

# STRATEGIC PLAN

2024 – 2029



CITY OF  
PEORIA



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# City of Peoria Landscape



TOTAL POPULATION  
**113,150**



DAYTIME POPULATION  
**136,100**

## POPULATION INFO

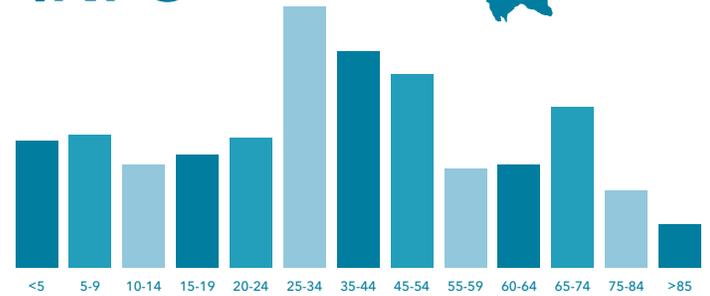
**58%**  
WHITE

**26%**  
BLACK /  
AFRICAN AMERICAN

**7%**  
ASIAN

**7%**  
HISPANIC /LATINO

\*2% OTHER



PEORIA POPULATION BY AGE

TOTAL  
HOUSEHOLDS  
**47,734**



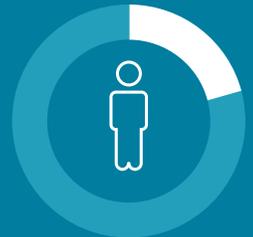
FAMILIES  
**36%**



MARRIED COUPLES  
**36%**



SINGLES  
**38%**



SENIORS LIVING ALONE  
**21%**

## HOUSEHOLD INCOMES



2021 MEDIAN HOME VALUE

**\$129,400**

ABOVE \$200,000

**7%**

MEDIAN HOUSEHOLD INCOME

**\$53,568**

BELOW POVERTY LEVEL

**26%**

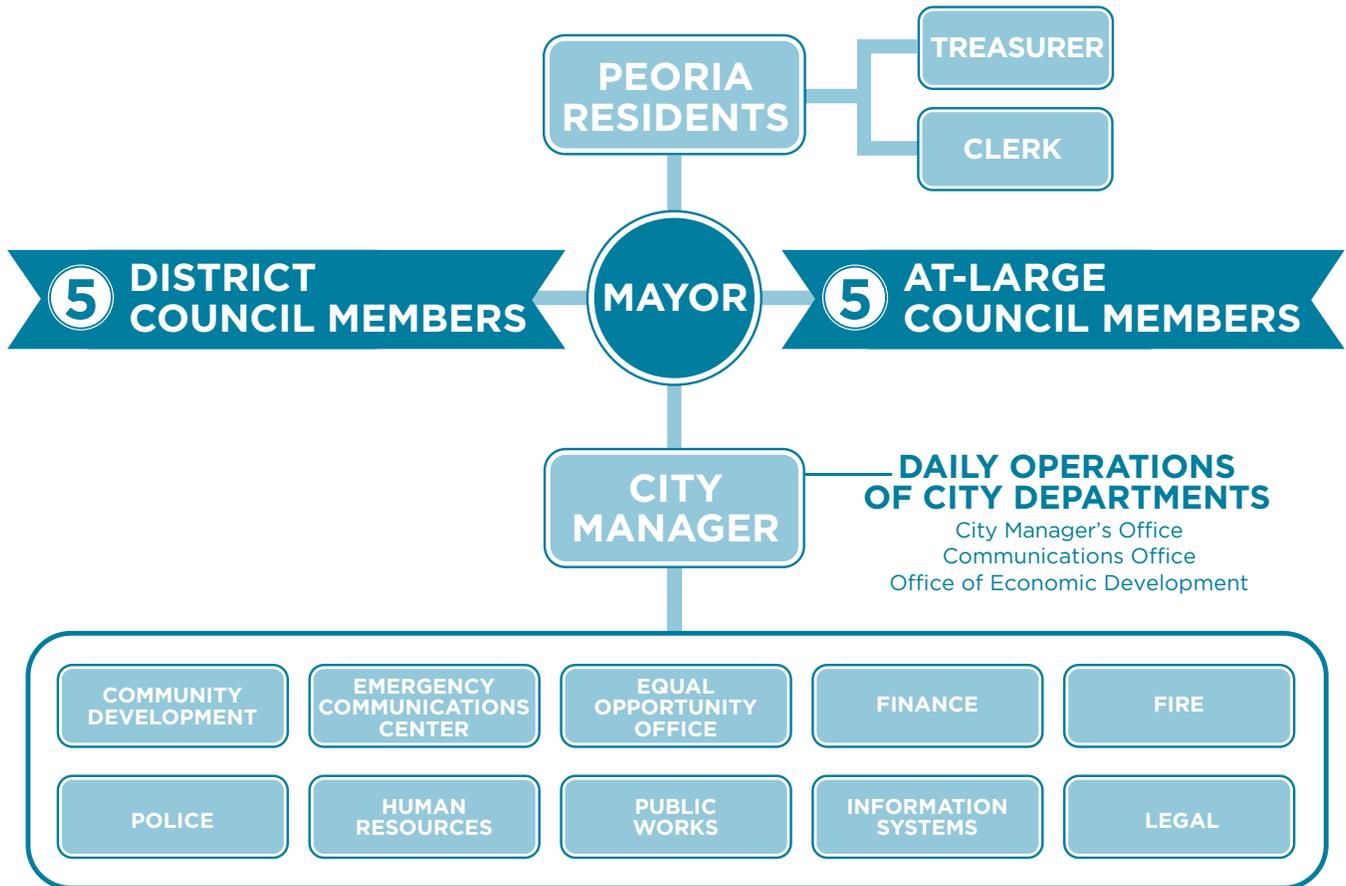


HOME OWNERS VS. RENTERS

**57% OWN**  
**43% RENT**

All info sourced: U.S. Census Bureau 2020, American Community Survey 5-Year Estimates

