EXECUTIVE SUMMARY

Mayor and City Council

Peoria, Illinois
January 2014
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STATEGIC FRAMEWORK

VISION 2029
“Desired Destination for Peoria”

PLAN 2019
“Map to Peoria’s Destination”

EXECUTION
“Route for Next Year”

MISSION
“Responsibilities of Peoria City Government”

BELIEFS
“Expectations of Peoria’s City Employees”
Peoria Vision 2029

PEORIA 2029 is a SAFE, (A) BEAUTIFUL (B) and GROWING CITY. (C)

PEORIA 2029 has a VIBRANT DOWNTOWN, (D) and a CHOICE OF GREAT NEIGHBORHOODS WITH CHARACTER, (E)

PEORIA 2029 has a STRONG ECONOMY, (F) and CONNECTIVITY WITHIN THE CITY AND TO THE WORLD. (G)

PEORIA 2029 has a CULTURE OF EDUCATIONAL EXCELLENCE, (H) RESPONSIBILITY and ACCOUNTABILITY. (I)
Peoria Vision 2029
Guiding Principles

PRINCIPLE A  SAFE: REPUTATION AND REALITY

Means
1. Strong presence, working relationship and trust between the police and residents
2. Low crime rate – benchmarking against peer cities
3. Few vacant or boarded up homes
4. Top quality emergency medical services and transport to a quality hospital
5. Timely and professional response to an emergency call for service
6. Residents and businesses stepping up to create a safe community
7. Reputation is if you commit a crime, you will get caught, you will be prosecuted and you will do your time
8. Accessible activities for young people
9. Streets designed for walking and biking

PRINCIPLE B  BEAUTIFUL

Means
1. Well maintained, attractive neighborhood streets, sidewalks and public areas
2. Beautiful, well maintained major gateways and corridors with attractive streetscapes and businesses
3. Property owners taking responsibility to maintain and upgrade the appearance of their homes, buildings and landscapes
4. Compliance with City property maintenance and nuisance codes
5. Few abandoned, vacant buildings and homes
6. Tree canopies well maintained with additional trees
**PRINCIPLE C  GROWING CITY**

▶ Means
1. Families want to live in the City
2. Businesses prefer to locate and grow in the City
3. Young adults desire to live in the City
4. Attracting and retaining the “creative class”
5. Retaining and growing middle class population
6. Children stay or return to the City to raise their families
7. Strong sense of community pride

**PRINCIPLE D  VIBRANT DOWNTOWN:**

**RIVERFRONT/CENTRAL BUSINESS DISTRICT/WAREHOUSE DISTRICT**

▶ Means
1. People living in mixed use buildings, apartments and urban housing with access to retail for basic needs
2. Professionals and medical services employees living and working in adjacent neighborhoods
3. Nightlife and evening choices of entertainment with restaurants, live music, performing arts, unique retail shops, bike rental, horse drawn carriages
4. Open space on the river: bridge to bridge
5. Attractive lighting for streets and buildings
6. Riverfront with people walking along the water, programs and events, marina with services, food vendors and small cafes
7. Reputation as "hip", seen as a "cool" place to visit, to live and to linger after events
8. World headquarters for Caterpillar – an architectural statement Downtown/Riverfront
9. Arts and culture destination for Peoria and the region: Museums, Theaters, Entertainment
10. Wayfinding signage guiding residents and visitors
Executive Summary: Strategic Plan 2014–2029/Mayor and City Council/Peoria, Illinois

PRINCIPLE E

GREAT NEIGHBORHOODS WITH CHARACTER

Means
1. Each neighborhood having its own distinct identity
2. Residents and businesses taking pride and sharing responsibility for their neighborhoods
3. Well maintained, connected neighborhood infrastructure: streets, sidewalks and bike lanes
4. Pedestrian friendly and walkable neighborhoods with gathering places
5. Neighborhood retail serving the needs of residents
6. Home ownership in neighborhoods
7. Accountable landlords and tenants
8. Residents feeling safe at home and in their neighborhoods
9. Strong neighborhood schools: public and private

