

# Adopted Strategic Plan Language

10.24.2023

## Mission Statement

Peoria's mission is to provide excellent services, protection, and infrastructure that fosters a high quality of life.

## Vision Statement

Peoria is a thriving, All-American city, rich in history and natural beauty with an abundance of opportunities for everyone.

## Guiding Principles



**Collaboration** – We foster an inclusive environment where everyone's voice is heard because we know that our collective intelligence is greater than that of the individual.



**Dignity and Respect** – We treat everyone with dignity, patience, and grace because we are all part of the greater good.



**Stewardship and Accountability** – We pledge to be transparent, ethical, and accountable in all that we do.



**Informed Decision-Making** – We seek to understand issues in a holistic manner and use data and information to help us identify root causes and make the most efficient and effective decisions possible.



**Public Service** – We strive to be responsive and supportive to everyone because we are a city made for and by the people.

## Strategic Priorities

**Quality of Life:** Create a system among Peoria’s varied sectors (i.e. schools, arts, medicine, etc.) to support the availability to rich, diverse, and fulfilling programs and amenities for our residents and visitors.

1. Provide more equitable mobility access and reduce historic gaps.
2. Support wrap-around services for community members in need.
3. Provide housing options that support all Peoria community members.
4. Make homelessness rare, brief, and one-time.
5. Improve the desirability of our neighborhoods.
6. Create safe pathways for youth to neighborhood schools.
7. Effectively engage city boards and commissions.
8. Work with community partners to encourage civic engagement, volunteerism, and participation.
9. Support and partner with Pre-K to 12 and higher education institutions on educating and developing a skilled and diverse workforce.
10. Exercise sound financial and risk management to build the city’s long term fiscal strength.
11. Optimize city operations through innovation and continuous improvement.
12. Continue to partner with local health providers to address the health of our community by focusing on social determinants of health.
13. Create a system of data-sharing among community partners.

### Outcome Measures:

- Point of time contact for homelessness
- Connectivity to recreational and outdoor space
- Connectivity to the arts and arts opportunity
- Residential occupancy rates
- Residential owner/occupancy rates
- Capacity usage rates of homeless shelters
- Crimes rates in neighborhoods
  
- Funding Ratio of the city’s pensions plans
- Funding Ratio of the city’s general fund balance
  
- City unemployment rate
- Community Assessment
- # of youth and adults who participate in parks and recreational programming

**Downtown Development:** Attract commercial and residential development of all types including mixed use to create a safe, thriving, and entertaining downtown area.

1. Create an inclusive visioning process to incorporate beautification, arts, and accessibility.
2. Support an innovative and smart downtown (i.e., free Wi-Fi).
3. Enhance safety with lighting and other place-making features.
4. Prioritize making downtown a family-friendly destination.
5. Develop financial incentive programs to support all types of development including the conversion of office and commercial spaces to mix-use commercial/residential.
6. Continue to develop the Riverfront as a downtown destination.
7. Maintain options for lodging in the downtown area
8. Expand modes of transportation and access throughout the downtown area

Outcome Measures:

- Increase in Daytime population
- Increase Nighttime population
- Equalize Assessed Value growth
- Occupancy rates
- Retail Sales
- Technology to track activity
- Wi-Fi utilization rates downtown
- Hotel occupancy rates

**Community Safety:** Invest in holistic crime reduction programs and collaborative initiatives that address root cause issues so that everyone feels safe in Peoria.

1. Invest in crime prevention through environmental design programs.
2. Commit to supporting programs focusing on individuals and families affected by violence to address the root causes.
3. Expand and invest in technology to support crime prevention.
4. Collaborate with organizations and external agencies (i.e., State's Attorney's Office) to support programming for youth at the highest risk of being impacted or involved in violence.
5. Increase the recruitment and retention of employees in all public safety departments with an emphasis on increasing the number of people of color and women.
6. Build positive relationships between community members and the city departments to specifically focus on solving neighborhood-level issues.
7. Data-driven public safety response tied to national best practices and standards.

Outcome Measures:

- Decrease in violent crimes
- Decrease in property crimes
- Increase in community engagement
- Higher clearance rates
- Decrease in gun shot detection notifications
- Increase in calls to social service support
- Increase in emergency services job retention

- Decrease in emergency services job vacancies
- Decrease in juvenile crimes
- Number of individuals and families referred to support services
- Increase in recovery of illegal weapons collected

**Infrastructure:** Improve streets, sidewalks, rail, lighting, and broadband to increase safety and accessibility across all neighborhoods.

1. Commit to a sustainable long-term capital plan that maintains existing infrastructure and increases funding opportunities for residential areas.
2. Expand broadband access to all areas of Peoria.
3. Implement an asset management plan that identifies improvement needed to ensure reliability, compliance, and operational efficiencies.
4. Prepare for the impact of new technology.
5. Expand stormwater infrastructure and improve overall water quality per the consent decree mandate.
6. Leverage state and federal opportunities to maximize investment in local infrastructure
7. Update the City's Comprehensive Plan.
8. Implement the Riverfront Plan
9. Continue working with key state, federal, and other stakeholders to construct the Peoria to Chicago passenger rail corridor.

Outcome Measures:

- % of residents that have affordable broadband access
- Create a Street Asset Condition Index by 2025
- % of Calls for Services Goals
- Reduction in maintenance issues
- Track state and federal investment of projects year over year
- Completed Comprehensive Plan by 2025

**Business Growth and Prosperity:** Diversify Peoria's economic portfolio and improve processes that make our city an exceptional place to live, work, do business, and invest.

1. Foster innovating partnerships to expand the supply of quality-affordable housing needs.
2. Continue supporting an innovative and creative arts industry.
3. Continue to support the healthcare sector as a primary industry of the City.
4. Add and retain jobs and businesses in the city, prioritizing sectors that lead to family-wage jobs.
5. Develop shovel-ready projects to attract business and investment.
6. Deliver consistent, responsive, equitable, high-quality services to residents and businesses.

7. Grow existing businesses and create opportunities for entrepreneurs by identifying a dedicated source of funds for grants and support.
8. Market Peoria's stories and communicate our brand.
9. Support programs and resources for entrepreneurs and increased business retention.
10. Continue to focus business recruitment on high demand industries.

Outcome Measures:

- Multi-Department Project Dashboard
- Initial Response Time of submitted application based on project type
- # of new Affordable housing units brought online or improved
- Developer Survey after the project completed
- Financial Incentives tool
- Economic Development Grant Tracker
- Implementation of a Business Registration Program
- Area median Income
- Unemployment Rates
- Resident Satisfaction Survey
- Percent of GF to support small businesses

**Embrace Diversity, Equity, and Inclusion:** Invest in equity and address disparities by working with our community partners to make Peoria a city where everyone feels heard, included, and accepted.

1. Develop a highly engaged, diverse, culturally responsive, and high-performing organizational workforce.
2. Provide community members with equitable access to services and resources.
3. Improve the use of data broken down into smaller subpopulations to inform decision-making.
4. Broaden the types of community engagement to support community-informed decisions.
5. Where possible, use equity to inform policymakers of potential gaps and/or negative outcomes.
6. Address disparities on committees and boards.
7. Increase the percentage of city spend with racially and diverse business suppliers across all departments.
8. Joint Commission on Racial Justice and Equity will provide an annual report to Council on the status and recommendations related to disparities based on race.

Outcome Measures:

- Increase the minority spend by percentage
- Feedback from City employees
- Increase the # of staff completing city-oriented bias/soft skill training
- # of employees certified in multi-language interpretation
- # of documents translated into multiple languages

