parks are considered neighborhood parks and one is identified as a nature preserve. The department also maintains the gazebo located downtown and the Kent Recreation Center on Franklin Avenue. In addition to this park system, a Class III bikeway runs through western Kent from the Summit County line near Munroe Falls Road to the corporate limits at North Mantua Street. It also connects to each of Kent's five elementary schools and is part of a regional system.

The various parks in the Kent Parks & Recreation system differ in size and the types of facilities which they provide. See TABLE 9 for the acreage of each City park.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Park Name</th>
<th>Acres</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Fred Fuller Park</td>
<td>119.56</td>
</tr>
<tr>
<td>2.</td>
<td>Al Lease Park</td>
<td>39.18</td>
</tr>
<tr>
<td>3.</td>
<td>Plum Creek Park</td>
<td>24.96</td>
</tr>
<tr>
<td>5.</td>
<td>Fishcreek Park</td>
<td>7.31</td>
</tr>
<tr>
<td>6.</td>
<td>Yacavona Park</td>
<td>2.00</td>
</tr>
<tr>
<td>7.</td>
<td>Chadwick Park</td>
<td>1.90</td>
</tr>
<tr>
<td>8.</td>
<td>John Brown Tannery Park</td>
<td>1.61</td>
</tr>
<tr>
<td>9.</td>
<td>Franklin Mills Riveredge Park</td>
<td>1.04</td>
</tr>
<tr>
<td>10.</td>
<td>Highland Park</td>
<td>.86</td>
</tr>
<tr>
<td>11.</td>
<td>Brady's Leap Park</td>
<td>.21</td>
</tr>
<tr>
<td>12.</td>
<td>Kent Recreation Center</td>
<td>.50</td>
</tr>
<tr>
<td>13.</td>
<td>Rhodes Road</td>
<td>10.00</td>
</tr>
<tr>
<td>14.</td>
<td>Riverbend</td>
<td>6.22</td>
</tr>
<tr>
<td>15.</td>
<td>Artemis Drive</td>
<td>2.75</td>
</tr>
</tbody>
</table>

Total 231.87

* This total includes a 63 acre undeveloped addition to Fred Fuller (known as the Sonoco Property) which lies along the floodplain of the Cuyahoga River west of the developed portion of the park along Middlebury Road.
City Wide Parks

Franklin Mills Riveredge Park
Franklin Mills Riveredge Park follows the course of the Cuyahoga River from Gouger Street at Brady’s Leap Park to Stow Street at John Brown Tannery Park. Developed on land deeded to the City by both Lamson and Sessions Company and the Kent family heirs during 1934-35, the park is named after the original settlement along the river—Franklin Mills. This park is in the center of town and is accessible from Stow Street on the south, from River Street via a stairway on the west, and Main Street via a stairway next to the Bissler building on the north. The park is accessible to the handicapped behind the Portage Paper Box Company on River Street.

The main activity in this park is passive exploration of the riveredge and its natural and historic features. Presently, there are pathways and decks developed to make viewing the falls at the Main Street Dam (circa. 1836) and reaching the riveredge easier. A recent improvement is the lighting of a section of the trail and the dam. There are three stairs that go to the riveredge that allow wading and fishing during low water. Two observation decks allow for a place to sit and enjoy the shade and/or view the falls. A walkway that goes under the historic Main Street Bridge (circa. 1876) leads to a trail that ends at Brady’s Leap Park. Picnic tables and benches are spaced along this section of the trail.

Fred Fuller Park
Fred Fuller Park, off Middlebury Road, is Kent’s largest park encompassing over 56 acres of land given to the City of Kent in 1934 by Lamson & Sessions Company. The park, which borders and crosses the Cuyahoga River, was developed into a multi-use park over the years, primarily through the involvement of Kent citizens.

Kramer Field ballfield complex is used in the spring, summer, and fall for youth baseball and softball and adult slow and fast pitch softball. A total of four fields, two of which are lighted, are located at this “island” complex along with a small playground area, restrooms, and concession stand.

Fred Fuller Park has been a favorite location for family
reunions at one of the six picnic shelters which all have playgrounds of varying sizes nearby. The Roy H. Smith Shelterhouse provides an enclosed meeting place for organizations and residents of Kent as well as a venue for receptions, parties, and pre-school programs.

A nature trail travels along the edge of the river the entire length of the park and connects to the John Brown Tannery Park on Stow Street. The trail can be accessed from the end of the picnic shelter area, behind the Roy Smith Shelterhouse and at the Harvey Redmond Bridge (which crosses the river to Kramer Fields). Future plans include the installation of a boat launching ramp and the renovation of a wooden trestle crossing the river to create a 1/2 mile loop trail for hiking and cross country skiing. Fred Fuller Park is also the location of the Office of Kent Parks and Recreation.

**John Brown Tannery Park**
The park encompasses the former site of a tannery built in 1836 by noted abolitionist John Brown and is listed on the National Register of Historic Places. In the 1970’s, reclamation of the site by Kent Environmental Council volunteers began. Today a natural amphitheater and a gazebo, constructed from tannery building wood, grace the area.

The major uses of this park are picnicking, strolling, sitting, and fishing. These activities are accommodated by the gazebo, several fishing beaches, and miscellaneous benches and tables. Future improvements include handicapped accessibility and a fishing pier.

**Al Lease Park**
Named after Al Lease, who was actively involved in Kent Youth Baseball, this 31 acre park on the west side of Kent off Silver Meadows Blvd. was expanded in 1990.

Extensive landscaping gives this park a natural appearance. One of the most attractive passive recreation areas is a wooden walkway leading through a wetlands area to a large gazebo. Quiet observers can glimpse deer and pheasants that live in the area.

The park is not just for passive recreation though. A four-acre lake has been stocked with shellcracker, large-mouth bass, and channel catfish for fishing enthusiasts of all ages.
to spend lazy afternoons on the bank. There are four picnic shelters in the park, as well as a number of individual tables each equipped with a grill, which are available on a first-come, first-served basis. A regulation soccer field, baseball diamond with a grass infield, basketball court, volleyball court, and two playground areas round out the developed facilities at Al Lease Park. Future plans call for nature trails and an exercise fitness center.

City of Kent Recreation Center
The Kent Recreation Center, located at the intersection of Franklin Avenue and School Street, was acquired by the Board in the 1960’s. The site is the former location of South School which was demolished though the gymnasium and kitchen facilities were left in tact.

The facility has undergone several renovation and a facade improvement and now includes a craft room, storage area, kitchen, and gymnasium.

Brady’s Leap Park
Located at the northern limit of the Riveredge Trail, the park area is accessible from Gouger Avenue. This historic site is the location where Captain Samuel Brady reportedly jumped 21 feet across the river to avoid a band of Indians in 1780. Future plans include the construction of a bridge across the river and the extension of the trail north to the Crain Avenue Bridge.

Plum Creek Park
Plum Creek Park is located on 40 acres of land off Mogadore Road. The land was purchased by the City of Kent from the Kent Water and Light Company in 1923, and at various times was used as a drinking water reservoir, field for water wells, storage area, a landfill, a gravel pit, and a pistol range. In 1977, the Parks & Recreation Board began an intensive effort to reclaim the land and dredge the reservoir and the park officially opened in 1979.

The facilities at Plum Creek which have continued to expand over the years, now include a baseball diamond, open recreation area, an interpretive center, three picnic shelters, a fitness games court, playground area, and a sand volleyball court. Informal picnic areas are located throughout the park and several small bridges lead to
islands which are excellent places for fishing. Also located in the park is Kent's Grove of Goodwill, a planting area with trees from other countries.

In July of 1993, the Kent Junior Mothers Group agreed to spearhead a major fund raising effort (goal of $90,000) to install a major playground facility for the community entitled “Tree City Play Park.” This facility is scheduled to be completed by the summer of 1994. The facility will offer equipment geared toward all ages and special consideration has been given to make the play systems accessible to the mentally and physically challenged. In addition to traditional play apparatus, a Play Lab curriculum will be integrated into the facility with activities such as “Fun’n Fitness” and “PALS - Physical Activities for Learning Science.”
Jessie Smith Wildlife Preserve
Located off Majors Lane in Kent is the Jessie Smith Wildlife Preserve which is comprised of 14 acres of wooded land. Donated to the City by Roy Smith in 1961, it is a memorial to Smith's wife, Jessie. A nature trail through the park provides one of the best locations in Kent to watch spring emerge through a progression of wildflowers. Jessie Smith Wildlife Preserve is also used extensively for nature study by Kent Schools.

Neighborhood Parks
In the 1960's, the move to develop neighborhood parks in Kent accompanied the construction of major housing developments within the City and the requirement that housing developers provide either land or money to purchase land to be used for neighborhood parks. Five such parks exist today in Kent.