PRINCIPLE F

STRONG ECONOMY: SMALL BUSINESS TO GLOBAL PRESENCE

Means
1. Center for medical and healthcare services, education and research
2. New and expanded corporation presence with growing employment within the City
3. Leveraging major corporation’s business partners and vendors for additional business expansion
4. Environment that promotes entrepreneurial spirit and supports business start up and growth
5. Expanded higher education presence with state university(ies) with degree offerings and education programs for a lifetime
6. Talented, educated workforce with skill sets for 21st century jobs
7. Diverse transportation network: airport, barges, freight and passenger rail service
8. Attracting and retaining small businesses
9. Center for global investments
PRINCIPLE G  CONNECTIVITY WITHIN THE CITY AND TO THE WORLD

► Means
1. Well maintained streets: major roads, residential streets
2. Walkable with connected, well maintained sidewalks
3. Bike friendly community connected by trails and bike lanes
4. Smooth, efficient traffic flow with acceptable, predictable travel times within the City
5. Connectivity to the world by air, rail or Interstate Highway System
6. Effective public transportation system serving the community 24/7
7. City accommodating alternative modes of transportation, including electric vehicles, bikes, etc.
8. Access to and travel along the Illinois River – navigable waterway
9. Universal access for residents and businesses to “state of the art” technology infrastructure

PRINCIPLE H  CULTURE OF EDUCATIONAL EXCELLENCE

► Means
1. Increase enrollment and higher educational outcomes of public schools in Peoria
2. City of Peoria and public/private schools working together with common vision and goals
3. Parental responsibility and accountability
4. Align skillsets and educational programs to the job market
5. Downtown universities and colleges with a variety of degrees and educational programs
6. Educational opportunities for a lifetime
7. Workforce development for technical jobs
## PRINCIPLE I

### CULTURE OF RESPONSIBILITY AND ACCOUNTABILITY

<table>
<thead>
<tr>
<th>Means</th>
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<tbody>
<tr>
<td>1. Reduced teen pregnancy</td>
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<td>2. Reduced dropout rate</td>
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<td>3. Programs for parental and family education</td>
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<td>4. City taking responsibility for facilities, services and communications and being accountable for community impacts and results</td>
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<td>5. Owners and tenants taking care of their properties</td>
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<td>6. Improved condition of rental property throughout the City</td>
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<td>7. Improved physical and mental health of residents</td>
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<td>8. Parental responsibility and accountability</td>
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<td>9. Businesses and residents assuming civic responsibility including the reporting of code violations and criminal activities</td>
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The **Mission of the Peoria City Government is to provide**

Excellent Municipal Services *balancing*

Exceptional Customer Service *and*

Financial Responsibility.
City of Peoria Service Responsibilities

NO CHOICE

Govern the City
Manage public records
Plan, manage storm water system
Plan for, respond to and recover from an emergency
Regulate and enforce liquor

CHOICE

Enforce laws and ordinances
Suppress fire
Provide emergency medical response and transport
Plan, build and maintain roads and bridges
Plan, build and maintain streetscapes and medians
Plan, build and maintain sidewalks, bikeways and trails
Plan for the City's future
Regulate land uses and development quality
Review and approve plans, inspects buildings
Patrol the community
Redevelop neighborhoods
**CHOICE**

Preserve historic assets
Provide rental housing registration and inspection
Operate Emergency Communications Center
Develop and manage residential rehabilitation program
Inform the community: residents and businesses
Operate a library
Develop and manage parking
Support, fund community events
Support, fund community organizations
Collect, dispose solid waste
Recycle solid waste: residential and commercial
Operate City Channel 22
Manage traffic flow and control
Support neighborhood organizations
Stimulate economic growth
Create a positive climate for business investments
Plant, trim trees and landscaping
Preserve the environment and natural resources
Seek compliance/enforce housing and nuisance codes
Support community events sponsored by others
Manage City elections
City of Peoria
Goals 2019

Financially Sound City Government,
Effective City Organization

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Grow Peoria: Businesses, Jobs and Population

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Attractive Neighborhoods with Character: Safe and Livable

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Vibrant Downtown:
Riverfront/Central Business District/Warehouse District
GOAL 1  
FINANCIALLY SOUND CITY GOVERNMENT, EFFECTIVE CITY ORGANIZATION

► Objectives
1. Enhance customer service, level of customer satisfaction and standards for response
2. Deliver municipal services in the most cost-effective and efficient manner
3. Maintain a highly motivated and productive City workforce with employees held accountable for their actions
4. Develop an organizational culture based upon bias for action and productivity
5. Hire, retain, develop, reward, promote, coach, reprimand and discharge employees based upon performance, responsibility and accountability
6. Develop long term financial sustainability

