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STRATEGIC PLANNING FOR THE CITY OF PEORIA
## Strategic Planning Model for the City of Peoria

<table>
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<th>VISION</th>
<th>Destination</th>
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<td>“You Have Arrived”</td>
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<th>PLAN</th>
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<th>BELIEFS</th>
<th>Fuel</th>
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<tr>
<td>“The Right People”</td>
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</table>

### Value-based principles that describe the preferred future in 15 years

### Strategic goals that focus outcome-base objectives and potential actions for 5 years

### Focus for one year – a work program: policy agenda for Mayor and Council, management agenda for staff; major projects

### Principles that define the responsibility of the government and frame the primary services – core service businesses

### Personal values that define performance standards and expectations for employees
PEORIA VISION 2030
City of Peoria Vision 2030

PEORIA 2030 is a SAFE, (A)
BEAUTIFUL (B)
and GROWING CITY. (C)

PEORIA 2030 has a VIBRANT DOWNTOWN, (D)
and a CHOICE OF GREAT NEIGHBORHOODS WITH CHARACTER, (E)

PEORIA 2030 has a STRONG ECONOMY, (F)
and CONNECTIVITY WITHIN THE CITY AND TO THE WORLD. (G)

PEORIA 2030 has a CULTURE OF EDUCATIONAL EXCELLENCE, (H)
RESPONSIBILITY and ACCOUNTABILITY. (I)
Peoria Vision 2030

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. Our 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 headquarter 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
PRINCIPLE E
GREAT NEIGHBORHOODS WITH CHARACTER

Means
1. Each neighborhood having a distinctive 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 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

ACCOUNTABILITY

Means

1. Reduced teen pregnancy
2. Reduced dropout rate
3. Programs for parental and family education
4. City taking responsibility for facilities, services and communications and being accountable for community impacts and results
5. Owners and tenants taking care of their properties
6. Improved condition of rental property throughout the city
7. Improved physical and mental health of residents
8. Parental responsibility and accountability
9. Businesses and residents assuming civic responsibility including the reporting of code violations and criminal activities
Peoria City Government: Mission and Service Responsibilities
Peoria City Government: 
Mission and Service Responsibilities

The Mission of the Peoria City Government is to provide

Excellent Municipal Services balancing

Exceptional Customer Service and

Financial Responsibility.
Mission and Service Responsibilities
Guiding Principles

**EXCELLENT MUNICIPAL SERVICES**

**Means**

1. Providing high quality, well maintained City facilities and infrastructure
2. Hiring and continually developing a professional City workforce
3. Defining and prioritizing municipal services for the Peoria City Government
4. Taking responsibility and becoming accountable for service delivery
5. Making data driven decisions focusing on what is best for the entire Peoria community
6. Knowing "best practices" and evaluating the application to Peoria City Government
7. Using technology to better serve the community and to reduce the costs of Peoria City Government
8. Improving the city processes and practices to increase operating efficiencies
9. Being recognized for service excellence: local and national
10. Providing competitive compensation to retain a quality workforce
11. Developing and using performance metrics to improve service quality and service delivery mechanism

**EXCEPTIONAL CUSTOMER SERVICE**

**Means**

1. Listening to the customer
2. Understanding the customers' needs, concerns and issues
3. Having compassion for the customer
4. Providing a timely response to communications
5. Solving the customers' problems
6. Taking responsibility for customer services
7. Looking for ways to say "yes"
8. When you have to say "no", taking time to explain your decisions and actions
9. Remembering that your community is your customer as well as the individual
10. Seeking and using feedback from the customers
11. Treating the customer with respect and courtesy
12. Striving to exceed the customer's expectations
PRINCIPLE I

FINANCIAL RESPONSIBILITY

► Means

1. Providing adequate resources to support defined municipal services and level of services
2. Delivering municipal services in the most cost effective and efficient manner
3. Maintaining financial reserves consistent with city policies and national standards
4. Developing a balanced budget: services today, maintaining city assets and investing in the city's future
5. Leveraging city resources through grants and other outside funding sources
6. Working with other governments and public agencies to reduce the total cost of government to Peoria residents and businesses
7. Using debt to invest in the city future
8. Investing to expand and diversify the city tax base
9. Maintaining a highly motivated and professional workforce dedicated to serving the Peoria community
10. Developing and funding a Community Investment Plan
11. Developing, updating metrics for measure service outcomes
Peoria City Government
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
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
CITY OF PEORIA
PLAN 2015 – 2020
City of Peoria
Goals 2020

