

# *STRATEGIC PLAN*

## *2014 → 2019 → 2029*

### EXECUTIVE SUMMARY

Mayor and City Council



Peoria, Illinois  
January 2014



Lyle Sumek Associates, Inc.  
9 Flagship Court  
Palm Coast, FL 32137-3373

Phone: (386) 246-6250  
Fax: (386) 246-6252  
E-mail: [sumekassoc@gmail.com](mailto:sumekassoc@gmail.com)

# Table of Contents

<b>Strategic Planning for the City of Peoria</b>	<b>1</b>
<b>Peoria Vision 2029</b>	<b>2</b>
<b>Peoria City Government: Our Mission and Service Responsibilities</b>	<b>8</b>
<b>Peoria Plan 2014 – 2019</b>	<b>11</b>
<b>Peoria Action Agenda 2014 – 2015</b>	<b>21</b>

**This report and all related materials are copyrighted. This report may be duplicated for distribution to appropriate parties as needed. No unauthorized duplication is allowed, including for use in training within your organization or for consulting purposes outside your organization.**

***STRATEGIC 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,** <sup>(A)</sup>  
*BEAUTIFUL* <sup>(B)</sup>  
*and GROWING CITY.* <sup>(C)</sup>

---

---

**PEORIA 2029** *has a* **VIBRANT DOWNTOWN,** <sup>(D)</sup>  
*and a CHOICE OF GREAT NEIGHBORHOODS*  
*WITH CHARACTER,* <sup>(E)</sup>

---

---

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

---

---

**PEORIA 2029** *has a* **CULTURE OF**  
**EDUCATIONAL EXCELLENCE,** <sup>(H)</sup>  
*RESPONSIBILITY and ACCOUNTABILITY.* <sup>(I)</sup>

# 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

**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 21<sup>st</sup> 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**

► 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: Our Mission**

*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 a 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**

---

---

**Grow Peoria: Businesses, Jobs and Population**

---

---

**Attractive Neighborhoods with Character: Safe and Livable**

---

---

**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**

**PRIORITY**

*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
11. National Citizen Survey: Completion, Report
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*)

*Management in Progress*

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

► **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
5. Business climate in State of Illinois
6. Developing a viable regional economic development organization that works to achieve Peoria’s goals

► **Actions 2014**

**PRIORITY**

*Policy Agenda*

- |                                                                                |               |
|--------------------------------------------------------------------------------|---------------|
| 1. City Economic Development Framework: Policy Structure, One Year Action Plan | 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**

**PRIORITY**

*Policy Agenda*

- |                                                      |               |
|------------------------------------------------------|---------------|
| 1. Neighborhood Preservation: Direction, Action Plan | Top Priority  |
| 2. Development Process Streamlining/Simplification   | Top Priority  |
| 3. School Strategy Action Plan                       | Top Priority  |
| A. School District 150                               |               |
| B. Other Schools                                     |               |
| 4. Complete Streets Policy: Direction, Adoption      | High Priority |

*Management Agenda*

- |                                                                                 |               |
|---------------------------------------------------------------------------------|---------------|
| 1. Code Enforcement: Performance Audit, Report, City Action Plan                | Top Priority  |
| 2. Subdivision Ordinance/Manual of Practice: Completion, Adoption               | Top Priority  |
| 3. Residential Pavement Condition Inventory/Overlay Program: Direction, Funding | High Priority |
| 4. Thoroughfare Master Plan: Development Direction, Funding Mechanism           | High Priority |
| 5. Development Plan: Direction, Action                                          | Mod Priority  |
| A. Growth Cell 2                                                                |               |
| B. Growth Cell 3                                                                |               |
| 6. Southern Gateway Action Plan: Goals, Direction, City Actions, Funding        | Mod Priority  |

*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**

**PRIORITY**

*Policy Agenda*

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

High Priority

High Priority

High Priority

*Management Agenda*

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

High Priority

Mod Priority

Mod Priority

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
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 Metrics: Dashboard Refinement
9. Legislative Agenda and Lobbying/Council Policy Session
10. Landfill: Sale of Land
11. National Citizen Survey: Completion, Report
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
19. Peoria Fire Station Alerting System Upgrade: Installation
20. ALS Engine Company: Addition

21. Labor Negotiation and Contracts
22. IT Plan: Implementation
23. Process Improvements
24. Fire Technology: Upgrade
25. Human Resources Manual: Development
26. Financial System Software Upgrade: Installation
27. Fire Rescue Boat
28. Employee Survey: Development
29. Human Resources Software Upgrade: Installation
30. Outsourcing Program
31. Enterprise Zone: Revision
32. Louisville Slugger Sports Complex
33. Economic Development: Website
34. Economic Development Positions (2): Hiring
35. Regional Economic Development Framework: FFCI City Actions, Funding
36. Shotspotter Study: Completed
37. Growth Cell Report Annual Update
38. Sidewalk Café Ordinance and Regulations: Adoption
39. Landscape Standards: Direction
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