

PARTNERSHIPS/ COMMUNITY ENGAGEMENT

Strengths	Weaknesses
<ul style="list-style-type: none"> • Proximity to Cleveland (cultural) (2) • Schools (2) • Senior Center (2) • Youth sports programs (1) • Good Library (1) • Communication between agencies to support people in need (1) • Kirtland Kiwanis (1) • Lakeland & other nearby colleges/universities (1) • School sports • Active garden club • Holden Arboretum 	<ul style="list-style-type: none"> • No city chamber of commerce (2) • Drop in school funding (state & federal)
Opportunities	Threats
<ul style="list-style-type: none"> • Churches meeting social needs (3) • More regional events (3) • Merge Kirtland schools with west Geauga schools (2) • Shared services between city hall and school (2) • Lakeland (2) • Partnerships with cities with large international population • Relationship with local parks 	

The votes for Partnerships rendered the following smaller themes:

- Partner with school education [Blue-9]
- Local Outreach (Green-9)
- Regional outreach [Purple-5]

GOVERNANCE/ STRENGTHENING LEADERSHIP

Strengths	Weaknesses
<ul style="list-style-type: none"> • City council (2) • Quality hiring of professionals (1) 	<ul style="list-style-type: none"> • No revenue from the Farmpark, Holden Arboretum (9) • Zoning (5) • No city chamber of commerce (2) • Lack of revenue (4) • Nothing that promotes the positives in community (lack of marketing) (1) • No consistent aesthetic (1) • Lack of transparency within city council in regards to spending and informing public (1) • Lack of uniformity of signage • Dumpy looking commercial businesses • Zoning restrictions, business signage • Poor utilities • Lack of confidence in city leaders • Tax abate • Challenging zoning process
Opportunities	Threats
<ul style="list-style-type: none"> • Branding signage (7) • New leadership for city (7) • Expand tax base Rt 6 & 306 (need sewers) (8) • Upgrade technology (5) • Improved zones process (4) • Hire professionals with the city (network) (1) 	<ul style="list-style-type: none"> • Challenging zoning process (2) • Resistance to change (2) • School levies not passing (2) • Lack of willingness for compromise/ change (1) • Lack of community/PR (1) • Dependency of real estate taxes on schools (1) • income tax (1) • Competition • Too many ordinances *micromanagement • Lack of code violation enforcement • for funding • Lack of vision • Lack of beautification • Less state funding • Kirtland chronicle doesn't reach everyone • Consolidation of services • Poisoning of groundwater, air, rivers • Poor communication from government to people

The votes for Governance rendered the following smaller themes:

- Sources of Revenue [Purple-15]
- Strengthening leadership [Blue-19]
- Zoning [Brown 11]
- Marketing and branding [Green-10]
- Technology [Red-5]

FEEL

Strengths	Weaknesses
<ul style="list-style-type: none"> • Rural atmosphere (15) • Safe (reputation) (6) • Churches (4) • Historical community (Kirtland historical center) (4) • Small town charm (3) • Clean (2) • The people (2) • Generosity (1) • Volunteerism (1) • Professional diversity (1) • Beauty of the topography of Kirtland (1) • Connectedness of people (1) • Not overdeveloped (1) • Location (1) • Faith based • Community Involvement • Accepting community • Open to having horses, etc. • Intellectual capacity • Age diversity 	<ul style="list-style-type: none"> • Weak communication between churches (1) • Junk all over people's yards (2) • Lack of ethnic diversity (1)
Opportunities	Threats

The votes for Feel rendered the following smaller themes:

- Small hometown [Gold-20]
- Safety [Blue-6]
- Kirtland attractions [Red-5]
- Faith [Purple-5]
- People [Green- 5]
- Cleanliness [Pink-4]
- Diversity of people [Dark Blue-2]