► Short Term Challenges and Opportunities
1. Federal and State of Illinois mandates and regulations impacting City facilities and programs
2. Defining the service responsibilities of Peoria City Government by prioritizing City services and programs
3. Wage growth increasing faster than City revenues
4. Businesses and residents understanding of City finances and revenues
5. Changing the City’s organizational culture emphasizing customer service, performance responsibility, accountability and productivity
6. Streamlining City processes and procedures based upon desired outcomes
7. Hiring, developing, and retraining top quality City leaders, managers, supervisors and employees
Actions 2014

Policy Agenda

1. Water Company Franchise Agreement (Top Priority)
2. Combined Sewer Overflow (CSO) (Mod Priority)
3. Stormwater Utility: Study and Direction (Mod Priority)
4. Liquor Policy Ordinance: Review (Mod Priority)

Management Agenda

1. Leadership/Succession Planning: Development (Top Priority)
2. Long Term Balanced Budget: Revenues and Budget Adjustment (Top Priority)
3. Inspections: Performance Audit, Report, Action Plan (Top Priority)
4. Police Staffing and Deployment: Evaluation, Direction, Funding (Top Priority)
5. Auxiliary Police Officers Program: Development (Mod Priority)
6. Compensation and Classification Policy and Plan (Mod Priority)
7. Legal Department/Corporation Counsel (Mod Priority)
8. Customer Service: Audit/Assessment, Direction, Actions, Training (Mod Priority)

Management in Progress

1. City Financial Policies: Adopted
2. GIS Centralization
3. Peoria CARES: Phone App
4. Library eBooks: Expansion
5. Library Cards for All District 150 Students
6. Automated Fingerprint Identification System: Installation
7. Land Manager Position: Development
8. Performance Metric: Dashboard Refinement
9. Legislative Agenda and Lobbying / council Policy Session
   A. Garbage/Solid Waste (Property Tax)
   B. Pension Reform
   C. Walkable Urban Areas
   D. Speeding Enforcement Cameras
10. Landfill: Sale of Land
12. Emergency Radio System: Upgrade
13. Diversity Recruitment for Fire Department
14. New Fire Ladder Truck: Purchase
15. Paperless Agenda Management: Installation
16. Police Accident Reporting System: Installation
17. FOIA Requests/OMA Compliance: Training
18. Fire Department Upper Management Training Program
### Actions 2014 (Continued)

<table>
<thead>
<tr>
<th>Management in Progress</th>
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<tr>
<td>19. Peoria Fire Station Alerting System Upgrade: Installation</td>
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<td>20. ALS Engine Company: Addition</td>
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<td>21. Labor Negotiation and Contracts</td>
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<td>A. Fire</td>
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<tr>
<td>B. Police</td>
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<td>C. AFSCME</td>
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<tr>
<td>D. Teamsters/Crafts and Trades</td>
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<td>E. IBEW</td>
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<td>22. IT Plan: Implementation</td>
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<td>23. Process Improvements</td>
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<td>A. Finance</td>
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<td>B. Human Resource (Time/Attendance)</td>
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<td>24. Fire Technology: Upgrade</td>
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<td>25. Human Resources Manual: Development</td>
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<td>26. Financial System Software Upgrade: Installation</td>
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<td>27. Fire Rescue Boat</td>
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<td>28. Employee Survey: Development</td>
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<td>29. Human Resources Software Upgrade: Installation</td>
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<td>30. Outsourcing Program</td>
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<td>A. eMail Services</td>
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<td>B. Pavement Preservation</td>
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### Major Projects 2014

1. City Hall Renovations: Council Chambers, Human Resources
GOAL 2  GROW PEORIA: BUSINESSES, JOBS AND POPULATION

► Objectives
1. Retain and grow businesses in the City
2. Expand major business headquarters and regional offices with more employment in the City
3. More opportunities for start up businesses and entrepreneurs
4. Expand medical and healthcare into a recognized regional and national center
5. Develop a prepared workforce for quality jobs
6. Increase City’s share of regional sales revenue base by 10%
7. Increase community wealth

