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STRATEGIC PLANNING FOR THE CITY OF PEORIA

Strategic Planning Model for the City of Peoria

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

VISION

**Destination
“You Have Arrived”**

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

PLAN

**Map
“The Right Route”**

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

EXECUTION

**Itinerary
“The Right Direction”**

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

MISSION

**Vehicle
“The Right Bus”**

**Personal values that define
performance standards and
expectations for employees**

BELIEFS

**Fuel
“The Right People”**

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

PRINCIPLE

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

PRINCIPLE

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 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
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	PERFORMANCE MEASURES	VALUE TO RESIDENTS
1. Enhance customer service, level of customer satisfaction and standards for response	1. Bond Rating	1. Taxpayer receiving value for their taxes and fees
2. Deliver municipal services in the most cost-effective and efficient manner	2. Community Opinions: Satisfaction with City Services	2. Customer friendly City service delivery
3. Maintain a highly motivated and productive City workforce which is accountable for their actions	3. Management Letter/Single Audit Comments: Number of Comments	3. City acting as a responsible steward of the public resources
4. Develop an organizational culture that focuses on action and productivity	4. Property Tax Rate	4. Timely and responsive delivery of City services
5. Hire, retain, develop, reward, promote, coach, reprimand or discharge employees based upon performance, responsibility and accountability	5. Low Tax Burden per Capita	5. City investing in the future while funding services needed today
6. Develop long term financial sustainability	6. Benchmark: City Process Times	6. Easy access to City services and information
	7. Cost of Service	

**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

	PRIORITY
1. Capital Improvement Budget and Funding Mechanism	Top Priority
2. Road Maintenance Plan and Funding Mechanism	Top Priority
3. Combined Sewer Overflow/Storm Water Utility	Top Priority
4. Long Term Balanced Budget Strategy	Top Priority
5. Revenue Enhancement Plan	

MANAGEMENT INITIATIVES 2015 – 2016

	PRIORITY
1. Water Company Study	Top Priority
2. Community Development: Performance	Top Priority
3. Building Inspection Simplification and Responsiveness	Top Priority
4. City Employee Diversification	High Priority
5. Leadership Development/Succession Planning Process	High Priority
6. Innovation Team Work Plan	High Priority
7. Customer Service: Audit/Assessment/Action Plan	
8. City Corporate Communication Plan	
9. Labor Negotiations and Contracts	
10. Fire Department: Deployment/Resource Allocation	
11. Franchise Agreements <ul style="list-style-type: none"> A. Ameren B. Comcast 	
12. Liquor Policy Ordinance: Revision	

MANAGEMENT IN PROGRESS 2015 – 2016

1. Human Resources Manual: Development
2. Recording System: Upgrade
3. Mayor’s Summer Youth Employment Program
4. I PAWS Public Alerting System
5. Aerial Platform Truck
6. Council Agenda Integration with Meeting Video
7. Library Cards for All District 150 Students: School Supply List
8. Strategic Plan: Update
9. P-25 Public Safety Trunked Radio System
10. Snow Removal: Enhancements
11. National Citizen Survey: Council Report
12. Fire/Police Cadet Program
13. AED for Police
14. Naloxone Kits: Funding
15. Healthcare Cost Containment: Council Update Report
16. Virtual Machine Hosts: Replacement
17. Human Resources/Payroll System
18. Performance Management Conversion
19. Computer Aided Dispatch System: Upgrade
20. Fire Department Management Stabilization
21. Peoria Fire Station Alerting System Upgrade Installation: Phase I

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)

MANAGEMENT IN PROGRESS 2015 – 2016

(Continued)

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
14. City Government Transparency: “Best Practices” Policy Direction, 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
3. Business climate in State of Illinois
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

- | | PRIORITY | |
|---|---|---------------|
| 1. Caterpillar World Headquarters Redevelopment Agreement | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 2. City Economic Development: Policy and Tool Kit | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 3. Small/Minority Owned Business Development | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 4. Bradley University Strategy | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 5. Northwoods Mall/Sterling Business Corridor Study | | |