SERVICES and INFRASTRUCTURE

Strengths	Weaknesses
<ul style="list-style-type: none"> • Metroparks farm parks (9) • Many parks (4) • Community events (2) • Safety forces (2) • Access to highways (2) • Police department keeps our kids protected (1) • Strawberry festival (1) • Snow removal (1) • Good service department • Involved service council • Kirtland area service council • Access to transportation 	<ul style="list-style-type: none"> • Lack of sewers (14) • More walking and bike paths (11) • Lack of crosswalks (not pedestrian friendly) (4) • No bike paths (2) [Purple] • Not doing infrastructure job right the time (2) • Skeet Club shooting (3) • No outdoor pool (3) • Poor city parks (condition) (2) • Lack of modern community center (1) • Lack of water pressure (1) • Erosion and flooding on chagrin river (1) • Police department no updated equipment or tech • Erosion and flooding on chagrin river (1) • Potholes • No walkable path from Lakeland to Kirtland for Lakeland students
Opportunities	Threats
<ul style="list-style-type: none"> • Community recreation center and swimming pool (4) [Blue] • Crosswalk (2) 	<ul style="list-style-type: none"> • Poor roadways (9) • Lack of sanitary sewers (4) • Drainage issues (3) • Poor maintenance of septic systems • Lack of business contribution to property • Environmental issues (erosion)

These votes for Services rendered the following smaller theme:

- Parks and Recreation [Purple-25]
- Utilities/sewers (21)
- Pedestrian access [Red-19]
- Roads/ water (9)
- Safety forces and protection [Gold-3]

ECONOMIC DEVELOPMENT

Strengths	Weaknesses
<ul style="list-style-type: none"> • Tourist destination (4) [Pink] • Citizens owned businesses (3) [Purple] • Minimal retail (2) [Purple] • Variety of housing values (2) [Blue] • Diversity in business (1) [Purple] • Kirtland car company (quality establishment) • Mormon Community 	<ul style="list-style-type: none"> • No retirement focused living areas (9) • No long-term city plan (8) • NO plan to commercialize 6 & 306 (6) • Empty businesses on Chardon Rd (3) • Lack of grocery stores (4) • Light industry (2) • Lack of lodging (2) • City building could use curb appeal, i.e. community center (1) • More restaurants downtown (1) • Downtown façade---the way it looks (1) • Under developed property Rt 6 (1) • Irresponsible commercial landlords • Over regulating businesses • No identifiable town center • Business shutdown early • Public/ city (local) transportation • Lack of community involvement
Opportunities	Threats
<ul style="list-style-type: none"> • Rt 6/ 306 business development (14) • Shops/ restaurants (8) • Developing downtown to be main street (5) • Revamp city website (4) • Mixed use development (3) • Maximize tourism (2) • Tourism revenue (2) • Leverage visitors (2) • Downtown square/common space (2) • More business friendly (small) (2) • Co-op utilities (2) • Lodging (2) • Senior housing (1) • Schools have opportunity to remain independent and better (1) • Develop river for recreational use • Metro parks tourism development • Tourist pedestrian plan for 306 • affordable housing • Better PR for city • More residents moving to quality schools • Entice small businesses to come to Kirtland • Develop 5 yr and 10 yr plan • Huge manufacturing base • Expand left-hand turn lane on eastbound Rt. 6 • Easier for current businesses to expand • Opportunity to remain rural • Expanding libraries and programs 	<ul style="list-style-type: none"> • Lack of support of local businesses (2) • Property rentals (2) • Dormitory housing (1) • Dilapidated housing (1) • Lack of economic development] • Overdevelopment • Excessive federal and state regulation • Lack of land • Ugly plastic housing • Traffic congestion with potential overdevelopment • Losing small town feel • Perception that growth will solve problems and that money will solve problems • Economic downturn • Excessive debt issue bonds, etc • Large tax exempt areas/ownership • Aging population • Business turnover • Stagnation of community • Surrounding communities, rapid growth • Non-diversified housing market • Low/lack of families moving in

These votes for Economic Development rendered the following smaller themes:

- Attract and Retain business (Purple-32)
- Residential Development [Blue-20]
- Tourism (Pink 10)
- Property development and utilization [Gold-10]
- City Plan [Red-8]