## COUNCIL-MANAGER FORM OF GOVERNMENT



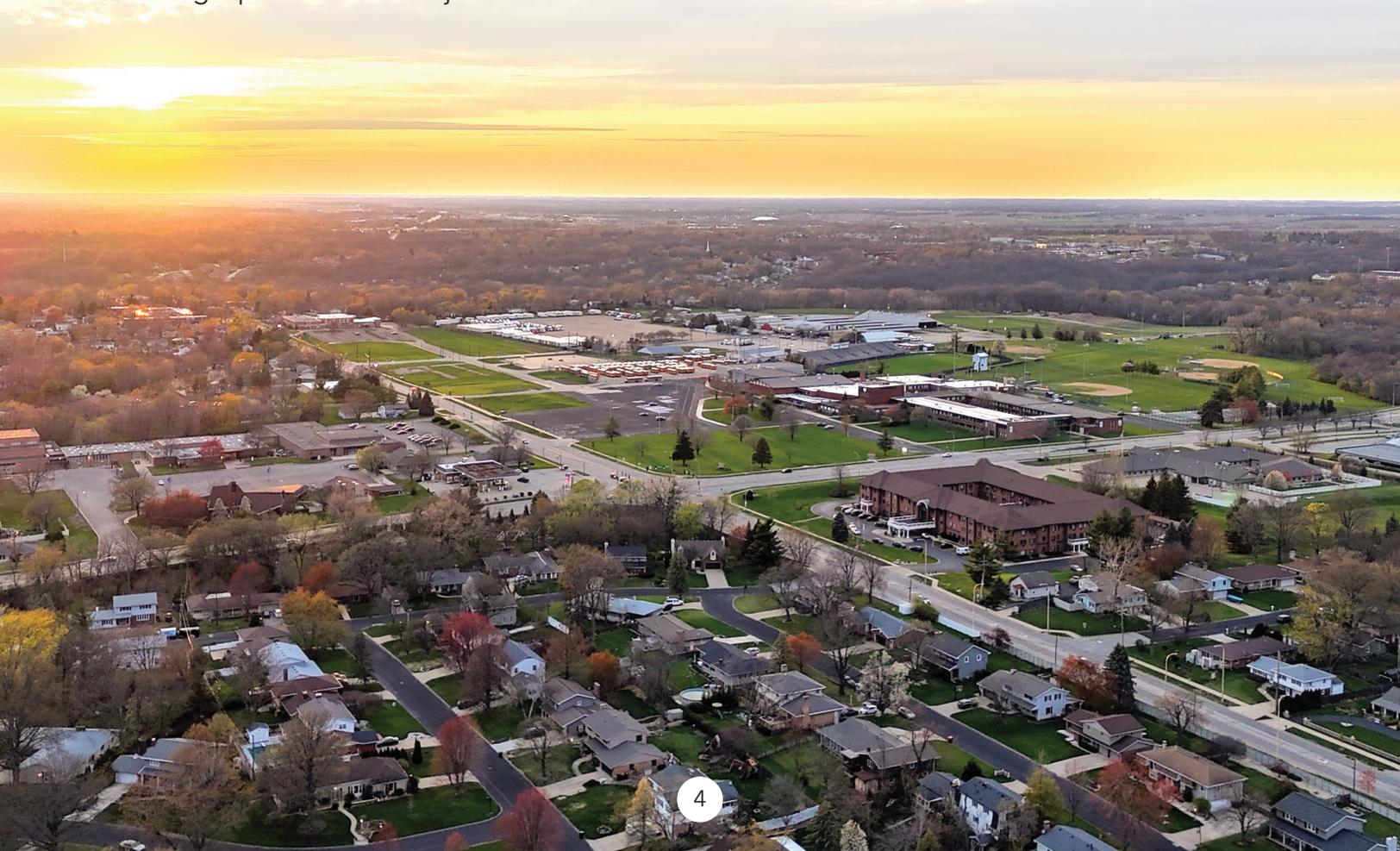
# Our Community Plan

Welcome to the city of Peoria's Strategic Plan for 2024-2029. This plan represents our collective vision for the future of our city and outlines the strategic priorities and initiatives that will guide our efforts over the next five years. Together, we will work tirelessly to achieve our goals and ensure a bright and prosperous future for generations to come.

Through a community-informed process, residents, businesses, religious and affinity groups, city staff, elected officials, and others were instrumental in the development of this plan. The community showed up in great numbers at the strategic plan kick-off event in June 2023. Community forums and community engagement activities followed. The city council then met to deliberate on the ideas and feedback the community shared. In late summer and early fall, the city council held planning sessions to develop the city's mission and vision statements, guiding principles, and strategic priorities.

Since Spring 2023, the city of Peoria worked with BerryDunn to develop its five-year strategic plan. With the input, participation, and feedback from the council and staff, the strategic plan will serve as a guiding document for city staff to implement and city council to oversee.

The city council will provide leadership and oversight during the implementation of the strategic plan to ensure plan success and progress towards the city's shared vision. As such, city staff will provide regular updates to the council on progress so that we can achieve our strategic priorities and objectives.



## Creating Our **ROAD MAP** TO THE FUTURE

### WHY WE NEEDED TO DO THIS

Over the past several years, it became clear to city leadership that, throughout the community, there were many misconceptions and misunderstandings regarding the city's plans for the future.

