

STRATEGIC PLAN

CITY OF MEDINA, OHIO

FINAL
5-27-08 Update

Prepared with assistance from



Adopted by City Council on November 28, 2005
2008 Update adopted by City Council on May 27, 2008

10 West Streetsboro Street, Suite 204
Hudson, OH 44236
Telephone: (330) 528-3342 (Cleveland)
Telephone: (330) 342-4620 (Akron)
Facsimile: (330) 342-5699

30 East Mulberry Street, Suite 3A
Lebanon, OH 45036
Telephone: (513) 934-2345
Facsimile: (513) 934-2809

RESOLUTION NO. 255-05

**A RESOLUTION ADOPTING THE STRATEGIC PLAN
FOR THE CITY OF MEDINA.**

WHEREAS: A Strategic Planning process was initiated by the City to formulate a clear, concise and comprehensive vision of the desired future for the City; and

WHEREAS: The process focused on assessing current conditions in order to best plan for the future.

**NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE
CITY OF MEDINA, OHIO:**

SEC. 1: That the Strategic Plan for the City of Medina dated October 18, 2005 is hereby adopted.

SEC. 2: That a copy of the Strategic Plan is marked Exhibit A attached hereto and incorporated herein.

SEC. 3: That this Resolution shall be in full force and effect at the earliest period allowed by law.

PASSED: November 28, 2005 **SIGNED:** Pamela B. Miller
President of Council

ATTEST: Catherine L. Horn **APPROVED:** November 30, 2005
Clerk of Council

SIGNED: Jane E. Leaver
Mayor

RESOLUTION NO. 98-08

A RESOLUTION AUTHORIZING THE ADOPTION OF THE 2008 STRATEGIC PLAN UPDATE FOR THE CITY OF MEDINA.

WHEREAS: A Strategic Planning process was initiated in 2005 by City Council to formulate a clear, concise and comprehensive vision of the desired future for the City; and

WHEREAS: The process focused on assessing current conditions in order to best plan for the future; and

WHEREAS: Resolution No. 255-05, passed November 28, 2005, adopted a Strategic Plan for the City of Medina; and

WHEREAS: A goal of the Strategic Plan was to establish a Strategic Plan Advisory Committee to annually review, evaluate, and update the Plan; and

WHEREAS: A Strategic Plan Advisory Committee was established and did review and update the Goals of the Plan and confirmed that the Plan is still in keeping with the vision and direction the City is moving in.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF MEDINA, OHIO:

SEC. 1: That the 2008 Strategic Plan Update for the City of Medina dated May 27, 2008 is hereby adopted.

SEC. 2: That a copy of the 2008 Strategic Plan Update is marked Exhibit A attached hereto and incorporated herein.

SEC. 3: That this Resolution shall be in full force and effect at the earliest period allowed by law.

PASSED: May 27, 2008

SIGNED: Cynthia M. Fuller
President of Council

ATTEST: Catherine L. Horn
Clerk of Council

APPROVED: May 29, 2008

SIGNED: Jane E. Leaver
Mayor

Effective date – June 26, 2008

ACKNOWLEDGEMENTS

2008 STRATEGIC PLAN ADVISORY COMMITTEE

John M. Coyne, III, *Council representative and Committee Chairman*

Linda Hoffmann, *Council representative*

Jane Leaver, *Mayor, Administration representative*

Nino Piccoli, *Service Director, Administration representative*

Chet Simmons, *Ward 1 representative*

Clay Benjamin, *Ward 2 representative*

Andrew Vidra, *Ward 3 representative*

Monica Russell, *Ward 4 representative*

Steve Maylynn, *At-Large representative*

Catherine Horn, Clerk of Council

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INTRODUCTION

Strategic planning is a process by which a community can proactively plan for the future. The strategic planning process has long been used by private businesses to plan for the future, and is increasingly being used by local governments to effectively and responsibly provide for the future of its residents. Through the evaluation of strengths and weaknesses, and in conjunction with local and regional trends, communities can minimize future problems while maximizing future opportunities.

The strategic planning process has been initiated in the City of Medina for a number of reasons. The goals formulated throughout the strategic planning process will provide Council, other elected officials, City Departments, and residents with a clear, concise, and comprehensive vision of the desired future for the City. Ultimately, the strategic plan will become a blueprint for continuing action and decision making. The goals and objectives outlined in the strategic plan can provide a means for facilitating decision-making and clarifying opportunities and challenges that confront the City.