Financially Sound City Government, Effective City Organization

Grow Peoria: Businesses, Jobs and Population

Attractive Neighborhoods with Character: Safe and Livable

Vibrant Downtown: Riverfront/Central 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 which is accountable for their actions
4. Develop an organizational culture that focuses on action and productivity
5. Hire, retain, develop, reward, promote, coach, reprimand or discharge employees based upon performance, responsibility and accountability
6. Develop long term financial sustainability

### PERFORMANCE MEASURES

1. Bond Rating
2. Community Opinions: Satisfaction with City Services
3. Management Letter/Single Audit Comments: Number of Comments
4. Property Tax Rate
5. Low Tax Burden per Capita
6. Benchmark: City Process Times
7. Cost of Service

### VALUE TO RESIDENTS

1. Taxpayer receiving value for their taxes and fees
2. Customer friendly City service delivery
3. City acting as a responsible steward of the public resources
4. Timely and responsive delivery of City services
5. City investing in the future while funding services needed today
6. Easy access to City services and information
SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Federal and State of Illinois mandates and regulations impacting City facilities and programs
2. Changing the City’s organizational culture emphasizing customer service, performance responsibility, accountability and productivity
3. Streamlining City processes and procedures based upon desired outcomes
4. Recruiting, hiring, developing, and retaining top quality City leaders, managers, supervisors and employees
5. Pensions and impact on City finances
6. Actions by the State of Illinois impacting City revenues and services: LGDF, Property Tax Freeze, etc.
7. Upgrading technology to enhance customer service and increase operating efficiencies and productivity
8. Charging appropriate fees to recover cost of service delivery
9. Increasing organization diversity to reflect the Peoria community
10. Defining the service responsibilities of Peoria City Government by prioritizing City services and programs

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Wage growth greater than increasing City revenues
2. Businesses and residents understanding of City finances and revenues
3. Working with unions and negotiating labor contracts
4. Reduce service delivery costs and increasing productivity through outsourcing/insourcing
5. Providing services to other governments for revenue generation
6. Recognizing and celebrating City successes and achievements
7. Lack of organizational depth
**POLICY ACTIONS 2015 – 2016**

<table>
<thead>
<tr>
<th>PRIORITY</th>
<th>POLICY</th>
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<tbody>
<tr>
<td>Top Priority</td>
<td>1. Capital Improvement Budget and Funding Mechanism</td>
</tr>
<tr>
<td>Top Priority</td>
<td>2. Road Maintenance Plan and Funding Mechanism</td>
</tr>
<tr>
<td>Top Priority</td>
<td>3. Combined Sewer Overflow/Storm Water Utility</td>
</tr>
<tr>
<td>Top Priority</td>
<td>4. Long Term Balanced Budget Strategy</td>
</tr>
<tr>
<td>Top Priority</td>
<td>5. Revenue Enhancement Plan</td>
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**MANAGEMENT INITIATIVES 2015 – 2016**

<table>
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<tr>
<th>PRIORITY</th>
<th>INITIATIVE</th>
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<tbody>
<tr>
<td>Top Priority</td>
<td>1. Water Company Study</td>
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<tr>
<td>Top Priority</td>
<td>2. Community Development: Performance</td>
</tr>
<tr>
<td>Top Priority</td>
<td>3. Building Inspection Simplification and Responsiveness</td>
</tr>
<tr>
<td>High Priority</td>
<td>4. City Employee Diversification</td>
</tr>
<tr>
<td>High Priority</td>
<td>5. Leadership Development/Succession Planning Process</td>
</tr>
<tr>
<td>High Priority</td>
<td>6. Innovation Team Work Plan</td>
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<tr>
<td>Top Priority</td>
<td>7. Customer Service: Audit/Assessment/Action Plan</td>
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<tr>
<td>Top Priority</td>
<td>8. City Corporate Communication Plan</td>
</tr>
<tr>
<td>High Priority</td>
<td>9. Labor Negotiations and Contracts</td>
</tr>
<tr>
<td>High Priority</td>
<td>10. Fire Department: Deployment/Resource Allocation</td>
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<tr>
<td>High Priority</td>
<td>11. Franchise Agreements</td>
</tr>
<tr>
<td></td>
<td>A. Ameren</td>
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<tr>
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<td>B. Comcast</td>
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<td>High Priority</td>
<td>12. Liquor Policy Ordinance: Revision</td>
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**MANAGEMENT IN PROGRESS 2015 – 2016**