Highland Park
Located off Chadwick Drive, it provides one acre of picnic tables, a basketball court, and playground facilities.

Chadwick Park
Also located off Chadwick Drive, it provides two acres of open space with a volleyball court.

Yacavona Park
Two acres of open space, with a playground area and picnic facilities, comprise Yacavona Park. It is located off Yacavona Drive.

Fishcreek Park
This neighborhood park, located outside the city limits, is seven acres adjacent to Fish Creek, off McKinney Blvd. The land was purchased in 1978 by the Parks & Recreation Board with funds provided by the housing developer. Open play areas, a soccer field, playground facilities, a picnic shelter, and wooded areas are available for neighborhood residents.

Downtown Gazebo
The gazebo is located in the heart of the downtown business district on Franklin Avenue next to the Pufferbelly Restaurant. The beautifully landscaped greenspace provides an ideal site to eat lunch. The gazebo can be reserved by calling the Parks & Recreation Office and is
the venue for numerous concerts. Home Savings Bank traditionally sponsors a concert series on Thursdays in July during the lunch hour for the community.

Future Parks

The future of Parks and Recreation facilities and areas in Kent is very promising. As the City of Kent grows and expands, so does the opportunity for our parks. Through subdivision regulations, developers are required to dedicate land for parks, playgrounds, and open space. The Parks & Recreation Board, at its option, can accept the payment of money by a developer in lieu of land dedication. These funds may be applied by the Board either to develop, improve and equip existing park and recreation facilities, or to acquire and develop new facilities. Kent Parks & Recreation currently owns the following sites for future development.

River Bend Park

This seven acre parcel is located in the River Bend subdivision at the end of River Bend Boulevard. This future park is situated along a bend in the Cuyahoga River and will provide public access for fishing. The Master Plan calls for a boat launching ramp for small boats and canoes enabling boaters an opportunity to experience the river north of the Dam. Also included in this park will be a small parking lot, picnic shelter, and small playground area. The site has an excellent mixture of trees and a small wetland area for nature enthusiasts.

Rhodes Road

This land was purchased from the Kent School District in 1991 and is located off of Rhodes Road, abutting the Willow Ridge Subdivision and is located outside the city limits of Kent. The area is approximately 10 acres and is heavily wooded. The Board is working to have a feasibility study and Master Plan completed to determine the potential for this area.

Athena Drive

Site development conceptual plans are underway for this 3.7 acre site. The Board is considering landscaping the area and installing a small playground for residents of this neighborhood.
Semi-Public Facilities
Semi-public facilities are those in which the use of the facilities by the general public are somewhat more controlled than the use of public facilities. For the most part, this group is comprised of facilities located with the Kent Public Schools. Many of the school facilities are used in the evening for programs administered and controlled through the Kent Parks and Recreation Department.

Kent State University provides a wide variety of recreational facilities for student use. Some of these facilities are also open to the general public or may be used with the permission of the University.

LIBRARIES

Residents of the City of Kent have two quality libraries in the community available for their use: the Kent Free Library and the Kent State University Library.

Kent Free Library
The Kent Free Library was founded at its present location in 1902. The library is part of the Portage County Library System from which it receives funding for its operation. The seven member Board of Directors sets library policy which is carried out by a staff of approximately 30 employees.

A variety of resources are available at the library including approximately 114,000 books for both adults and children, over 300 current magazine and newspaper subscriptions as well as a large assortment of catalogs, directories, musical recordings, large print books, video and audio tapes. An inter-library loan service is also provided. In addition, the Kent Free Library provides many other services and programs for special groups such as the elderly, including home delivery of books. There are also specific programs for the young.

Kent State University Library
The University Libraries are also available for use by Kent residents. Located on the Kent State University campus, the main library provides over 300,000 square feet of floor space, with 13 floors and seating for 2,000. The library is one of the largest in northern Ohio and houses over 1.7 million volumes, including 460,000 government publica-
tions and 9,800 serial and periodical subscriptions. The main library and branch libraries provide a number of services for University students, faculty, and staff as well as the general public.

POLICE DEPARTMENT

One of the most important functions of a local government is to provide police protection to its residents. While the primary duty of a local police department is to prevent crime and apprehend criminals, the scope of services provided by the City of Kent's Police Department goes well beyond this. The day-to-day routine of the Police Department involves the monitoring of traffic to ensure that it flows safely and efficiently, conducting community education programs to familiarize the public with various laws and police procedures, as well as other duties and services which help promote and maintain the peace and security of the City of Kent.

Specialized Programs
The City of Kent's Police Department provides numerous safety related programs to the community. These programs include a comprehensive Crime Prevention Program which provides monthly behavioral and robbery prevention classes to service stations and convenient store employees throughout the City, crime prevention surveys for both businesses and private residences, and public speaking for service and social organizations. The Police Department also participates in the D.A.R.E. Program which teaches drug and alcohol prevention and awareness in the City's elementary schools. Other Police Department Programs include Neighborhood Policing in subsidized housing apartment areas and in other selected residential neighborhoods. The Kent Police Department is also a member of the Portage County Drug Task Force, committing an officer to City and County drug problems. In 1993, the Task Force was responsible for seizing over $1,000,000 worth of drugs in Kent through their enforcement actions. The Police Department is also a member of the Summit Metro Critical Response and Rescue Team, a team of specially trained police officers from participating political subdivisions which will respond to any incident where special weapons and tactics are needed within the member jurisdiction. The Kent Police Department has committed three officers to this team.
Table 10
BREAKDOWN OF EMPLOYMENT
KENT POLICE DEPARTMENT

1 Chief
2 Captains
5 Lieutenants
4 Sergeants
27 Police Officers
7 Dispatchers
3 Dispatch/Coordinators
2 Secretaries
1 Compliance Officer
1 Juvenile Counselor
6 Detention Officers (Part-time)

Source: City of Kent Police Department, 1994

Employment
The City of Kent’s Police Department currently employs a staff of 59; Table 10 shows the employment status in the Police Department. The City of Kent’s Police Department’s ratio is 1.88 full-time staff persons per 1000 residents. The national average of communities with populations ranging from 25,000 to 249,999 people is 2.4 full-time staff persons. Kent’s sworn personnel is 1.4 per 1000 residents, compared with 1.7 per 1000 residents for communities ranging from 25,000 to 99,999 residents (Federal Bureau of Investigation, 1992).

Training
Before becoming a certified police officer for the City of Kent, each candidate is required to have successfully completed the 455 hour Basic Police Program mandated through the Ohio Peace Officer Training Program. In addition to this basic training required of all new officers, there are a number of schools and seminars, as well as intradepartmental training programs, that the Police Department staff may conduct. During fiscal year 1993, the Police Department’s staff completed a combined total of over 2200 hours of advanced professional training. This advanced training provides for the professional development of the staff by updating them on the current trends and advancements made in the areas of law enforcement, criminal investigations, police management, and safety procedures.
Table 11
POLICE VEHICLES

7 Marked Cruisers
2 Marked K-9 Trucks
10 Unmarked Vehicles
1 Enforcement Jeep

Source: City of Kent Police Department, 1994

Equipment
The City’s Police Department has a total of 21 vehicles which are used to patrol traffic, transport officers to the scene of a crime or accident, gather evidence at the scene of a crime, enforce parking regulations, and to pick up stray animals, this is shown in TABLE 11.

Service Area
The service area of the Police Department encompasses the entire City of Kent with the exception of Kent State University which has its own Police Department. Kent’s Police Department, however, will respond to calls for assistance from Streetsboro, Hudson, Brimfield Township, Aurora, Tallmadge, Stow, Ravenna and Kent State University as part of a mutual aid agreement.

Calls of Complaints and Services Answered
During 1993, the Police Department responded to 18,697 calls of complaint or request for services. The number of calls which required some police action in 1993 represented an 1.8% increase from the number received in 1992. The average response time to these calls by the Police Department was approximately 3.05 minutes.

Arrests
The City’s Police Department made a total of 1682 arrests in 1993, which was a 4.5% increase over the number arrested in 1992. While the number of felony arrests increased from 155 in 1992 to 158 in 1993, the number of juvenile arrests increased from 247 to 268 over the same period of time.
Crime

According to statistic supplied by the City's Police Department, the eight major categories of crime committed in Kent increased by 3.9% from levels reported in 1992, this is shown in Table 12.