COMPONENTS OF STRATEGIC PLANNING

The following are components of the strategic planning process. The components focus on assessing current conditions in order to best plan for the future:

- Anticipation of the future.
- Assessment of the community.
- Community goal setting and consensus building.
- Allocation and prioritization of resources.
- Establishment of benchmarks.

The activities undertaken by a community are varied and numerous. Through the use of the components listed above, the strategic planning process can provide elected City officials the opportunity to evaluate existing conditions and formulate action items to realize the vision reached through the process building consensus.

THE PROCESS

The process that led to the creation of the City of Medina Strategic Plan commenced in June 2005 and was completed in October 2005. A Steering Committee was formed to guide the process and to direct the consultants who assisted the City in preparing the Plan (McKenna Associates, Incorporated). The Steering Committee was composed of all local elected officials, including the Mayor, Council members, and the Municipal Court Judge. The Steering Committee participated in a series of four workshops open to the public. At these workshops, the Steering Committee members worked to establish the outcomes of the plan, as discussed below.

A series of interviews with all City department heads was also included in the planning process. These interviews helped to establish a common understanding of the existing realities and challenges faced by the City.

The Plan also makes use of existing studies, documents, and recommendations throughout the Plan where appropriate. A number of action items also emphasize continued or increased cooperation and collaboration between the City and surrounding townships, local school districts, the County, organizations that encourage economic development in the City, and other local public and private institutions.

Ultimately, the Plan will reflect existing realities, limitations, challenges, and opportunities and will create the basis for making strides toward an ideal future, as outlined in the vision statement.

THE OUTCOME

The strategic planning process will result in a document that will provide insight and vision and will serve as a blueprint for action and decision making in Medina. The document will provide urgent, short term, and long term components. The following summarizes typical results of the strategic planning process:

- An Essential Mission Statement
- A Strategic Vision Statement
- Common Goals
- Achievable Action Items

ESTABLISHING A MISSION

Establishing a mission statement is essential to the strategic planning process. The mission statement should reflect the essential purpose of the City and will form the baseline for the Plan's vision statement, goals, and strategies (action items). Specifically, the mission statement reflects guiding principles, and should only be changed to reflect major shifts in the physical, social, or economic environment of the community.

Through a series of workshops open to the public, the Steering Committee established, revised, and refined a commonly shared mission statement for the City. The final mission statement concisely represents the City's purpose, values, and approach to government.

The mission statement of the City of Medina reads as follows:

**To preserve, promote, and support a community
that values a high quality of life, local heritage, and diversity
through an approach to government
marked by innovation, responsiveness, and resourcefulness.**

A SHARED VISION

The strategic vision statement reflects a desired future direction, expected outcomes, and needed characteristics to achieve the City's future ideal. The vision statement is strategic in that it provides guidance for establishing goals, and eventually action items, to achieve the desired future direction desired by the City.

The vision statement contains four sub-statements, each addressing a different aspect of the desired future of the City. These areas include the quality of the living and working environment, the health and security of the local economy and residents, collaboration and cooperation, and the system of governance.

The vision statement of the City of Medina reads as follows:

We aspire to be an attractive, affordable, and safe place to live and work.

We will achieve our vision through actively embracing our small town historic character and promoting a healthy and diversified economy, strong local businesses, safe and vibrant neighborhoods, successful learning institutions, a thriving downtown area, high quality services, and accessible recreational and cultural opportunities.

We will continually seek out opportunities for collaboration and cooperation with other public and private entities to improve the quality of life and services for our community.

We require innovative governance that is accessible, accountable, and efficient with a system of funding that is fair, responsible, and forward-thinking.

COMMON GOALS

A goal is a general statement describing the actions needed to achieve the aims of the vision statement. For ease of use, the goals have been labeled with a phrase of a few words which summarizes the goal. These labels are italicized and appear in front of each goal.

The goals of the City of Medina read as follows:

1. ***Quality of Life.*** To pursue strategies that promote a high quality of life and a strong sense of small town historic community character.
2. ***Balanced Development.*** To balance new and existing development through strategies that promote a vibrant downtown and ensure compatible and responsible new development and redevelopment throughout the City.
3. ***Economic Development.*** To increase the economic vitality of Medina through a balanced tax base and economic development efforts focused on attraction, expansion, and retention of business and industry.
4. ***Collaborative Leadership.*** To strengthen Medina's position as a County leader through collaboration and cooperation with other public and private entities.
5. ***Effective Government.*** To provide services that ensure a high quality of life, safety, and security through government that is fiscally responsible and accessible to all citizens.