<table>
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<tr>
<th>MANAGEMENT IN PROGRESS 2015 – 2016</th>
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<tr>
<td>2. Recording System: Upgrade</td>
<td>High Priority</td>
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<td>3. Mayor’s Summer Youth Employment Program</td>
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<td>4. IPAWS Public Alerting System</td>
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<td>5. Aerial Platform Truck</td>
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<td>6. Council Agenda Integration with Meeting Video</td>
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<td>7. Library Cards for All District 150 Students: School Supply List</td>
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<td>8. Strategic Plan: Update</td>
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<td>10. Snow Removal: Enhancements</td>
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<tr>
<td>12. Fire/Police Cadet Program</td>
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<tr>
<td>13. AED for Police</td>
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<tr>
<td>14. Naloxone Kits: Funding</td>
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<td>15. Healthcare Cost Containment: Council Update Report</td>
<td>High Priority</td>
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<td>16. Virtual Machine Hosts: Replacement</td>
<td>High Priority</td>
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<td>17. Human Resources/Payroll System</td>
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<td>18. Performance Management Conversion</td>
<td>High Priority</td>
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<td>20. Fire Department Management Stabilization</td>
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<tr>
<td>21. Peoria Fire Station Alerting System Upgrade Installation: Phase I</td>
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</table>
MANAGEMENT IN PROGRESS 2015 – 2016
(Continued)

22. Process Improvements
   A. Finance: Accounts Receivable, Payroll
   B. Human Resource: Time/Attendance, On Boarding
   C. Liquor
   D. Work Order
   E. Nuisance Abatement

23. Credit Card System: Development

24. City Communications and Marketing Program: Installation
   A. Social Media: Verification, Scheduling
   B. Monthly Strategic Communication Calendar
   C. Video: Social Media and YouTube
   D. Twitter Pages for Council: Guidelines/Warnings
   E. Staff Directory
   F. Employee Newsletter
   G. Digital Archiving System

25. Text to 9-1-1

26. Knox Box System

27. Idling Reduction Program (GRIP): Pilot Study

28. 3-D Laser Scanner for Crime Scenes

29. LED Standard: Direction

30. Travel Policy: Update

31. Fire Rescue Boat: Operational

32. New Patrol Cars

33. Fire Technology: Update

34. EMS Software

35. Mobile Data Units (Fire)

36. Fire House Network Wiring

37. Homicides Cost Research Study

38. Car Fax Integration with Police Software

39. iSeries Computer System: Decommission

40. Fire Department National Accreditation

41. Police Department National Accreditation

42. Mobile Integrated Healthcare Structure

43. Police Body Cameras: Funding

44. Legislative Agenda and Advocacy
   A. Pension Reform
   B. Garbage/Solid Waste (Property Tax)

45. Diversity Recruitment for Fire Department

46. Fire Department Upper Management Training Program

47. Fire Explorer Program: Enhancement

48. Respect Peoria Program

49. Police Minority and Protected Class Recruitment

MAJOR PROJECTS 2015 – 2016

1. Police Radio System: Upgrade

2. All Mobile Radio Narrowband

3. Traffic Preemption System for Fire
ON THE HORIZON 2016 – 2020

1. Auxiliary Police Officer Program: Development
2. Sale of City Services: Opportunities
3. Council Project Account: Funding, Guidelines
4. City Services, Service Levels and Staffing
5. Citizen Engagement Strategy
6. City Government Transparency: Enhancements
7. City – County Service Merger/ Collaboration
8. Police Staffing: Evaluation, Funding
9. Warrant Squad: Direction, Funding
10. ALS Engine Company: Addition
11. Fire Station 17: Direction, Funding
12. Council Projects Account Funding: Guidelines, Process, funding ($5,000 – 10,000 per Councilmember)
13. Citizen Engagement Strategy and City Actions
15. City Services – Service Levels and Staffing: Cost of Service Deliver, Report with Options
16. City – County Merger/Collaboration: Re-Evaluation, Direction
17. Warrant Squad: Direction, Funding
18. LED Street Lights Conversion
# 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 national and regional 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