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

MANAGEMENT INITIATIVES 2015 – 2016

- | | PRIORITY | |
|---|--|--------------|
| 1. Business Outreach/Retention Strategy | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 2. Louisville Slugger Project | | |

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
4. Economic Development Organization: Evaluation, Staffing, Funding
5. Regional Economic Development: Performance Review, Goals, Funding Level
6. Public – Private Partnerships: Benefits/Costs Analysis, Evaluation, Process Improvements
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

OBJECTIVES	PERFORMANCE MEASURES	VALUE TO RESIDENTS
1. Increase number of residents by 5% – 121,000	1. Number of Residents (Citywide)	1. More reasons to live in the City of Peoria
2. Develop a reputation as the preferred place to live	2. Assessed Value	2. More opportunities to enjoy your leisure time in the City of Peoria
3. People feeling safe and secure in any neighborhood	3. Crime Rate: Part I Crime Rate: Part II	3. Protection and enhancement of home and property values
4. Increase homeownership in every neighborhood by 3%	4. Residents' Opinion: Feeling of Personal Safety and Security	4. More attractive neighborhoods, homes and buildings
5. Improve the visual appeal of every neighborhood	5. Residents' Opinion: Attractiveness/Visual Appeal of Neighborhoods	5. Choices of quality neighborhoods and homes style
6. Improve awareness, image and performance of public – private schools and education programs	6. Homeownership: Single Family Homes	
7. Increase property values: homes	7. Number of Residents (Specific Areas)	

**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

	PRIORITY
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

	PRIORITY
1. Frequent Code Offenders Program	Top Priority
2. Vacant Land Policy	High Priority
3. Parental Responsibility Community Education Program	High Priority
4. Complete Streets Policy	
5. Growth Management Strategy	
6. Historic Preservation Ordinance and Commission Amendments	
7. National Incident: Comprehensive Analysis of Policies/Procedures	

MANAGEMENT INITIATIVES 2015 – 2016

(Continued)

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
6. Development Process Mapping/New Guide
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
8. Jefferson, Washington and Adams Corridor Beautification Plan
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
14. Comprehensive Plan: Update
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
24. Neighborhood Policing: Stop – Walk – Knock Program
25. Drug Houses: Evaluation, Options, Direction
26. Comprehensive Plan: Re-Evaluation/Update
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	PERFORMANCE MEASURES	VALUE TO RESIDENTS
1. Increase the number of residents	1. Number of Residents: Downtown, Warehouse District	1. More reason to go to Downtown/Warehouse District as a destination
2. Develop mixed use developments with retail, offices and residences	2. Assessed Property Value	2. Choice of quality housing for an urban life style
3. Increase the number of successful businesses	3. Number of Businesses	3. Quality places for guests to stay
4. Develop the Downtown as a regional and local destination	4. Number of: Retail Shops, Restaurants	4. Opportunities to locate a professional office in the Downtown/Warehouse District
5. Create a walkable pedestrian-friendly Downtown	5. Residents' Opinion: Appearance (Downtown/Warehouse District)	5. A 24/7 "scene" with restaurants and entertainment venues- reputation as a cool place to be
6. Strengthen the connection among Riverfront, Central Business District Warehouse District	6. Residents' Opinion: Safety, Desirability (Downtown/Warehouse District)	
7. Increase the number of retail shops and restaurants	7. Regional Opinion: Safety; a Place to Go (Downtown/Warehouse District)	
8. Connect Downtown to Medical Campuses	8. Regional Opinion: Appearance (Downtown/Warehouse District)	

**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

PRIORITY

Top Priority

MAJOR PROJECTS 2015 – 2016

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

MANAGEMENT INITIATIVES 2015 – 2016

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

PRIORITY

Top Priority

High Priority

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

MANAGEMENT IN PROGRESS 2015 – 2016

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

CITY OF PEORIA ACTION AGENDA 2015 – 2016

City of Peoria

Policy Agenda 2015 – 2016

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