IMPLEMENTATION

The proposed action items in the following tables are strategies to be considered to accomplish the goals of the Plan.

The following symbols are used to designate entities with lead implementing responsibility for various action items:

<u>Symbol</u>	<u>Meaning</u>
A	City Administration
C	City Council
B	Board of Zoning Appeals
H	Historic Preservation Board
P	Planning Commission

In addition to those with lead implementing responsibility, a number of action items also identify organizations and entities that will play a key role in accomplishing the action item.

The following descriptors are used to identify the implementation timeframe of each action item:

<u>Descriptor</u>	<u>Description</u>
Urgent (✓)	Action items of immediate need and/or most readily attainable (2008).
Short Term	Action items with an implementation time frame of 2-3 years (2009-2010).
Long Term	Action items with an implementation time frame of 4-5 years (2011-2012).
Ongoing (→)	Action items that are of a continuing nature, rather than a one-time event.

Goal 1 - Quality of Life.

To pursue strategies that maintain and promote a high quality of life and a strong sense of small town historic community character.

Action Item	Lead Responsibility	Completion Target			
		Urgent	Short Term	Long Term	Ongoing
1.1 <u>Transportation</u>					
<i>Desired Outcome: To reach the identified transportation goals of the most current Comprehensive Plan Update.</i>					
1.1.1 Implement appropriate transportation strategies of the most current Comprehensive Plan Update.	A, C				→
1.1.2 Devote funding to capital improvement projects; including Routes 42 and 18, Commerce Drive extension, and sidewalk development and implementation.	C				→
1.2 <u>Marketing of Unique Historic Character</u>					
<i>Desired Outcome: Increase community pride in Medina's small town historic community character through programs and activities that highlight these unique attributes for residents and visitors alike.</i>					
1.2.1 Maintain and promote cultural activities and special events throughout the City, and especially in the Historic District.	A, C				→
1.2.2 Consider becoming a Main Street City.	A, C COMPLETED				
1.2.3 Implement as appropriate recommendations of the most current Preservation Plan.	A, C, H				→
1.2.4 Review the current public and private use of Uptown Park and establish policies of use to maximize public appreciation and use of Uptown Park.	A, C COMPLETED				
1.2.5 Provide support and monitor Main Street Medina efforts.	A,C				→

Action Item	Lead Responsibility	Completion Target			
		Urgent	Short Term	Long Term	Ongoing
1.3 <u>Services</u>					
<i>Desired Outcome: Provide adequate City services to all current and future residents and businesses.</i>					
1.3.1 Determine necessary service levels of infrastructure to meet anticipated future demand, based upon the findings and recommendations provided in the most current Comprehensive Plan Update.	A, C				→
1.3.2 Identify and evaluate unmet needs of all citizens, especially those with the most needs, including senior citizens and youth.	A, C				→
1.3.3 Determine necessary service levels of facilities to meet anticipated future demand, based upon the findings and recommendations provided in the most current Comprehensive Plan Update.	A, C				→
1.4 <u>Education</u>					
<i>Desired Outcome: Increase the communication, information sharing, and collaboration between the City; Medina, Buckeye, and Cloverleaf School Districts; the Medina County Career Center; and nearby colleges and universities, with the ultimate goal of providing lifelong learning opportunities.</i>					
1.4.1 Identify and become familiar with school districts' current facility planning.	A, C				→
1.4.2 Continue to work with school districts collectively to share information gained from the most current Comprehensive Plan Update to help the Districts anticipate increased demands on the school districts as a result of projected City and surrounding area population growth.	A, C				→

1.4.3	Meet with school districts and the Career Center on a regular basis to identify common concerns that must be addressed by the school districts, Career Center, and the City.	A, C		X		→
1.4.4	Maintain support of the Medina County University Center (University Center).	A, C COMPLETED				→
Action Item		Lead Responsibility	Completion Target			
			Urgent	Short Term	Long Term	Ongoing
1.5 <u>Institutions</u>						
<i>Desired Outcome: Increase public awareness of available goods, services, and activities that local institutions have to offer.</i>						
1.5.1	Undertake joint promotional efforts with current institutions (i.e., hospital, library), both large and small, to increase public awareness of the goods, services, and activities offered in Medina.	A, C	X			→
1.6 <u>Recreation</u>						
<i>Desired Outcome: To reach the identified recreation and open space goals of the most current Comprehensive Plan Update.</i>						
1.6.1	Implement appropriate recreation and open space strategies of the most current Comprehensive Plan Update.	A, C				→
1.6.2	Work cooperatively with the Medina County Park District to continue to extend park and trail access throughout the City.	A, C		X		→
1.6.3	Develop strategies to promote public awareness of public parks, trails and facilities.	A	X			→

Goal 2 – Balanced Development

To balance new and existing development through strategies that promotes a vibrant downtown and ensure compatible and responsible new development and redevelopment throughout the City.