<table>
<thead>
<tr>
<th>CRIME</th>
<th>1992</th>
<th>1993</th>
<th>TREND</th>
</tr>
</thead>
<tbody>
<tr>
<td>Criminal Homicide</td>
<td>0</td>
<td>0</td>
<td>—</td>
</tr>
<tr>
<td>Rape</td>
<td>12</td>
<td>10</td>
<td>-35.7%</td>
</tr>
<tr>
<td>Robbery</td>
<td>18</td>
<td>26</td>
<td>+44.4%</td>
</tr>
<tr>
<td>Assault</td>
<td>430</td>
<td>494</td>
<td>+14.9%</td>
</tr>
<tr>
<td>Burglary</td>
<td>182</td>
<td>194</td>
<td>+6.6%</td>
</tr>
<tr>
<td>Larceny</td>
<td>777</td>
<td>743</td>
<td>-4.4%</td>
</tr>
<tr>
<td>Auto Theft</td>
<td>57</td>
<td>66</td>
<td>+15.8%</td>
</tr>
<tr>
<td>Arson</td>
<td>9</td>
<td>10</td>
<td>+11.1%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>1485</td>
<td>1543</td>
<td>+3.9%</td>
</tr>
</tbody>
</table>

Source: City of Kent Police Department, 1994

Of the 1543 major eight crimes committed in Kent in 1993, 657 were cleared for a clearance rate of 42.6%. The Kent Police Department's clearance rate is well above the nationwide clearance rate for communities from 25,000 to 49,999 residents, which is 23.7%.

Parking and Traffic

As was mentioned in the introduction to this section, one of the functions of the Police Department is to ensure that traffic flows safely and efficiently. In an effort to ensure and promote safety on our streets, 3909 traffic citations were issued, of which 240 persons were arrested for D.U.I.

Another important function of the Police Department is to enforce the parking regulations that have been established. Improper parking adds to the congestion experienced on the streets of the City and creates a situation that
is potentially dangerous. During 1993, the Police Department issued 4,937 parking tickets to violators of the City’s parking regulations.

**Juvenile Department**

The Juvenile Bureau is comprised of two full-time juvenile officers and one full-time civilian juvenile counselor.

The juvenile officer acts as a police/school liaison officer in assisting school administrators with any juvenile problems that may arise with their students. The officer is responsible for conducting safety talks to all grades in the Kent School System, investigating child abuse cases, and assisting juveniles and parents with their problems throughout the City. The juvenile officer is also responsible for the adult crossing guards and is overseer of the school safety patrols.

The civilian juvenile counselor works in a diversion counseling program at the Police Department that is aimed to keep as many youngsters as possible from entering into the legal system by dealing with these individuals on the local level instead of referring them to court. It is an attempt to give the juvenile a chance to straighten themselves out before their adverse activities turn into more serious offenses. In 1993, 119 juveniles entered the Kent Police Department’s Diversion Program.

The Juvenile Bureau also conducted 45 mediation/problem solving contracts between parents and children, handled 40 drug/alcohol intervention cases, had 30 parental/family consultations, and arranged for 35 children to provide community service work for their delinquent behavior.

**CITY OF KENT - FIRE DEPARTMENT**

The City of Kent provides fire protection and emergency medical services to the residents of Kent. As one of the major services that the City assumes, the Fire Department is responsible for fire prevention, protecting the residents of the City from loss of life or property as a result of fire, containing a fire that has started from spreading to adjacent properties, extinguishing fires, educating the public in fire prevention, and providing emergency medical care and transportation to injured or ill people. The
Department also provides a number of specialized services that are new to the department over the last several years. These include: Juvenile Fire Setters Programs, Hazardous Materials Response, Water and Ice Rescue, and High Angle Rope Rescue. The Department will soon be providing Trench Rescue and Confined Space Rescue services within the next year. Future services will depend on the needs anticipated for the community.

**Staffing**
The Fire Department currently consists of 21 firefighters, one paid on call firefighter, four lieutenants, three captains, one fire service specialist, and the Fire Chief. All members of the department with the exception of the fire service specialist are trained as emergency medical technicians and 24 of the members are certified paramedics.

The firefighters, lieutenants, and captains are divided into three shifts with each of the shifts working a 24 hour on/48 hour off schedule. One of the lieutenants who is assigned to the fire prevention office, the fire service specialist, and the Fire Chief work a normal 5 day, 40 hour work week.

**Service Area**
The City maintains two fire stations: the main station located at 320 S. Depyster Street and the west side station located at 418 N. Mantua Street. A fire station location study that was completed in 1992 indicated the need for a third station in the area of St. Rt. 261/St. Rt. 43 area to serve that area when future growth occurs. Service is provided to the City of Kent, Franklin Township, and Sugar Bush Knolls. Franklin Township, Brady Lake and Sugar Bush Knolls are provided service on a contractual basis.

**Equipment**
The Fire Department is specifically equipped to respond to a variety of emergency situations. While an inventory of all the Department's equipment would be beyond the scope of the Comprehensive Development Plan, a listing of the type of vehicles and the year purchased is provided in Table 12.
Table 12
FIRE STATION EQUIPMENT

<table>
<thead>
<tr>
<th>EQUIPMENT/FACILITY</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire Station I</td>
<td>Main Station</td>
</tr>
<tr>
<td>Fire Station II</td>
<td>West Side Station</td>
</tr>
<tr>
<td>Squad 41</td>
<td>1991 Ambulance</td>
</tr>
<tr>
<td>Squad 42</td>
<td>1990 Ambulance</td>
</tr>
<tr>
<td>HazMat 39</td>
<td>1986 Ford Van</td>
</tr>
<tr>
<td>Engine 43</td>
<td>1987 Pumper</td>
</tr>
<tr>
<td>Engine 45</td>
<td>1992 Heavy Rescue</td>
</tr>
<tr>
<td>Tower 46</td>
<td>1994 Aerial Tower</td>
</tr>
<tr>
<td>Engine 47</td>
<td>1991 Telesquirt</td>
</tr>
<tr>
<td>Utility 48</td>
<td>1987 Station Wagon</td>
</tr>
<tr>
<td>Engine 49</td>
<td>1988 Pumper*</td>
</tr>
<tr>
<td>Utility 50</td>
<td>1986 Suburban Wagon</td>
</tr>
<tr>
<td>Utility 51</td>
<td>1991 Suburban Wagon</td>
</tr>
<tr>
<td>Engine 52</td>
<td>1978 Grass Truck*</td>
</tr>
</tbody>
</table>

* Apparatus owned by Franklin Township

Training
All Fire Department personnel are required to have completed a 240 hour basic firefighting course approved by the State of Ohio Department of Education, Vocational Education Division. In addition, all members are trained either as emergency medical technicians or paramedics. The department spends in excess of 2,500 hours per year maintaining certifications for all members of the department and in shift training activities. Members may also be sent to other specialized schools as needed for new technology.

Calls for Assistance
The number of emergency calls received by the department have been increasing by an average of 4.75% per year since 1983. These increases are placing a heavy burden on the department to meet basic service levels with
current personnel available to respond. In 1993, the department responded to 2,655 requests for service. These requests were for fire, emergency medical and other specialized services. Since 1985 the department has experienced a 40% increase in request for service. Table 13 is provided to show expected responses through the year 2005.

Insurance Service Office Rating (ISO)
The City's current class 5 ISO rating reflects a fire protection system of average capability. The ISO grades communities as a means of classifying them with reference to fire defenses and physical conditions. Some of the components that are reviewed by the ISO are the water system, fire department, fire service communications, and fire safety control. The Fire Department recently competed an evaluation by ISO but will not receive those results for another 6 months. The department does not expect the rating to change because the number of personnel has not increased since the last evaluation.

Housing
This section on community facilities will examine the past growth and present status of the housing stock with the

<table>
<thead>
<tr>
<th>YEAR</th>
<th>INCIDENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1994</td>
<td>2781</td>
</tr>
<tr>
<td>1995</td>
<td>2913</td>
</tr>
<tr>
<td>1996</td>
<td>3051</td>
</tr>
<tr>
<td>1997</td>
<td>3196</td>
</tr>
<tr>
<td>1998</td>
<td>3347</td>
</tr>
<tr>
<td>1999</td>
<td>3506</td>
</tr>
<tr>
<td>2000</td>
<td>3673</td>
</tr>
<tr>
<td>2001</td>
<td>3847</td>
</tr>
<tr>
<td>2002</td>
<td>4030</td>
</tr>
<tr>
<td>2003</td>
<td>4222</td>
</tr>
<tr>
<td>2004</td>
<td>4422</td>
</tr>
<tr>
<td>2005</td>
<td>4632</td>
</tr>
</tbody>
</table>
Table 14
NUMBER OF UNITS
BY CENSUS TRACT

<table>
<thead>
<tr>
<th>TRACT</th>
<th>TOTAL UNITS</th>
<th>% OF TOTAL</th>
<th>VACANT UNITS</th>
<th>% OF TOTAL</th>
<th>% OF TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>6012</td>
<td>1361</td>
<td>14.7</td>
<td>48</td>
<td>10.2</td>
<td>3.5</td>
</tr>
<tr>
<td>6013</td>
<td>2396</td>
<td>25.8</td>
<td>231</td>
<td>49.5</td>
<td>9.6</td>
</tr>
<tr>
<td>6014</td>
<td>2259</td>
<td>24.3</td>
<td>76</td>
<td>16.3</td>
<td>3.4</td>
</tr>
<tr>
<td>6015</td>
<td>2935</td>
<td>31.7</td>
<td>97</td>
<td>20.8</td>
<td>3.3</td>
</tr>
<tr>
<td>6017</td>
<td>324</td>
<td>3.5</td>
<td>15</td>
<td>3.2</td>
<td>4.6</td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau

City of Kent. Although data from other sources will be referenced, the primary data source in this section will be the U.S. Census.