► Short-Term Challenges and Opportunities
1. Defining the City’s short term and long term role, policies and tools in economic development
2. Supporting the growth of small and emerging businesses
3. Tapping potential of the river and airport
4. Expanding college and university presence in Peoria
6. Developing a viable regional economic development organization that works to achieve Peoria’s goals
## Actions 2014

### Policy Agenda

   - Top Priority
2. Sign Ordinance: Revision  
   - High Priority
3. Special Service Areas on Major/Retail Corridors: Development  
   - Mod Priority

### Management Agenda

1. Caterpillar World Headquarters: Next Steps for City  
   - Top Priority
2. Vendors and Other Businesses Recruitment Strategy  
   - High Priority
3. Pioneer Parkway Infrastructure: Plan, Projects, Funding  
   - High Priority
4. Business Outreach Strategy  
   - High Priority
5. University Of Illinois – Peoria Center Strategy  
   - High Priority
6. Medical Expansion Strategy  
   - High Priority

### Management in Progress

1. Enterprise Zone: Revision
2. Louisville Slugger Spots Complex
3. Economic Development: Website
4. Economic Development Positions (2): Hiring
5. Regional Economic Development Framework: FFCI City Actions, Funding
GOAL 3

ATTRACTIVE NEIGHBORHOODS WITH CHARACTER: SAFE AND LIVABLE

► Objectives
1. Increase number of residents by 5% – 121,000
2. Develop a reputation as the preferred place to live
3. People feeling safe and secure in any neighborhood
4. Increase homeownership in every neighborhood by 3%
5. Improve the visual appeal of every neighborhood
6. Improve awareness, image and performance of public – private schools and education programs
7. Increase property values: homes

► Short-Term Challenges and Opportunities
1. Abandoned and vacant buildings and homes
2. Reputation, image and performance of School District 150
3. Changing the image of Peoria to “Great place to live and have a business”
4. Old and smaller housing stock needing demolition, upgrade or replacement
5. Unattractive, uninviting major corridors which are not people or pedestrian friendly
6. Irresponsible landlords and tenants who are not maintaining their properties
### Actions 2014

#### Policy Agenda

1. Neighborhood Preservation: Direction, Action Plan  
2. Development Process Streamlining/Simplification  
   A. School District 150  
   B. Other Schools  
4. Complete Streets Policy: Direction, Adoption

#### Management Agenda

2. Subdivision Ordinance/Manual of Practice: Completion, Adoption  
3. Residential Pavement Condition Inventory/Overlay Program: Direction, Funding  
4. Thoroughfare Master Plan: Development Direction, Funding Mechanism  
5. Development Plan: Direction, Action  
   A. Growth Cell 2  
   B. Growth Cell 3  
6. Southern Gateway Action Plan: Goals, Direction, City Actions, Funding

#### Management in Progress

1. Shotspotter Study: Completed  
2. Growth Cell Report Annual Update  
3. Sidewalk Café Ordinance and Regulations: Adoption  
4. Landscape Standards: Direction  
5. University Street Improvements: Direction  
6. Residential Officer Program: South Peoria Officer  
7. River Trail Housing Project: TIF Creation, Redevelopment Agreement  
8. City Tree Policy and Plan: Direction, Standards, Funding  
9. Street Lights Inventory, Replacement Policy

### Major Projects 2014

1. Pennsylvania Avenue/Glen Oak Roundabout  
2. University/Main Intersection  
3. Alta/Radnor Road Intersection  
4. Town Line Road Reconstruction  
5. Orange Prairie Road Phase 2  
6. Allen Road (IDOT)
GOAL 4  VIBRANT DOWNTOWN: RIVERFRONT/CENTRAL BUSINESS DISTRICT/WAREHOUSE DISTRICT

► Objectives
1. Increase the number of residents
2. Develop mixed use developments with retail, offices and residences
3. Increase the number of successful businesses
4. Develop the Downtown as a regional and local destination
5. Create a walkable pedestrian-friendly Downtown
6. Strengthen the connection among Riverfront, Central Business District and Warehouse District
7. Increase the number of retail shops and restaurants
8. Connect Downtown to Medical Campuses