Action Item	Lead Responsibility	Completion Target			
		Urgent	Short Term	Long Term	Ongoing
2.1 <u>Land Use</u> <i>Desired Outcome: To reach the identified land use goals of the most current Comprehensive Plan Update.</i>					
2.1.1 Implement appropriate land use strategies of the most current Comprehensive Plan Update.	A, C, P, B, H				→
2.1.2 Work cooperatively with Joint Economic Planning Committee (JEPC) and the County's Housing Network.	A, C				→
2.2 <u>Transportation</u> <i>Desired Outcome: To update current parking and loading requirements, where appropriate, and support adequate public transportation.</i>					
2.2.1 Review Historic District parking needs and develop a comprehensive plan for parking demands.	A, C	✓			→
2.2.2 Identify additional areas where parking districts or other similar ventures should be considered.	A, C		X		
2.2.3 Review and update Off-Street Parking and Loading Requirements.	C, P		X		
2.2.4 Evaluate current public transportation systems and support efforts to increase the use of public transportation and other pedestrian-friendly modes of transportation.	A, C		X		

Action Item	Lead Responsibility	Completion Target			
		Urgent	Short Term	Long Term	Ongoing
2.3 <u>Design Guidelines</u>					
<i>Desired Outcome: To continue to maintain the historic character of the City through review procedures and the use of design guidelines.</i>					
2.3.1 Review and update as appropriate procedures in the Historic District and Transitional Corridor-Overlay District incorporating recommendations of the most current Medina Historic Preservation Plan.	C, P, H				→
2.3.2 Review, update, and consolidate all design guidelines in the City of Medina Planning and Zoning Code.	C, P, H COMPLETED				
2.3.3 Consider the addition of new historic districts and overlay districts.	C, P, H				→
2.4 <u>Information Sharing</u>					
<i>Desired Outcome: To facilitate information sharing amongst current and future businesses and the City.</i>					
2.4.1 Develop a business directory and notification system for all businesses in the City. This registration system should be used to communicate with businesses on issues that may impact their operation.	A, C	✓			→
2.4.2 Develop a business-friendly link on the current City website, to include various flowcharts to guide new and current businesses through the process of gaining necessary approvals and permits from the City.	A, C	✓			

Goal 3 – Economic Development

To increase the economic vitality of Medina through a balanced tax base and economic development efforts focused on attraction, expansion, and retention of public and private business and industry.

Action Item	Lead Responsibility	Completion Target			
		Urgent	Short Term	Long Term	Ongoing
3.1 <u>Attraction/Expansion</u> <i>Desired Outcome: To successfully attract new businesses to the City of Medina and to encourage the expansion of businesses currently located in Medina.</i>					
3.1.1 Upgrade the economic development link on the City's website to build on current information intended to attract future employees and businesses to the City and to include links to other organizations promoting economic development in the City (including the Medina County Economic Development Corporation (MCEDC) website which includes a Building Profile of available land throughout the City).	A, C	✓			
3.1.2 Work with the Economic Development Committee and the Medina Area Chamber of Commerce (Chamber) to take advantage of existing resources (i.e., CoStar, MCEDC), and conduct a targeted industry study, which will lay the base for a focused marketing strategy and can identify opportunities in particular industries.	A, C COMPLETED				→
3.1.3 Work with the City's Economic Development Committee and the Chamber to take advantage of existing resources (i.e., CoStar, MCEDC), and create and maintain an inventory of available retail, office, and service space in the Historic District.	A, C		X		→