The discussion of housing will be divided into three subsections: historic growth; housing in 1990; and housing trends between 1980 and 1990.

Historic Growth
It can be generally said that Kent’s housing supply has expanded outward from the center of town. The oldest housing is located in the central part of the City along the river-railroad corridor, while more recent developments have taken place east and west of this area. Prior to the arrival of the A.G. & W. Railroad, much of the housing was spotty with only small concentrations located in the central part of the City adjacent to the Cuyahoga River.

Prior to 1960, most of the residential development in the City was single family although there were multiple family structures prior to that time. Most of the multiple family development has taken place since 1960. Much of the apartment boom may be attributed to the expansion of Kent State University. Despite this influence, the recent multifamily development has been city-wide and not just limited to the area adjacent to the University.
1990 Housing Summary
In 1990 there were 9,275 housing units in the City of Kent according to figures released by the U.S. Census Bureau. Of this total figure, only 467 (about 5.3%) of the units were classified as vacant. TABLE 14 shows the distribution of housing units by census tracts.

The southern census tracts, 6014 and 6015, contain approximately 56% of the City’s housing supply. Tract 6013 shows the highest vacancy rate at 9.6%. Of the 467 total vacant units, the 1990 Census indicates that 231 of these units fall within this tract.

An examination of the tenure status of occupied housing units indicates 61% of the units are renter occupied and 39% are owner occupied. Renter occupied units exceed owner occupied units in each census tract.

A comparison of tenure by race shows that approximately 96% of all owner occupied units belong to whites whereas just under 90% of the renter occupied units are held by whites. As stated in the chapter on population, approximately 90% of the population is white; thus indicating a proportionate distribution of renter units. However, this data suggests a disproportionate share of nonwhites who do not own the dwelling which they inhabit.

The Census Bureau does not give a clear cut definition of the type of structure such as single family, two family, and multifamily. The 1994 Land Use Study conducted by the City does provide such a breakdown by percentage:

- Single Family - 78.4%
- Two Family - 5.2%
- *Multifamily - 16.4%

*Includes on-campus University housing

As indicated, single family units provide the majority of individual housing units in the City of Kent. Without including on-campus housing, the share of multifamily structures would decrease.

The Census Bureau also provides data on the value of housing and the amounts being charged in contracted
rental situations. The 1990 median value for owner occupied non-condominium housing units was estimated at approximately $71,000. The median contract rent was an estimated $337. A breakdown of the median contract rent by census tract shows that the northern tracts, 6012 and 6013 have lower median contract rents than the southern tracts. A similar situation exists with owner occupied housing units in a breakdown of median values by census tract.

Lastly, it is common for a community to assess the status of substandard housing units by using census data which reports the number of housing units lacking complete plumbing facilities for the exclusive use of the individuals within the unit. According to the 1990 census, 15 housing units lacked complete plumbing facilities.

Comparison of 1980 & 1990 Housing Data
Between 1980 and 1990, there was an increase of approximately 1% in the total number of housing units in the City of Kent. According to the U.S. Census Bureau, the total for 1980 was 9,205 units as compared to 9,275 in 1990. In 1980, 549 units (less than 6%) of the total were classified as vacant. The distribution of units by census tract in 1990 was fairly consistent with that of 1980 except that there was a slightly greater imbalance favoring the southern tracts than was shown in 1980.

A comparison of the tenure status between 1980 and 1990 shows an increase in the percentage of renter occupied units. In 1980 approximately 57.6% of the units were renter occupied as compared to 61% in 1990. Like 1980, each census tract had more renter occupied units than owner occupied units.

A breakdown by race and tenure shows little change between 1980 and 1990 in the percentage of owner occupied units belonging to whites and non-whites. There was, however, a decrease in the number of whites living in renter occupied units from 90% in 1980 to 87% in 1990.

Although the increase of housing values and contractual rent between 1980 and 1990 are indicative of inflation and increased cost of living during that decade, a comparison of the figures provides an example of the impact of these increases. In 1980 the median value of an owner occupied
unit was $52,400. By 1980 this figure had increased by 30% to $68,400. The median contract rent in 1980 was $185 and increased by 55% to $339 in 1990. Contract rent does not seem to reflect the impact of inflation to the extent that owner occupied housing values do.

A comparison of the number of units lacking complete plumbing facilities for exclusive use indicates that 15 units were thus classified in 1990 representing less than 1.0% of the total number of units. This indicates a decrease in the number of units lacking plumbing facilities during the decade of the 1980’s.

Despite a declining population during the 1970’s, the number of housing units increased during the same period. This increase reinforces the fact that fewer people occupy a single unit of housing now than in 1970. Much of Kent’s housing is located in the southern half of the City. Multifamily housing comprises the largest component of the housing stock within the City, especially when including on-campus University housing. Although housing values have more than doubled since 1970, the cost of renting a unit of housing has increased by less than 50%.

Public & Subsidized Housing
Since the end of World War II, the Federal Government has been involved in funding housing projects in the United States. From that time period to the present, a number of different programs have evolved at various levels of government. These programs have been directed at providing safe and sound housing opportunities for persons needing assistance in this area. Many programs have been directed toward specific groups of people, i.e., low and moderate income persons, the handicapped and the elderly. Public subsidy or assistance may be directed toward the actual construction of such housing and/or its subsequent operation and use. Assistance to new construction may come in the form of lower cost mortgage insurance, interest rate reductions or bond financing. Savings realized as a result of these programs are passed on to the tenants in the form of reduced payments or rent subsidies.

Public and subsidized housing programs in both Kent and Portage County are administered by the U.S.
### Table 15
**FEDERALLY ASSISTED HOUSING UNITS**
**CITY OF KENT, PORTAGE COUNTY, OHIO**

<table>
<thead>
<tr>
<th>PROGRAM TYPE</th>
<th>6012</th>
<th>6013</th>
<th>6014</th>
<th>6015</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section 221(d)</td>
<td>0</td>
<td>0</td>
<td>48</td>
<td>0</td>
<td>48</td>
</tr>
<tr>
<td>Section 223(f)</td>
<td>0</td>
<td>129</td>
<td>0</td>
<td>0</td>
<td>129</td>
</tr>
<tr>
<td>Section 236</td>
<td>0</td>
<td>0</td>
<td>288</td>
<td>148</td>
<td>436</td>
</tr>
<tr>
<td>Public Housing</td>
<td>30</td>
<td>0</td>
<td>6</td>
<td>27</td>
<td>63</td>
</tr>
<tr>
<td>Section 8 (new)</td>
<td>0</td>
<td>0</td>
<td>100</td>
<td>80</td>
<td>180</td>
</tr>
<tr>
<td>Section 8 (existing)</td>
<td>54</td>
<td>131</td>
<td>51</td>
<td>111</td>
<td>347</td>
</tr>
<tr>
<td>Section 8 (mod.rehab)</td>
<td>4</td>
<td>143</td>
<td>0</td>
<td>2</td>
<td>149</td>
</tr>
<tr>
<td><strong>Total by Tract</strong></td>
<td>88</td>
<td>403</td>
<td>493</td>
<td>368</td>
<td>1352</td>
</tr>
</tbody>
</table>

*Tract 6017 not included in this table*

*Source: Portage Metropolitan Housing Authority*

Department of Housing and Urban Development and the Portage Metropolitan Housing Authority. The following table provides a breakdown of the number of assisted units in the City of Kent by program type and Census Tract.

TABLE 15 shows that Tract 6014 contains the largest number of assisted units in the City. The largest number of units, by program type, are found under the Section 236 program. Section 236 provides a combination of mortgage insurance, interest reduction and operating subsidies resulting in rent reduction for low income and elderly households. In total, over 1300 units are assisted in some manner. In comparing this figure to those in Table 7-14, it is evident that approximately 14.5% of the dwelling units in the City receive some type of public housing assistance.