As a result, city leadership determined that there were several critical areas that needed improvement, such as the communication of citywide priorities, providing effective methods of community feedback, and engaging with the community on critical issues affecting the future of the city.

A strategic planning process was held to help address these issues and provide a solid framework for the future of Peoria.

### OUR PROCESS

1. We held **Community Engagement** activities, including a kickoff event, stakeholder interviews, surveys, focus groups, and online engagements.
2. A **Service Gap Analysis** and **Environmental Scan** assessed current services and identified gaps and external factors affecting the city.
3. Through **Planning Sessions with City Council and Staff Leadership**, we developed the mission, vision, guiding principles, strategic priorities, objectives, and outcome measures.
4. **Focus Sessions** helped ensure alignment with city leadership and key decision-makers.
5. We reviewed the **Draft Strategic Plan** and conducted **Community Review Sessions** to emphasize transparency and collaboration.
6. **Community Feedback** was reviewed and outcome measures were refined based on this input.
7. The **City Council** officially adopted the **Five-Year Strategic Plan**, concluding this collaborative process of community engagement, expert analysis, and input from key stakeholders.

# Strategic Direction



## OUR MISSION

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



## OUR VISION

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

## OUR VALUES

### 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 & RESPECT

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

### STEWARDSHIP & 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.



## OUTCOME MEASURES

Defines the changes in the lives of individuals, families, or communities that will be accomplished by implementing the strategic plan. As data is tracked, additional outcome measures will be added to the strategic priorities annually.