<p>3.1.4 Review and evaluate underutilized non-residential properties throughout the city.</p>	<p>A</p>				<p>→</p>
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Action Item	Lead Responsibility	Completion Target			
		Urgent	Short Term	Long Term	Ongoing
3.2 <u>Expansion/Retention</u>					
<i>Desired Outcome: To assist in the expansion and retention of businesses located in the City.</i>					
3.2.1 Work with the Chamber to utilize existing resources (i.e., Business Retention and Expansion Survey, 2004 (BRE)), and explore a business partnership program with key elements to include face-to-face meetings, teams of government and economic development service providers, program managers, and a technology system for communication and information sharing. One example of this type of program is the Summit Business Partnership (Summit County, Ohio).	A, C				→
3.3 <u>Attraction/Expansion/Retention</u>					
<i>Desired Outcome: To educate and inform business owners on financial assistance opportunities.</i>					
3.3.1 Upgrade the economic development link on the City's website to include information on available programs which offer financial incentives to businesses relocating to or expanding in the City.	A, C				→
3.3.2 Support Medina Area Chamber of Commerce efforts to increase marketing of City's assets to the business community.	A, C				→
3.3.3 Redirect and reallocate resources toward hiring staff or contracting for services to implement economic development action items identified in this Plan.	A, C COMPLETED				
3.3.4 Implement appropriate economic development strategies of the most current Comprehensive Plan Update.	A, C		X		→

Goal 4 - Collaborative Leadership

To strengthen Medina's position as a County leader through collaboration and cooperation with other public and private entities.

Action Item	Lead Responsibility	Completion Target			
		Urgent	Short Term	Long Term	Ongoing
4.1 Surrounding Townships					
4.1.1 Continue service agreements with the surrounding townships for safety services.	A, C				→
4.1.2 Explore opportunities for further collaboration with surrounding townships to provide safety services.	A, C				→
4.1.3 Explore opportunities for collaboration agreements between the City and surrounding townships regarding parks and recreation.	A, C		X		→
4.1.4 Explore other areas of collaboration between the City and the townships that might promote or provide cost-sharing and/or cost-savings for the City.	A, C				→
4.2 County					
4.2.1 Actively participate in County boards and commissions to aggressively promote the interests of the City at a County level.	A, C				→
4.2.2 Work cooperatively with the County to retain and expand County jobs and offices in the City through open communication.	A, C	✓			→
4.3 Education					
4.3.1 Explore joint (City and school) funding sources.	A, C			X	
4.3.2 Maintain and expand City-school facility, resource, and cost sharing.	A, C				→
4.3.3 Maintain support of the University Center.	A, C				→

Action Item	Lead Responsibility	Completion Target			
		Urgent	Short Term	Long Term	Ongoing
4.4 Other Public					
4.4.1 Promote communication and collaboration with organizations providing public services that will promote a higher quality of life in the City.	A, C				→
4.4.2 Promote communication and collaboration with the Medina County Port Authority and the Transportation Improvement District (TID), and explore joint projects with the Port Authority.	A, C	✓			→
4.5 Private					
4.5.1 Increase coordination and collaboration with the Chamber and other organizations focused on providing vital economic development activities and/or promoting a higher quality of life in the city.	A, C				→
4.5.2 Maintain an atmosphere of open communication between the City and businesses to achieve mutual and individual objectives.	A				→

Action Item	Lead Responsibility	Completion Target			
		Urgent	Short Term	Long Term	Ongoing
4.6 Economic Development					
4.6.1 Expand the Community Reinvestment Area (CRA) to include all industrially-zoned property in the City, including the Cooperative Economic Development Agreement (CEDA) area.	A, C COMPLETED				
4.6.2 Expand the CRA to incorporate additional commercial and residential areas to encourage renovation of older commercial buildings and housing stock.	A, C COMPLETED				
4.6.3 Explore the use of economic development tools not currently utilized (i.e., Joint Economic Development Districts (JEDDs), Foreign Trade Zones (FTZs)) and existing Port Authority tools not currently utilized.	A, C	X			→
4.6.4 Establish a specified portion from City income tax revenue to create an Economic Development Incentive Revolving Loan Fund, to target support for commercial or industrial enterprises that will provide significant revenue to the City.	A, C			X	

Goal 5 - Effective Government

To provide services that ensure a high quality of life, safety, and security through government that is fiscally responsible and accessible to all citizens.

Action Item	Lead Responsibility	Completion Target			
		Urgent	Short Term	Long Term	Ongoing
5.1 Information Sharing					
<i>Desired Outcome: A one-stop online shop for resident, business, and visitor needs and inquiries.</i>					
5.1.1 Re-organize the City's website to make it simultaneously accessible, resident-friendly, business-friendly, and visitor-friendly.	A, C	✓			
5.1.2 Explore various information sharing technologies, including streaming video and pod casting, to allow residents to access information and services (such as bill-paying) online and through the public access cable channels.	A, C	X			→
5.1.3 Begin to post the City's E-Newsletter on the City's website. The E-Newsletter can provide a venue for informing the public of City meetings, special happenings, and opportunities for increased citizen involvement.	A	X			
5.1.4 Initiate a City-wide meeting of all departments, to determine relevant information to be added to the City's website. This information may be divided into guidance for development and redevelopment (i.e., permits, applications, flowcharts), frequently asked questions answered, and generally useful information as determined by department heads.	A COMPLETED				
5.1.5 Identify areas in which citizens can become more involved in local government.	A, C				→