### PERFORMANCE MEASURES

1. Commercial Tax: % of City
2. Commercial Tax: % of Region
3. Annual Private Sector Investment
4. Per Capita Income
5. Unemployment Rate
6. Underemployment Rate
7. Commercial Vacancy Rate
8. Diversity of Job Types
9. Business Opinion: Satisfaction with City Processes and Services

### VALUE TO RESIDENTS

1. Job and business opportunities for residents
2. Variety of job opportunities for children to return to Peoria after college or military
3. Opportunities to increase personal wealth
4. City support for small business start up and growth
5. More diverse city tax base reducing the burden on the single family homeowner
6. Businesses taking pride in the Peoria address and label
SHORT TERM CHALLENGES
AND OPPORTUNITIES

1. Defining the City’s short term and long term policies and tools in economic development
2. Supporting the growth of small and emerging businesses
4. Developing a viable regional economic development organization that works to achieve Peoria’s goals
5. Creating a climate to support entrepreneurialism and small businesses
6. Developing women/minority business enterprise
7. Businesses investing in targeted neighborhoods

LONG TERM CHALLENGES
AND OPPORTUNITIES

1. Tapping potential of river and airport
2. Expanding college and university presence in Peoria
3. Corridor redevelopment and building demolition/cleanup/reuse
4. Growing the 25-40 year old population
5. Expanding major businesses: Hospitals and Caterpillar
6. Competition from other communities in the region and in the State of Illinois, including Bloomington/Normal, St. Louis and Chicago
7. Growing “green” industries – particularly recycling products
POLICY ACTIONS 2015 – 2016

1. Caterpillar World Headquarters Redevelopment Agreement
2. City Economic Development: Policy and Tool Kit
3. Small/Minority Owned Business Development
4. Bradley University Strategy
5. Northwoods Mall/Sterling Business Corridor Study

PRIORITY

- Top Priority
- High Priority

MANAGEMENT INITIATIVES 2015 – 2016

1. Business Outreach/Retention Strategy
2. Louisville Slugger Project

PRIORITY

- Top Priority

MANAGEMENT IN PROGRESS 2015 – 2016

1. Economic Development Position: Hiring (1)
2. River Trail: Land Conversion for IDNR
3. Moss Avenue School: Sale
4. Madison Theater and Parking Lot: Plan
5. Greater Peoria EDC: Roles and Responsibilities
6. New Enterprise Zone
7. Grocery Store Southside Recruitment
ON THE HORIZON 2016 – 2020

1. Special Service Areas on Major Corridors
2. Vendor and Other Business Recruitment Strategy
3. Pioneer Parkway Extension/Infrastructure Plan, Funding
5. Regional Economic Development: Performance Review, Goals, Funding Level
7. Unemployment City Strategy and Actions
8. “Green” Business Development
9. Brownfield Clean Up Strategy
10. 3-D Printing Business Development Opportunities
## Goal 3
### Attractive Neighborhoods With Character: Safe And Livable

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>PERFORMANCE MEASURES</th>
<th>VALUE TO RESIDENTS</th>
</tr>
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<tbody>
<tr>
<td>1. Increase number of residents by 5% – 121,000</td>
<td>1. Number of Residents (Citywide)</td>
<td>1. More reasons to live in the City of Peoria</td>
</tr>
<tr>
<td>2. Develop a reputation as the preferred place to live</td>
<td>2. Assessed Value</td>
<td>2. More opportunities to enjoy your leisure time in the City of Peoria</td>
</tr>
<tr>
<td>3. People feeling safe and secure in any neighborhood</td>
<td>3. Crime Rate: Part I</td>
<td>3. Protection and enhancement of home and property values</td>
</tr>
<tr>
<td>7. Increase property values: homes</td>
<td>7. Number of Residents (Specific Areas)</td>
<td></td>
</tr>
</tbody>
</table>
SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Abandoned and vacant buildings and homes
2. Reputation, image and performance of School District 150
3. Unattractive, uninviting major corridors which are not people or pedestrian friendly
4. Irresponsible landlords and tenants who are not maintaining their properties
5. Lack of a Citywide focus
6. Perception of crime vs. the reality of personal safety
7. Defining and funding the City’s role: code enforcement to redevelopment