**Historic Sites**
In an attempt to help preserve historic structures and areas both locally and nationwide, the Department of Interior’s Heritage Conservation and Recreation Service has established a list of officially designated historic
places. Upon being placed on this list, such structures and areas become eligible for preservation assistance and are brought under the protection of legislation passed to protect such places from destruction.

As of November 1982, the City of Kent had two areas and six sites on the National Register of Historic Places, and they are the following:

1 - West Main Street District
2 - Kent Industrial District
3 - John Davey House
4 - Franklin Township Hall
5 - Charles Kent House
6 - Kent Jail
7 - Marvin Kent House (Masonic Temple)
8 - Ohio State Normal College at Kent

Source: National Register of Historic Places

1 - West Main Street District: 1910 - 1965
The West Main Street District is bounded by South Mantua Street on the east, North and South Chestnut Street on the west, and includes those properties which front both the north and south sides of West Main Street.

This area is mainly residential with a number of architectural styles present. The eastern end of the district tends to have a higher quality of architecture than those in the western section. Generally, the structures in the eastern section, including the Marvin Kent Home, are of the Eastlake Style. The western end of the district is characterized by a number of styles including Greek Revival, Neo-Classical, Venacular, Stone and Stick. Generally, houses on the south side of the street are older than those on the north (NEFCO, 1980).

2 - Kent Industrial District: 1836 - 1910
This district is located in central Kent south of West Main Street, north of the Haymaker Parkway, east of River Street, west of Franklin Avenue and is dissected by the Cuyahoga River.

The Kent Industrial District is comprised of five structures. They are:
1) West Main Street Bridge, built in 1877
2) Kent Dam, built around 1840
3) Kent Train Depot, built in 1864
4) Kent Woolen Mill, completed in 1877
5) The Livery Stable and Carriage Shop which was built around 1910.

The dam is the oldest structure in the district. This dam replaced an earlier one which was destroyed by flood. Constructed of stone, it has survived for over 140 years with repairs having been made from time to time (NEFCO, 1980).

Another stone structure, the West Main Street Bridge was completed in 1877 for a cost of approximately $26,000.
This bridge replaced an earlier covered bridge and was renovated in 1978 (NEFCO, 1980).

A third structure in the district, the Tuscan-styled Atlantic and Great Western Train Depot is one of Kent's more recognizable landmarks. Completed in 1864, this structure has served its community as a center attraction, especially the business district. The structure now contains a restaurant, a museum, and several offices.

Located on the west side of the Cuyahoga River are the Kent Woolen Mill and the Livery Stable/Carriage Shop. The oldest of the two structures - the Woolen Mill took over 40 years to complete. The structure was originally intended to house a silk mill and has been occupied over the years by a variety of establishments. The livery stable and carriage shop, located in the newest building in the district was converted into an automobile showroom and has recently been renovated to house law offices.

3 - John Davey House: 1881
This Second Empire-styled structure was purchased by John Davey 20 years after its completion. Davey, an expert horticulturist, later founded the Davey Tree Expert Company. The original structure was two stories and was T-shaped. Since its construction, the house has undergone additions and restoration efforts (NEFCO, 1980).

4 - Franklin Township Hall: 1836
This structure was constructed to serve as the headquarters for the Franklin Silk Company. The building was only partially completed and had to be finished by the Township. Despite its ownership by the Township, the building has seen a number of uses including the headquarters for the Kent Public Schools. The style of structure is typical of Western Reserve architecture (NEFCO, 1980).

5 - Charles Kent House: 1843
Built for the son of Zenas Kent, this is believed to be the first structure built on what is now West Main Street. In 1909 the house was almost demolished and would have been had it not been for the plea of neighbor, Governor Martin L. Davey. A wood frame house with a great deal of decorative work, this building was designed in the Early Gothic Revival Style (NEFCO, 1980).
6 - Kent Jail: 1869
Under the direction of Kent’s first mayor, John Thompson, this building was constructed to serve as the community’s first jail and was used for that purpose until around 1900 when larger facilities were needed. This small brick building shows a combination of Greek Revival and Victorian Italianate Styles (NEFCO, 1980).

7 - Marvin Kent Home (Masonic Temple): 1880
Constructed by the City’s namesake, this Italianate-styled structure serves as a cornerstone to the West Main Street historic district. Both the interior and exterior of this building are exquisite. Much of the interior woodwork is hand carved on local timber and wood taken from the old covered bridge that crossed the Cuyahoga River. The exterior is a combination of brick and sandstone (NEFCO, 1980).

8 - Ohio State Normal College at Kent: 1912 - 1915
Also known as the “North Campus Group” at Kent State University, five structures comprise this historic site and the original Normal College.

Kent Hall, named after William Kent (the son of Marvin) was constructed in 1914. At the west end of the configuration, this building has an elaborately columned front porch.

To the immediate east of Kent Hall is the Old Administration Building built in 1913. A dome, which was originally intended for this building, was never constructed due to cost factors. Remodeling work began in 1929 which would give the structure its current resemblance to a Greek Temple.

Merrill Hall lies to the east of the Old Administration Building and was the first structure built for the College in 1912. The building facade has an impressive front porch with Classical columns. It has also been the subject of several remodeling efforts.

Lowry Hall was also constructed in 1912 shortly after Merrill Hall was started. Lowry was originally utilized as a residence hall for women. The building has been added to three times but is not as impressive as its counterparts.
The last building to be mentioned is Moulton Hall which was constructed in 1916. Its rather plain architecture makes it the least elaborate of the group.

The historic sites mentioned in this section do not comprise a complete inventory of Kent's significant historic structures and sites. There are a number of structures and sites which may someday be nominated for placement on the National Register of Historic Sites.

**Social Service Agencies**

The health and social service needs of Kent residents are addressed by a variety of agencies, both public and private. Over 30 agencies provide a wide variety of services ranging from personal counseling to emergency shelters. A general listing of the types of services and the local agencies providing them is outlined over the next several pages.
Adoption Services
  - Family & Community Services of Catholic Charities
  - Portage County Human Services Department

Agriculture
  - Cooperative Extension Service

Alcohol/Drug Abuse
  - Portage County Alcohol & Drug Abuse Services
  - Townhall II/Help Line/Medical Clinic

Clothing/Household
  - Alpha Enterprises
  - Birthright of Portage County
  - Kent Social Services, Inc.

Community Centers
  - Skeels Improvement Corporation
  - Thomas-Anderson Development Corp.

Consumer Services
  - Family & Community Services of Catholic Charities
  - Commuter and Off-Campus Student Organization

Counseling - Mental Health
  - Family & Community Services of Catholic Charities
  - Kent Social Services, Inc.
  - Kevin Coleman Center
  - Portage County Human Services Department
  - Townhall II/Help Line/Medical Clinic
  - United Way - First Call for Help

Daycare
  - Portage County Human Services Department
    (Referral Agency)
  - Portage Area Senior Services, Inc. (Elderly Care)

Disability Services
  - Advocates for Disable Ohioans
  - Bureau of Vocational Rehabilitation
  - Kent Visiting Nurse Association
  - Portage County Easter Seals
  - Portage Industries
  - United Cerebral Palsy
  - Portage County Board of Mental Retardation & Development Disabilities
Education
- American Cancer Society
- American Red Cross
- Bureau of Vocational Rehabilitation
- Community Action Council
- Happy Day School
- March of Dimes
- Portage County Alcohol and Drug Abuse Services
- Portage County Private Industry Council
- Right to Life of Portage County
- Skeels Improvement Corporation
- Thomas - Anderson, Inc.
- Townhall II/Helpline/Medical Clinic
- United Cerebral Palsy
- Maplewood Area Joint Vocational School

Employment / Training
- Bureau of Vocational Rehabilitation
- Portage County Human Services Department
- Portage County Private Industry Council
- Portage County Veterans' Services
- Portage Industries

Environment
- Kent Recycling Center

Financial Assistance
- Community Action Council
- Kent Social Services
- Portage County Human Services Department
- Portage County Veterans' Services

Food & Nutrition
- Cooperative Extension Service
- Kent Social Services
- Meals on Wheels of Kent, Inc.
- Mobile Meals
- Portage County Human Services Department
- Portage Area Senior Services

Health Services
- American Cancer Society
- American Red Cross
- Child Health Services of Portage County
- Kent Visiting Nurse Association
Health Services - Cont’d
- Planned Parenthood
- Portage County Alcohol & Drug Abuse Services
- Portage County Easter Seals
- Portage County Human Services Department
- Robinson Memorial Hospital - Outpatient Clinic
- Townhall II/Helpline/Medical Clinic
- United Cerebral Palsy