## DATA TRACKING

Provides the city with the necessary information to track ongoing conditions and future trends.

CITY OF PEORIA  
STRATEGIC  
PRIORITIES





## STRATEGIC GOAL

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

### CHALLENGES WE FACE

- Fostering a sense of belonging and connection in our neighborhoods.
- Addressing housing affordability.
- Maintaining the city's fiscal condition and ensuring long-term sustainability.

### HOW WE WILL ADDRESS OUR CHALLENGES

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

## 2024-2025 OUTCOME MEASURES

1. We will increase the labor force by 3% annually.
2. We will improve the overall health and wellness of residents.
3. We will reduce the number of persons experiencing homelessness by 10%.

## DATA TRACKING

1. We will track the housing cost burden for homeowners and renters.
2. We will track the percentage of adults 18 and older who rate overall health as fair or poor.



# Downtown Development

## STRATEGIC GOAL

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

### CHALLENGES WE FACE

- Defining a clear identity of downtown.
- Improving the quality of transportation (*streets, walkways, public transportation, bike paths*).
- Restoring current buildings and commercial spaces.

### HOW WE WILL ADDRESS OUR CHALLENGES

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

## 2024-2025 OUTCOME MEASURES

1. We will increase the number of events by 5% annually.
2. We will increase the hotel occupancy rate by 3% annually.
3. We will increase the residential population downtown by 3% annually.

## DATA TRACKING

1. We will track annual downtown hotel stays.
2. We will track the attendance to downtown special events annually.
3. We will track downtown commercial vacancy rates annually.
4. We will track the downtown residential population annually.



## STRATEGIC GOAL

**Invest in holistic crime reduction programs and collaborative initiatives that address root cause issues so everyone can feel safe in Peoria.**

### CHALLENGES WE FACE

- Enhancing overall safety and crime prevention measures throughout the city.
- Investing in youth education, activities, and development.
- Cultivating a positive city presence in the community.

### HOW WE WILL ADDRESS OUR CHALLENGES

- Invest in crime prevention through environmental design programs.
- Commit to supporting programs focusing on individuals and families affected by violence to address the root causes.
- Expand and invest in technology to support crime prevention.
- Collaborate with organizations and external agencies to support programming for youth and young adults at the highest risk of being impacted or involved in violence.
- Increase the recruitment and retention of employees in public safety departments with an emphasis on increasing the number of people of color and women.
- Build positive relationships between residents and city departments to specifically focus on solving neighborhood-level issues.
- Utilize data-driven public safety practices that are tied to national best practices and standards.

## 2024-2025 OUTCOME MEASURES

1. We will increase opportunities by 3% for youth and young adults to connect with community resources.
2. We will increase neighborhood-focused activities with city involvement (*i.e., block parties, neighborhood clean-up day, etc.*) by 4%.
3. We will increase the percentage of residents who feel safe in Peoria by 5%.
4. We will reduce violent crime by 5%.

## DATA TRACKING

1. We will track the percentage of residents that feel safe in Peoria.
2. We will track violent crime rates.



# Infrastructure

## STRATEGIC GOAL

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

### CHALLENGES WE FACE

- Investing in our infrastructure so current and future generations' needs are met.
- Exploring all transportation options to improve accessibility of amenities for all.
- Investing and revitalizing our neighborhoods.
- Balancing neighborhood investment with the investments in our commercial corridors.

### HOW WE WILL ADDRESS OUR CHALLENGES

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

## 2024-2025 OUTCOME MEASURES

1. We will increase the overall quality of our roads and our Pavement Conditions Index (PCI) score from 65 to 70 by 2029.
2. We will meet 100% of our Peoria Cares service level agreements.
3. We will determine Peoria's digital inclusion score and increase digital inclusion for all residents of Peoria.

## DATA TRACKING

1. We will track our overall streetlight density across Peoria, specifically within our commercial corridors and residential corridors.



## STRATEGIC GOAL

**Diversify Peoria’s economic portfolio and improve processes that make our city an exceptional place to work, do business, and invest.**

### CHALLENGES WE FACE

- Increasing and diversifying our tax base.
- Supporting and developing our workforce.
- Fostering a supportive business environment for local businesses.