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Changing the image of Peoria to “Great place to live and have a business”
2. Old and smaller housing stock needing demolition, upgrade or replacement
3. Private sector access to the capital market for redevelopment
4. Vacant land available for homes and buildings
5. Continuing the momentum on East Bluff
### POLICY ACTIONS 2015 – 2016

1. Neighborhood Wellness Action Plan: Revised  
   **Top Priority**
2. Comprehensive Business Corridor Development Plan: Goals, Corridor Priority, Measuring Implementation  
   **High Priority**
3. Commercial Blight Removal Program Funding (including Schools and Big Box Retail)  
   **High Priority**
4. School Strategy  
   **High Priority**
5. Building/Structures Demolition and Abatement Policy and Procedures  
   **High Priority**
6. Development Design Standards and Review Process  
   **High Priority**
7. Housing Strategy: Affordable Housing/Quality Housing/Peoria Housing Authority  

### MANAGEMENT INITIATIVES 2015 – 2016

8. Manual of Practice/Subdivision Ordinance
9. Unified Development Ordinance
10. Urban Forest Policy and Management Program
11. Citywide Bike Master Plan
12. Non Residential Parking Requirements

### MANAGEMENT IN PROGRESS 2015 – 2016

1. Youth Build Application
2. Growth Cell Report: Annual Update
3. Landlord Training: Revision
4. Residential Police Officer Program: Expansion
5. East Bluff Redevelopment: Behren’s Grant
7. 2012 Building Codes: Adoption
8. Architectural Salvage Deconstruction Report
9. Wisconsin Corridor Overlay
10. Emerald Ash Borer Management Program
### MAJOR PROJECTS 2015 – 2016

1. Orange Prairie Road North Section  
2. Forrest Hill Reconstruction (Knoxville to Sheridan)  
3. University Street Improvement Project (Nebraska to Forrest Hill)  
4. Allen Road (IDOT)  
5. Allen/Alta Roundabout Project  
6. Wisconsin Corridor Plan: Project, Cameras, Mural, Bus Shelter  
7. Alta/Radnor Road Intersection Project

### ON THE HORIZON 2016 – 2020

1. “Don’t Shoot” Program: Expansion  
2. South Adams Corridor Redevelopment Plan  
3. Rock Island Trail Development: Funding (with Parks District)  
4. “Green City” Strategy: Definition, Goals, Policies, Actions  
5. Truancy Reduction Plan (with School Districts)  
6. Brandywine Area Improvements: Parking Lots, Façade Improvements, Business Development  
7. Neighborhood Beautification Projects: Priority, Funding  
9. Sterling Corridor Development

### ON THE HORIZON 2016 – 2020 (Continued)

10. South Village TIF  
11. MacArthur Highway Paving Project  
12. Neighborhood Policing Stop – Walk – Knock Program  
13. Drug Houses: Options, Direction  
15. West Main Corridor Development  
16. Regional Research Lab/Brain Trust Community Engagement Strategy  
17. Rail Link to Normal Advocacy  
18. Martin Luther King/Route to Airport Corridor Plan  
19. Rental Inspections Program  
20. Wisconsin Corridor Improvements: Streetscape, Security Cameras, Lighting, Direction, Funding  
21. Section 8 Housing: Problem Analysis, Report with Options, Direction  
22. “Green City”: Strategy, Goals, Policy Direction, City Actions  
23. Neighborhood Beautification Projects: Direction, Project Priority, Funding  
25. Drug Houses: Evaluation, Options, Direction  
27. Regional Research Lab/”Brain Trust”: Community Engagement Strategy
ON THE HORIZON 2016 – 2020
(Continued)