Housing / Housing Rehab / Emergency Shelter
- Community Action Council
- Commuter and Off-Campus Student Organization
- Kent Social Services
- Portage Area Senior Services

In-Home Services
- Kent Visiting Nurse Association
- United Cerebral Palsy

Legal Services
- Western Reserve Legal Services
- Commuter and Off-Campus Student Organization
- Portage County Human Services Department

Mental Retardation
- Alpha Enterprises
- Happy Day School
- Independence of Portage County
- Portage Industries
- Portage County Board of Mental Retardation

Older Adult Services
- Alpha Enterprises
- American Association for Retired Persons
- Kent Visiting Nurse Association
- Meals on Wheels of Kent, Inc.
- Mobile Meals
- Portage County Human Services Department
- Retired Senior Volunteer Program
- Portage Area Senior Services
- Skeels Improvement Corporation

Pregnancy Related Services
- Birthright of Portage County
- Planned Parenthood
- Portage County Human Services Department
- Right to Life of Portage County
- Robinson Memorial Hospital - Outpatient Clinic

Transportation
- American Cancer Society
- Community Action Council
- Kent Social Services
- Portage County Human Services Department

Volunteer Services
- Retired Senior Volunteer Program

Women's Services
- Planned Parenthood
- Family & Community Services for Catholic Charities

Youth Services
- Child Health Services of Portage County
- Community Action Council
- Cooperative Extension Service
- Portage County Alcohol & Drug Abuse Services
- Portage County Children's Service
- Skeels Improvement Corporation
- Townhall II

Source: Community Service Directory
Portage Information & Referral Service, 1988
The single most important component of a Strategic Plan is the part that identifies the specific goals and objectives that the City intends to pursue during the planning period in question. As indicated previously, the Plan should serve to identify general goals and objectives, as well as the manner in which they are most likely to be achieved. Specific solutions and programmatic problem resolution should be identified in individual, subject specific plans and strategies. The Strategic Plan should serve as the central, coordinating document to these specific plans. An example of this linkage is provided below:

One of the goals identified in the Plan is to upgrade deficient sanitary sewer lines presently serviced areas.

-The Utility Improvements Plan has indicated an immediate priority for the repair of sanitary sewer lines on Dodge Street, Earl Avenue and Ivan Drive. A general scope of work has been prepared, including cost estimates.

-City Council authorizes the administration to commence the improvement projects based on their use of the above-referenced plans.
As used in this document, goals are considered to be long term, value laden concepts that cannot be attained but should always be strived for. Objectives are considered to be measurable, concrete, short-term actions used to strive toward definable goals. For each goal identified, specific objectives will be listed. These objectives will suggest a framework through which the goal can be approached.

The order in which the goals are listed is not meant to imply priority. Specific plans and strategies should prioritize individual tasks or projects to be undertaken. Each goal presented will be listed under one of the following categories:

- Community & Economic Development
- Financial Management
- Infrastructure
- Land Use

COMMUNITY & ECONOMIC DEVELOPMENT

Goal:
To promote and facilitate economic growth and community well-being.

Objectives:
1. Preserve and expand the City’s economic base.

A) Prepare a plan identifying various economic development strategies and guidelines for their implementation. These strategies should recognize the need for both public/private participation in the development process.

B) Identify prime industrial and commercial sites and assist in their preparation for development, if necessary.

C) Develop a Service Extension Plan which identifies areas presently not serviced (water, sewer, streets, etc.), their potential for development, improvement needs and associated costs, as well as the availability of funds to
implement the project.

D) Work jointly with the Kent Area Chamber of Commerce and Kent State University to expand the economic base and promote the image of the Kent area.

2. Develop a Neighborhood Plan which preserves and revitalizes present neighborhoods and accommodates new neighborhood development.

A) Encourage the formation of individual neighborhood or non-profit groups or development corporations, as well as a formal structure through which they can interact with City government.

B) Encourage neighborhoods to get involved in revitalization plans, community clean-up programs, and crime and fire prevention programs.

C) Develop programs which encourage the maintenance/rehabilitation of existing structures. Structures beyond repair should be eliminated so as to promote redevelopment.

D) Promote neighborhood involvement and input on development/redevelopment proposals. The emphasis on this activity should be to identify the needs of each individual neighborhood.

3. To review and amend the City Zoning Code so as to maintain consistency with present and future needs.

A) To conduct an annual review of the 1985 code for necessary revisions and amend as needed.

B) To prepare and incorporate a viable set of Planned Unit Development (PUD) regulations into the code.

C) To develop a set of “Historic District” regulations for the zoning code and to identify areas of the City to which these regulations should be applied.

D) Existing residential neighborhoods should be protected from the expansion of heterogeneous land uses.

E) Regulations pertaining to commercial and industrial
conforming uses should be flexible but provide for quality design and development.

4. To conduct a comprehensive review of the 1971 City Subdivision Regulations and amend where necessary.

5. To update and expand the City's present Land Use & Thoroughfare Plans.

6. To identify all environmentally and archaeologically sensitive/unique areas within the City.

7. To develop specific policies which address and encourage the adaptation and conversion of existing structures where they are permitted by the Zoning Code.

FINANCIAL MANAGEMENT:

Goal: To maintain sound fiscal management while upgrading the capital plant of the City.

Objectives:

1. Continue to develop multi-faceted financing approaches with an emphasis on pay as you go funding and a reduction of debt dependence.

   A) Make use of financial resources from State, Federal, and private resources to supplement City funds.

   B) Develop revenue and expenditure forecasts for all areas.

   C) Avoid the commitment to expenses which would not be feasible with the existing revenue base.

   D) Explore alternative sources of revenue generation and investment strategies.

2. To develop a new Service complex.

   A) Planning for the complex should determine the storage and equipment repair needs of the City's Central Maintenance Division.
B) Planning for the complex should identify a suitable site for the facility and explore financing alternatives.

3. Increase public awareness of local laws, programs and activities offered by the City.

A) Use local neighborhood groups as a channel to both disseminate information and/or collect public input.

B) Produce a newsletter that can be used to disseminate information.

C) Improve procedures for receiving, addressing, and responding to citizen concerns, complaints, etc.

D) Seek regular public and in-house evaluation of services rendered.

E) Prepare brochures covering commonly used City regulations, programs, and activities.

INFRASTRUCTURE:

Goal: Upgrade and maintain infrastructure in a cost effective manner to serve the needs of residents and the City’s economic base.

Objectives:

1. Develop a 3-5 year Capital Improvements Plan.

A) The Plan should identify the availability of fiscal resources.

B) The Plan should identify existing debt amortization schedules.

C) The Plan should incorporate prepared revenue forecasts.

D) The Plan should identify the expected shares to be allocated between the major types of capital projects.

E) The City should attempt to schedule capital improvements on a pay as you go basis, or with as little debt
incursion as possible.

2. Develop a Utilities Improvement Plan.

A) This Plan should focus on improvements to the present water, sanitary sewer and storm sewer service system.

B) Existing underground and surface structures, as well as central treatment facilities should be examined for their deficiencies.

C) A maintenance/repair schedule should be developed based on need and the condition of present structures.

3. Expand the scope of the Street - Sidewalk Plan.

A) Identify ways in which street and sidewalk repairs can be expanded and improved so as to make the best possible use of available resources.

B) Develop a public/private strategy by which to improve the quality of snow removal from thoroughfares and other public areas.

4. Develop a City-wide storm water management system.

5. Pursue methods by which water and sewer rates can be lowered without compromising present service levels.

A) Continue the pursuit of payment on delinquent bills.

B) Explore the possibility of developing other natural resources such as oil and gas wells.

C) Research ways in which other cities maintain or reduce service rates.

6. Develop a solid waste management plan which provides for the collection, storage and disposal of solid wastes. Such a plan should recognize the need for composting and recycling where applicable.
LAND USE:

Goal: To provide for the orderly physical development of the community in response to the needs of the residents and the economic viability of the City.

Objectives:

1. To develop a Parks and Recreation Plan.
   A) This Plan should provide an inventory of existing facilities and programs offered.
   B) This Plan should assess community needs relative to program and park development.
   C) This Plan should identify specific sites within the Planning Area for park development and expansion, especially in areas not adequately serviced. This Plan should address the need for passive recreation areas, i.e. wildlife preserves, as well as active structured facilities and programs.
   D) To develop specific policies which address and encourage the adaptation and conversion of existing structures where they are permitted by the Zoning Code.