Action Item	Lead Responsibility	Completion Target			
		Urgent	Short Term	Long Term	Ongoing
5.2 <u>City Department Facilities</u>					
<i>Desired Outcome: Provide adequate space and maintenance for all City Department facilities.</i>					
5.2.1 Develop a City Department facilities plan to identify necessary capital improvements (expansion) and maintenance (existing) in all City Departments, and based on relevant findings from the most current Comprehensive Plan Update.	A, C	X			
5.3 <u>Community Facilities</u>					
<i>Desired Outcome: Properly plan for current and future demand of City services.</i>					
5.3.1 Implement most current Comprehensive Plan Update community facilities plan recommendations to ensure adequate provision of services and amenities to all residents.	A, C, P				→
5.4 <u>Fiscal Responsibility</u>					
<i>Desired Outcome: Continue to operate the City in a fiscally sound and responsible manner.</i>					
5.4.1 Continue five-year financial planning.	A, C				→
5.4.2 Develop a system for requesting, evaluating, and funding capital improvement needs City-wide.	A, C	✓			→

Action Item	Lead Responsibility	Completion Target			
		Urgent	Short Term	Long Term	Ongoing
5.5 <u>Personnel</u>					
<i>Desired Outcome: To provide adequate and appropriate staffing and support to all City departments.</i>					
5.5.1 Review and evaluate existing City departments' structure and assess for effectiveness and necessity.	A, C COMPLETED				
5.5.2 Based on review and evaluation, consider employing an IT administrator, either full-time or on a contract-basis.	A, C	X			
5.5.3 Based on review and evaluation, hire staff and/or contract for services to fulfill Planning and Community Development Director duties and responsibilities in the most current Comprehensive Plan Update.	A, C COMPLETED				
5.5.4 Implement appropriate recommendations of the RNR Efficiency Study.	A, C	X			→
5.6 <u>Strategic Plan Update</u>					
<i>Desired Outcome: To continually evaluate and update Strategic Plan action items.</i>					
5.6.1 Establish a Strategic Plan Advisory Committee (SPAC) to annually review, evaluate, and update the Strategic Plan. The SPAC should ensure that those action items that reference the recommendations in the most current Comprehensive Plan Update are developed accordingly upon the completion of the Comprehensive Plan Update. The SPAC should also continually evaluate the timeframes of each action item to ensure that they are demanding, yet achievable. In addition, the SPAC must ensure that the Plan remains relevant and is able to respond and adapt to an ever changing environment. Finally, the SPAC should develop project descriptions and cost estimates for action items during the first Plan updating process.	C COMPLETED				→

A LIVING PLAN

Because no community is static, the City of Medina Strategic Plan must constantly be reviewed, evaluated, and updated. The following quote aptly summarizes the importance of this continually evolving planning process:

“As a process, strategic planning is not a one-time endeavor. It must be constant and ongoing. As the environment changes, or as our understanding of the environment becomes more clear, the plan can be amended and its resulting actions adjusted. The process must continue because the environment is always in flux. To plan once is to be unprepared. What was once flexibility becomes rigidity. To maintain flexibility, a community must constantly analyze the past, scrutinize the present, and prepare for the future.” (*Strategic Planning for Local Government, 1993*)

To ensure that the Plan remains valuable and current, Action Item 5.6.1 recommends that a Strategic Plan Advisory Committee (SPAC) be formed. The SPAC should be composed of community stakeholders, elected representatives, and City residents.

The SPAC will be charged with the following duties:

1. Review, evaluate, and update the Plan annually, if not more frequently;
2. Ensure that those action items that reference the recommendations of the most current Comprehensive Plan Update are developed accordingly upon the completion of the Comprehensive Plan Update;
3. Continually evaluate the timeframes of each action item to ensure that they are demanding, yet achievable;
4. Ensure that the Plan remains relevant and is able to respond and adapt to an ever changing environment; and
5. Develop project descriptions and cost estimates for action items during the first Plan updating process.

NOTE: In accordance with Ordinance No. 41-07, passed March 12, 2007, a Strategic Plan Advisory Committee was established.