28. South Adams Corridor Redevelopment Plan: Evaluation, Direction, City Action, Funding
29. Brandywine Area Improvements: Parking Lot, Façade Improvements, Business Development
30. Sidewalk Policy Program: Review, Project Priority, Funding
31. “Don’t Shoot” Program: Evaluation, Direction
32. Trail Development: Next Steps, Funding (with Park District) (Multi Use)
33. Truancy Reduction Plan (with School Districts): Direction, Funding
34. Jefferson, Washington and Adams Corridor Beautification Plan: Direction, Projects, Funding
## Goal 4
### Vibrant Downtown: Riverfront/Central District/Warehouse District

### OBJECTIVES

<table>
<thead>
<tr>
<th>Objective</th>
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<tbody>
<tr>
<td>1. Increase the number of residents</td>
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<tr>
<td>2. Develop mixed use developments with retail, offices and residences</td>
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<td>3. Increase the number of successful businesses</td>
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<td>4. Develop the Downtown as a regional and local destination</td>
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<td>5. Create a walkable pedestrian-friendly Downtown</td>
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<td>6. Strengthen the connection among Riverfront, Central Business District Warehouse District</td>
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<td>7. Increase the number of retail shops and restaurants</td>
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<td>8. Connect Downtown to Medical Campuses</td>
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### PERFORMANCE MEASURES

<table>
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<tr>
<th>Measure</th>
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<tbody>
<tr>
<td>1. Number of Residents: Downtown, Warehouse District</td>
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<tr>
<td>2. Assessed Property Value</td>
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<tr>
<td>3. Number of Businesses</td>
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<tr>
<td>4. Number of: Retail Shops, Restaurants</td>
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<tr>
<td>5. Residents’ Opinion: Appearance (Downtown/Warehouse District)</td>
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<tr>
<td>6. Residents’ Opinion: Safety, Desirability (Downtown/Warehouse District)</td>
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<tr>
<td>7. Regional Opinion: Safety; a Place to Go (Downtown/Warehouse District)</td>
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<tr>
<td>8. Regional Opinion: Appearance (Downtown/Warehouse District)</td>
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### VALUE TO RESIDENTS

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<tr>
<th>Value</th>
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<tbody>
<tr>
<td>1. More reason to go to Downtown/Warehouse District as a destination</td>
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<td>2. Choice of quality housing for an urban life style</td>
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<tr>
<td>3. Quality places for guests to stay</td>
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<tr>
<td>4. Opportunities to locate a professional office in the Downtown/Warehouse District</td>
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<tr>
<td>5. A 24/7 &quot;scene&quot; with restaurants and entertainment venues- reputation as a cool place to be</td>
</tr>
</tbody>
</table>
SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Attracting residential developers and new residents to the area
2. Reuse or repurposing old buildings
3. Becoming a regional destination: work, live and enjoy
4. Addressing the future of Taft Homes
5. Securing a major residential development project in the Warehouse District
6. Inflated property and building values
7. Creating more mobility in District connected for bikes, walkability

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Tapping the spin off business potential of the CAT Visitor Center and Museum, including restaurants
2. Improving the water quality and depth of the River
3. Utilization of and public access to the Riverfront
4. Complexity of agreements and developer expectations
5. Converting “one way” to “two way” traffic flow
POLICY ACTIONS 2015 – 2016

1. Comprehensive Downtown Master Plan/Riverfront Greenspace
2. Hotel Market Study

MANAGEMENT INITIATIVES 2015 – 2016

1. Warehouse District Residential Development [Top Priority]
2. Downtown/Warehouse District SSA/BID [High Priority]
3. Downtown Business Retention/Attraction Strategy
4. Downtown Parking Master Plan
5. Open Container Area Evaluation, Direction

MANAGEMENT IN PROGRESS 2015 – 2016

1. TIGER 2015 Grant Application: Washington Street (MacArthur)

MAJOR PROJECTS 2015 – 2016

1. TIGER II Grant Project: Warehouse District Improvements
2. Washington Street Reconstruction Project

ON THE HORIZON 2016 – 2020

1. Southern Riverfront Redevelopment (State Street South)
2. Taft Homes Redevelopment Plan and Strategy
3. Pedestrian Wayfinding Signage, Direction, Funding
4. I-74 Bridge Lighting: Direction, Funding
5. Downtown Water Feature: Direction, Funding
CITY OF PEORIA
ACTION AGENDA 2015 – 2016
City of Peoria