2. Maintain Safety Force levels commensurate with need.

3. Evaluate and assist in the delivery of health and social services to meet the needs of Kent residents.
   A) Conduct an annual needs assessment.
   B) Compile and maintain an inventory of available services.
   C) Financially assist needed health and social service programs which meet established criteria.
D) Develop a system through which the effectiveness of programs seeking and receiving City funding can be evaluated.

One of the essential goals in any revitalization process is to encourage new growth and development. The key to accomplishing this goal is to provide reasonable, creative ideas and incentives for attracting new businesses and visitors by taking advantage of the positive elements already in place in the City of Kent and remaining sympathetic to the existing setting and community. The City’s vision for the future relies on the concepts of neighborhood, balance, human scale, and restoration, as articulated by the U.S. Department Housing and Urban Development.

Several different neighborhoods exist in the Empowerment Zone and have been discussed more specifically in Chapter One. These neighborhoods must come together to create safe residential areas with good quality housing and neighborhood business areas which serve the needs of residents and businesses. Links must also be made between neighborhoods.

One way to create these links is through safe, effective pedestrian and vehicular movement. The City of Kent could benefit from an improved public transportation system. The existing bus service run by Kent State University could be expanded to include more residents and students as its users. Additionally, the City’s location on two railroad lines could be used to create regional linkages through commuter train travel. Creating designated bike paths, centralizing parking areas and establishing a shuttle, and setting up car pool program are other ways of encouraging alternate means of travel.

Public transportation is one way of reducing pedestrian-vehicular conflicts. Other means of reducing this conflict include reducing the curb-cuts on main pedestrian streets, creatively using paving and signage to mark pedestrian crossings clearly, and using “traffic calming” measures to slow vehicular movement on main roads. The street and sidewalk systems must be re-woven where discontinuities occur by improving links and accessibility
between all districts, improving pedestrian access to buildings from parking areas, and minimizing the barriers between KSU and the downtown.

Coordinating these transit improvements with the existing stock and new development can be used to create a balance. Balance can also be achieved through the layering of functions, the encouragement of multi-use neighborhoods, and the improvement of university-downtown linkages. Economic encouragement such as tax incentive programs for small business incubators and credit enhancement programs for financing multi-family and mixed-use projects can encourage diversity in the community. Innovative zoning changes to facilitate mixed-use development, in-law units, and live/work facilities can bring more people, including students, closer to the downtown. Developing new anchors such as hotels, stores, and civic facilities will reduce dependence on the university as an employer and could facilitate moving people from KSU to the downtown.

Human scale also works to create a balance. Appropriately scaled streetscape elements such as fountains and statues cater to a pedestrian scale and can enhance outdoor spaces and invite activity to help create a vital urban atmosphere. By providing clearly marked pedestrian pathways with furniture and landscaping, a continuity can be established and a pleasing activity is added which helps to project a cohesive image. A proposed streetscape banner and lighting program would indicate a more human scale and visually connect the downtown area with the university. The use of light fixtures that are sympathetic with the historic architecture in the area would complement the character of Kent. The creation of multi-use streets to accommodate pedestrian, bicycle, and automobile traffic would also create scale and balance.

With the employment of creative and imaginative techniques, many of the neglected existing open spaces can become dynamic settings for human activity, and new spaces can be created that highlight the many features of Kent. Additionally, many of the structures and conditions already present in the cityscape possess very positive features that are currently either ignored or underutilized in term of their ability to contribute to the urban

Top, Middle, Lower: Sketches show how benches, sculptures and fountains help to create a human scale.
setting. No proposal would be complete without examining ways to enhance and improve the structures that presently exist.

Keeping in mind these goals of neighborhood, balance, human scale, and restoration, the following proposals were generated:

Short Term Projects

I. Academic Inn  
II. Multi-Cultural Center  
III. International Market Place  
IV. Kent Regional Business Alliance  
V. Downtown Affordable Housing  
VI. Civic Center  
VII. Minority Business Enterprise Center

Long Term Projects

I. Revitalization of Carthage Center  
II. North Water Street Bridge  
III. North Water Street economic enhancement  
IV. Linkage of bike trails  
V. Main Street Bridge enhancement  
VI. Bridgehead Park enhancement  
VII. Neighborhood mixed-use project at the northwest corner of Summit and Lincoln Streets  
VIII. Greening of Haymaker Parkway  
IX. College Avenue pedestrian/bicycle pathways improvement  
X. Re-greening of Main Street  
XI. Greening of Summit Street  
XII. Summit Street Bridge enhancement  
XIII. Four Gateway concept  
XIV. Re-installation of old front step at the Carnegie Kent Free Library

Shared City and University Projects

I. Lincoln and Main Gateway  
II. Neighborhood mixed-use project at the northwest corner of Summit and Lincoln Streets  
III. Neighborhood affordable housing development  
IV. Academic Inn  
V. Faculty Club
VI. Regional Business Center
VII. Joint recreational facility
VIII. Joint out-patient clinic (with Northeastern Ohio Universities' College of Medicine [NEOUCOM])
IX. Life care facility (with KSU School of Nursing and NEOUCOM)
X. Crime lab
Seven short term projects have been established which encompass the numerous objectives proposed through the evaluation and analysis process as well as through a series of public forums. These projects demonstrate a range of methods for initiating revitalization efforts in the City of Kent. These ideas are intended to provide inspiration and promote enthusiasm throughout the community, fostering an atmosphere of positive change.

**Academic Inn**

Proposed Site: Southwest corner of East Main and Depeyster Streets (Town House Hotel)

**Site**
Located on the southwest corner of East Main and Depeyster Streets, the Franklin Hotel (also known as the Town House Hotel or Kent-Ellis Hotel) commands a prominent location in the Kent cityscape. The five-story structure, which rises from the crest of a steep slope, is a landmark clearly visible from many major entry points into the city. Possessed with severe structural limitations
and threatened with irreparable deterioration at the hands of a disinterested owner, the building stands neglected and unused with the exception of the basement and first floor which house a tavern and lounge.

As part of the efforts by community leaders, residents, and students to put together a revitalization strategy for the city of Kent, the Franklin Hotel has been targeted as a key site for redevelopment. The central location and high visibility mark it as a strong and identifiable node possessing the potential to become a vital anchor and catalyst for downtown renewal.

**Precedents**
The Inn at Harvard, Cambridge, MA
Scanticon-Princeton Executive Conference Center,
Princeton, NJ
The Penn State Scanticorn Conference Center Hotel, State College, PA

Program Requirement

<table>
<thead>
<tr>
<th>Description</th>
<th>Space</th>
</tr>
</thead>
<tbody>
<tr>
<td>120 rooms + 1 parking space/room</td>
<td>385 sf/room x 120 = 4600 sf</td>
</tr>
<tr>
<td>porte cocherre and entry lobby</td>
<td>1500 sf</td>
</tr>
<tr>
<td>central space</td>
<td>900 sf</td>
</tr>
<tr>
<td>cafe</td>
<td>1000 sf + 20% = 1200 sf</td>
</tr>
<tr>
<td>offices/laundry/storage</td>
<td>1500 sf + 20% = 1800 sf</td>
</tr>
<tr>
<td>meeting rooms</td>
<td>5000 sf + 20% = 6000 sf</td>
</tr>
</tbody>
</table>

TOTAL = approximately +/- 60,000 sf

Total Cost (with street improvements)
$18.2 million

Consultants
Doubletree Hotels Corporation
Architect
Graham Gund

Empowerment Goals and Objectives
I. Unite KSU campus with the downtown
II. Create a civic landmark
III. Support Kent Regional Business Alliance (KRBA) and KSU Research with regional conference facilities
IV. Create jobs (approximately 50)
V. Support and encourage local ownership and local demand

MULTI-CULTURAL CENTER

Proposed Site: Northeast corner of East Main and North Depeyster Streets

Site
The northeast corner of East Main and Depeyster Streets is another prominent location in the Kent cityscape. Sited diagonally across from the proposed Academic Inn, the Multi-Cultural Center will help to form a “gateway” to the City of Kent’s CBD and serve as a transition between the university and the downtown. Currently the location of an automotive repair store and parking lot, the site has the potential to become a cornerstone of revitalization efforts.