► Short-Term Challenges and Opportunities
1. Attracting residential developers and new residents to the area
2. Tapping the spin off business potential of the CAT Visitor Center and Museum, including restaurants
3. Reuse or repurposing old buildings
4. Becoming a regional destination: work, live and enjoy
5. Addressing the future of Taft Homes
6. Improving the water quality and depth of the River
## Actions 2013 – 2014

### Policy Agenda

1. Comprehensive Downtown Master Plan  
   - High Priority
2. Downtown Development Corporation: Development  
   - High Priority
3. Taft Homes Redevelopment Plan and Strategy: Goals, City Actions  
   - High Priority
4. Warehouse District Business Improvement District/SSA: Development  

### Management Agenda

1. Downtown Parking Master Plan: Adoption, Pilot Project  
   - High Priority
2. Southern Riverfront Redevelopment Opportunities  
   - Mod Priority
3. Riverfront Market: Expansion  
   - Mod Priority
4. Pedestrian Wayfinding Signage: Direction, Funding  
   - Mod Priority

### Management In Progress

1. Warehouse District: Major Residential Development Project
2. LST – 325

## Major Projects 2014

1. Washington Street Improvements/Roundabout
2. TIGER Grant Project (20 blocks, $13.8 million)
3. Washington/Adams Project
City of Peoria
Policy Agenda 2014

TOP PRIORITY

City Economic Development Framework: Policy, Structure, One Year Action Plan
Neighborhood Preservation: Direction, Action Plan
Development Process Streamlining/Simplification
Water Company Franchise Agreement
School Strategy Action Plan

HIGH PRIORITY

Sign Ordinance: Revision
Complete Streets Policy: Direction, Adoption
Comprehensive Downtown Master Plan
Taft Homes Redevelopment Plan and Strategy
Downtown Development Corporation: Development
MODERATE PRIORITY

Combined Sewer Overflow (CSO)

Warehouse District Business Improvement
District/SSA: Development

Liquor Policy Ordinance: Review

Special Service Areas on Major Retail Corridors: Development

Stormwater Utility Study and Direction
City of Peoria
Management Agenda 2014

TOP PRIORITY

Leadership/Succession Planning: Development
Long Term Balanced Budget: Revenues and Budget Adjustment
Police Staffing and Deployment: Evaluation, Direction, Funding
Code Enforcement: Performance Audit, Report, City Action Plan
Caterpillar World Headquarters: Next Steps for City
Subdivision Ordinance/Manual of Practice: Completion, Adoption
Inspections: Performance Audit, Report, Action Plan*

HIGH PRIORITY

Business Outreach Strategy
Pioneer Parkway Infrastructure: Plan, Projects, Funding
Residential Pavement Condition Inventory/Overlay Program: Direction, Funding
Thoroughfare Master Plan: Development, Direction, Funding Mechanism
University of Illinois – Peoria Center Strategy
Medical Expansion Strategy
Vendors and Other Businesses Recruitment Strategy
Downtown Parking Master Plan: Adoption, Pilot Project
## MODERATE PRIORITY

- Auxiliary Police Officers Program: Development
- Compensation and Classification Policy and Plan: Study, Policy Direction, Funding
- Development Plan: Direction, Action
- Southern Riverfront Redevelopment Opportunities
- Customer Service: Audit/Assessment, Direction, Actions, Training
- Southern Gateway Action Plan: Goals, Direction, City Actions, Funding
- Pedestrian Wayfinding Signage: Direction, Funding
- Legal Department/Corporation Counsel
- Riverfront Market Expansion
City of Peoria
Management in Progress 2014

1. City Financial Policies: Adopted
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40. University Street Improvements: Direction
41. Residential Officer Program: South Peoria Officer
42. River Trail Housing Project: TIF Creation, Redevelopment Agreement
43. City Tree Policy and Plan: Direction, Standards, Funding
44. Street Lights Inventory, Replacement Policy
45. Warehouse District: Major Residential Development Project
46. LST – 325
City of Peoria
Major Projects 2014

1. City Hall Renovations: Council Chambers, Human Resources
2. Pennsylvania Avenue/Glen Oak Roundabout
3. University/Main Intersection
4. Alta/Radnor Road Intersection
5. Town Line Road Reconstruction
6. Orange Prairie Road Phase 2
7. Allen Road (IDOT)
8. Washington Street Improvements/Roundabout
9. TIGER Grant Project (20 blocks, $13.8 million)
10. Washington/Adams Project