TOP PRIORITY

Capital Improvement Budget and Funding Mechanism

Road Maintenance Plan and Funding Mechanism

Combined Sewer Overflow/Storm Water Utility

Long Term Balanced Budget Strategy

Caterpillar World Headquarters: Redevelopment Agreement

Comprehensive Downtown Master Plan/Riverfront Greenspace

Neighborhood Wellness Action Plan
HIGH PRIORITY

City Economic Development: Policy and Tool Kit

Comprehensive Business Corridor Development Plan

Commercial Blight Removal Program Funding

Small/Minority Owned Business Development

School Strategy

Building/Structures Demolition and Abatement Policy and Procedures

Bradley University Strategy

Development Design Standards and Review Process
City of Peoria
Management Initiatives 2015 – 2016

TOP PRIORITY

Water Company Study

Frequent Code Offenders Program

Community Development: Performance

Building Inspection Simplification and Responsiveness

Business Outreach/Retention Strategy

Warehouse District Residential Development
HIGH PRIORITY

City Employee Diversification

Leadership Development/Succession Planning Process

Vacant Land Policy

Downtown/Warehouse District SSA/BID

Downtown Business Retention/Attraction Strategy

Innovation Team Work Plan

Parental Responsibility Community Education Program
Management in Progress 2015 – 2016

Human Resources Manual: Development
Recording System: Upgrade
Mayor’s Summer Youth Employment Program
I PAWS Public Alerting System
Aerial Platform Truck
Council Agenda Integration with Meeting Video
Library Cards for All District 150 Students: School Supply List
Strategic Plan: Update
P-25 Public Safety Trunked Radio System
Snow Removal: Enhancements
National Citizen Survey: Council Report
Fire/Police Cadet Program
AED for Police
Naloxone Kits: Funding
Healthcare Cost Containment: Council Update Report
Virtual Machine Hosts: Replacement
Human Resources/Payroll System
Performance Management Conversion
Computer Aided Dispatch System: Upgrade
Fire Department Management Stabilization
Peoria Fire Station Alerting System Upgrade Installation: Phase I
Process Improvements
Credit Card System: Development
City Communications and Marketing Program: Installation
Text to 9-1-1
Knox Box System
Idling Reduction Program (GRIP): Pilot Study
3-D Laser Scanner for Crime Scenes
LED Standard: Direction
Travel Policy: Update
Fire Rescue Boat: Operational
New Patrol Cars
Fire Technology: Update
EMS Software
Mobile Data Units (Fire)
Fire House Network Wiring
Homicides Cost Research Study
Car Fax Integration with Police Software
iSeries Computer System: Decommission
Fire Department National Accreditation
Police Department National Accreditation
Mobile Integrated Healthcare Structure
Police Body Cameras: Funding
Legislative Agenda and Advocacy
Diversity Recruitment for Fire Department
Fire Department Upper Management Training Program
Fire Explorer Program: Enhancement
Respect Peoria Program
Police Minority and Protected Class Recruitment
Economic Development Position: Hiring (1)
River Trail: Land Conversion for IDNR
Moss Avenue School: Sale
Madison Theater and Parking Lot: Plan
Greater Peoria EDC: Roles and Responsibilities
New Enterprise Zone
Grocery Store Southside Recruitment
Youth Build Application
Growth Cell Report: Annual Update
Landlord Training: Revision
Residential Police Officer Program: Expansion
East Bluff Redevelopment: Behren’s Grant
Development Process Mapping/New Guide
2012 Building Codes: Adoption
Architectural Salvage Deconstruction Report
Wisconsin Corridor Overlay
Emerald Ash Borer Management Program
TIGER 2015 Grant Application: Washington Street (MacArthur)
Major Projects 2015 – 2016

Police Radio System: Upgrade
All Mobile Radio Narrowband
Traffic Preemption System for Fire
Orange Prairie Road North Section
Forrest Hill Reconstruction (Knoxville to Sheridan)
University Street Improvement Project (Nebraska to Forrest Hill)
Allen Road (IDOT)
Allen/Alta Roundabout Project
Wisconsin Corridor Plan: Project, Cameras, Mural, Bus Shelter
Alta/Radnor Road Intersection Project
TIGER II Grant Project: Warehouse District Improvements
Washington Street Reconstruction Project