Precedent
Pacific Center for the Arts, Hawaii Loa College, Oahu, HI

Program

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Space</th>
</tr>
</thead>
<tbody>
<tr>
<td>lobby</td>
<td>800 sf</td>
</tr>
<tr>
<td>main space</td>
<td>1200 sf</td>
</tr>
<tr>
<td>art gallery</td>
<td>900 sf</td>
</tr>
<tr>
<td>small proscenium theater with lobby</td>
<td>14,000 sf</td>
</tr>
<tr>
<td>sound stage/experimental theater</td>
<td>7000 sf</td>
</tr>
<tr>
<td>jazz and blues club</td>
<td>2500 sf</td>
</tr>
<tr>
<td>entertainment restaurant</td>
<td>4500 sf</td>
</tr>
<tr>
<td>cable TV station</td>
<td>2500 sf</td>
</tr>
<tr>
<td>radio station</td>
<td>1000 sf</td>
</tr>
<tr>
<td>circulation and service @ 25%</td>
<td>11,125 sf</td>
</tr>
</tbody>
</table>

TOTAL = approximately +/− 40,000 sf
Total Cost
$7.5 million

Architect
E.L. Fly & Associates

Empowerment Goals and Objectives
I. Provide a permanent multipurpose facility that serves as the focal point for a range of diverse activities and cultural exchange and appreciation
II. Develop a permanent community based organization which will be responsible for ongoing cultural activities and cultural growth in the City of Kent
III. Develop ongoing cultural programs and events which are associated with Kent
IV. Provide teachable skills, media skills, and communication skills

Above: Site of proposed Multi-Cultural Center of Kent.
INTERNATIONAL MARKETPLACE

Proposed Site: Gougler Street between Main and Mantua Streets

Site
Gougler Avenue is situated on the west bank of the Cuyahoga River between the Main Street and Crain Avenue Bridges. The proximity to the downtown and amenities offered by the adjacent river are features that suggest that development of the site could create a strong anchor node with the capability to spur economic and social activity. The International Marketplace will serve as a catalyst for revitalizing the entire area west of the Cuyahoga River. In addition, the successful adaptive reuse developments of the McKay-Bricker Gallery, the law offices of Williams and Wilser, and the Bissler Building are already in place as cornerstones in the vicinity.

The new riverfront development will be composed of multiple re-hab buildings and new infill buildings. The International Marketplace will seek a Free Trade Zone status.

Precedents
Jacksonville Landing, Jacksonville, FL
Faneuil Hall, Boston, MA
South Street Seaport, New York, NY

Program Requirement

<table>
<thead>
<tr>
<th>Space</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>trade delegation center</td>
<td>10,000 sf</td>
</tr>
<tr>
<td>educational center</td>
<td>5000 sf</td>
</tr>
<tr>
<td>shops/cafes/open-air stalls</td>
<td>80,000 sf</td>
</tr>
<tr>
<td>service businesses</td>
<td>20,000 sf</td>
</tr>
</tbody>
</table>

TOTAL = approximately +/- 120,000 sf

Total Cost
$9.2 million

Architect
To be determined
Empowerment Goals and Objectives
I. Create jobs
II. Minority business development
III. Maximize potential of our diverse community in global economy
IV. Expose this region of the U.S.A. to foreign countries
V. Create economic cultural diversity
VI. Create trade delegation center
VII. Create international ambiance and showcase for commerce and goods exchange
VIII. Develop job training
IX. Encourage conserving capital
X. Encourage local ownership

Above: Site of the International Marketplace.
KENT REGIONAL BUSINESS ALLIANCE CENTER

Proposed Site: Northwest corner of Water and East Main Streets (Bridgehead Site)

Site
One of the most visible and important urban spaces in the city of Kent is the northwest corner of East Main and Water Streets in the Central Business District. Located at the very heart of the city center, the site has remained vacant for over two decades. The development of this site is critical and necessary for successfully revitalizing the downtown area.

Precedent
Bidco Bidwell, Pittsburgh, PA

Program and Space Requirement

<table>
<thead>
<tr>
<th>Space Requirement</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Service Center</td>
<td>27,500 sf</td>
</tr>
<tr>
<td>Non-profit organizations</td>
<td>1500 sf</td>
</tr>
<tr>
<td>KRBA</td>
<td>13,000 sf</td>
</tr>
</tbody>
</table>

TOTAL = approximately +/- 40,000 sf

Total Cost
$4.2 million
Empowerment Goals and Objectives
I. Retain, create, and expand jobs
II. Develop an education partnership with and act as a source of education and job training
III. Provide technological support and deploy technology
IV. Maintain and strengthen economic viability
V. Create an educated work force
VI. Capitalize on regionalization

DOWNTOWN AFFORDABLE HOUSING

Proposed Site: Erie-Depeyster-Haymaker-Water Quadrangle

Above: Site of the Kent Regional Business Alliance Center.
Site
A very strong vehicular node occurs at the intersection of Water Street and Haymaker Parkway. Creating student housing in the surrounding area along with safer pedestrian access across the parkway will re-establish a stronger link between the city center and the university and would also re-unite the community.

Precedent
College Town, Ithaca, NY

Program
<table>
<thead>
<tr>
<th>Requirement</th>
<th>Space</th>
</tr>
</thead>
<tbody>
<tr>
<td>40 housing units (2BR @ 1000 SF)</td>
<td>40,000 sf</td>
</tr>
<tr>
<td>ground floor retail</td>
<td>20,000 sf</td>
</tr>
<tr>
<td>second floor office</td>
<td>20,000 sf</td>
</tr>
</tbody>
</table>

TOTAL = approximately +/- 80,000 sf
Total Cost
$6.4 million

Architect
To be determined

Empowerment Goals and Objectives
I. Develop a residential environment that offers a variety of housing types to coincide with the level of self-sufficiency achieved by individual families with the intent of eventually moving participants into non-subsidized housing.
II. Overcome the transportation barriers experienced by many low-income families by creating a neighborhood where social services, focused on self-sufficiency and empowerment activities, are located on site.
III. Provide a mixed-income neighborhood that will include employed adults to serve as role models for non-working families.
IV. Provide a mixed-income neighborhood where families who choose to stay can do so, even if they are becoming upwardly mobile.
V. Offer land to local agencies desiring to develop office, housing, or service facilities that are consistent with the self-sufficiency mission
VI. Develop on-site facilities and programs that offer economic development opportunities for low-income residents (on and off site)
VII. Create accessible housing using ADA
VIII. Mix university housing with affordable housing
IX. Produce units currently not available on the open housing market or on campus
X. Develop jointly owned housing between KSU and individual equity residents
XI. Create student family housing

Implementation
to be determined

CIVIC CENTER

Proposed Site: Water-Haymaker Parkway-Depeyster-Summit Quadrangle
Site
The Kent City Hall is already located at the intersection of South Water Street and Haymaker Parkway, a very strong vehicular node. By defining an entire district of similar uses, a strong identity is created which projects a solid image to the community. Located adjacent to proposed affordable housing, a pedestrian/vehicular community "gateway" is produced and the university and city are further re-united.

Total Cost
approximately $1.8 million

Architect
Fuller Design Group

Empowerment Goals and Objectives
I. Create accessibility to government
II. Create more meeting spaces for civic purposes
   A. For neighborhood groups
   B. For community groups
III. Create better internal communication
IV. Create linkages to computerized resources

MINORITY BUSINESS ENTERPRISE CENTER

Proposed Site: Water-Summit-Haymaker-Cuyahoga River Quadrangle

Site
This proposal suggests initiating development between the proposed Civic Center and the Cuyahoga River. Through the infill of these vacant sites and the advantageous use of the riverfront, a previously neglected area will contribute significantly in boosting the city's economy and serve as an incubator opportunity.

Program Space Requirement
To be developed

Total Cost
To be determined
Architect
To be determined

Empowerment Goals and Objectives
I. Encourage minority business development
II. Facilitate business starts
III. Preserve indigenous capital
IV. Venture capital for starts
V. Locate successful starts in KRBA Center or International Marketplace

The City of Kent is proposing the above projects for short term implementation because of their wide ranging impact which could serve as catalyst to the overall development efforts for the City.
SUMMARY

A number of ancillary plans and strategies need to be developed or maintained to make the Strategic Plan work, such plans include:

- Capital Improvements Plan
- Land Use & Thoroughfare Plan
- Utilities Improvement Plan
- Street - Sidewalk Improvements Plan
- Economic Development Plan
- Service Expansion Plan
- Neighborhood Revitalization Plan
- Parks & Recreation Plan
- Downtown Revitalization Plan
- Solid Waste Management Plan

The development and maintenance of these individual plans will consume a great amount of time and energy by City officials, and the city’s residents. The completion of these documents as a whole within the next five years will be a significant accomplishment.

Finally, and perhaps most importantly, it should be remembered by all who use both the Strategic Development Plan and other ancillary plans that they are, in fact, dynamic documents open to discussion and revision. Data within the Plan should be updated at yearly and at five year intervals, if possible. Sections dealing with goals for the community as well as its specific Planning areas should be reviewed and updated annually. They should never be considered or used as a final statement on a specific subject. As the needs of the City and its citizens change, so must the focus of the City’s plans and goals for the future.