### HOW WE WILL ADDRESS OUR CHALLENGES

- Foster innovative partnerships to expand the supply of high-quality, affordable housing.
- Continue to support an innovative and creative arts industry.
- Continue to support the healthcare sector as a primary industry of the city.
- Add and retain jobs and businesses in the city, prioritizing sectors that lead to family-wage jobs.
- Develop shovel-ready projects to attract business and investment.
- Deliver consistent, responsive, equitable, and high-quality services to residents and businesses.
- Grow existing businesses and create opportunities for entrepreneurs by identifying a dedicated source of funds for grants and support.
- Market Peoria’s stories and communicate our brand.
- Support programs and resources for entrepreneurs, resulting in business retention.
- Continue to focus business recruitment in high-demand industries.

## 2024-2025 OUTCOME MEASURES

1. We will increase the percentage of city spending awarded to women and minority-owned businesses year-over-year.
2. We will establish a registry to track businesses operating in Peoria.
3. We will implement a tool to track the satisfaction rate of businesses in Peoria.

## DATA TRACKING

1. We will track the time to issue permits and licenses city-wide.
2. We will track the satisfaction rate of businesses’ interactions with city departments.
3. We will track the number of disabled and veteran-owned businesses in Peoria.



# Embrace Diversity, Equity & Inclusion

## STRATEGIC GOAL

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

### CHALLENGES WE FACE

- Addressing equity gaps throughout the city.
- Clear communication and dialogue between leaders and the community.
- Building and increasing our community's trust in government.
- Improving community engagement, ensuring that all voices are heard.

### HOW WE WILL ADDRESS OUR CHALLENGES

- Develop a highly-engaged, diverse, culturally responsive, and high-performing organizational workforce.
- Provide residents with equitable access to services and resources.
- Improve the use of data broken down into smaller subpopulations for informed decision-making.
- Broaden the types of community engagement to support community-informed decisions.
- Where possible, use equity to inform policy makers of potential gaps and/or negative outcomes.
- Address disparities on committees and boards.
- Increase the percentage of city spend with racially and diverse business suppliers across all departments.
- The 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.

## 2024-2025 OUTCOME MEASURES

1. We will train 100% of city staff on communication and cultural competencies annually.
2. We will establish an equitable and inclusive hiring and recruitment policy.
3. We will develop an interactive tool composed of multiple dashboards that visualize socioeconomic factors in Peoria (*i.e., poverty, education, household median income, etc.*).

## DATA TRACKING

1. We will track the percentage of households participating in city-sponsored programs (*i.e., roof replacement program, fire detectors, home down payment assistance, etc.*).
2. We will track poverty rate at the household level.



# A PLAN FOR THE FUTURE OF PEORIA

# Acknowledgements



Acknowledging the diverse range of contributors - including community members, neighborhood groups, youth, businesses, community organizations, schools, and volunteers - highlights the interconnectedness of the community and the shared responsibility in shaping the city's future.

Working together to build the Strategic Plan reinforced the idea that the plan is a shared endeavor with widespread impact. Thank you to those who participated in building this plan. The invaluable contributions made by various stakeholders reflect the aspirations and contributions of the entire community.

As the plan is implemented, this spirit of collaboration and appreciation will be a driving force in the city's continued pursuit of reaching our community's shared vision.

## THE PEORIA COMMUNITY

### Community Kickoff Event Facilitators

Samer Aldroubi  
Leah Allison  
Kayla Casey  
Tony Cummings  
Brad Dixon  
Amy Dotson  
Lamia Doueihy  
Joe Dulin  
Jennifer Farrell  
Marisa Farrell-Gould  
Lenora Fisher  
Franklin Foulger  
Patrick Hayes  
Ashley Kinne  
Stephanie Lowery  
K.J. Matthews  
Richard Mayer  
Jessica McKean  
Nick McMillion  
Josh Naven  
Mas Perkins  
Mary Peterson  
Kristal Roop  
Mark Slover  
Matt Smith  
Shawn Sollberger  
Marcellus Sommerville  
Anu Uddavolu

Debbie Van Sickle  
Brandon Vissering  
Julie Waldschmidt  
Kerilyn Weick  
Rob Whitney  
Greg Wilson

### City of Peoria Leadership

Dr. Rita Ali  
Mayor  
Denise Jackson  
1st District Council Member  
Charles V. Grayeb  
2nd District Council Member  
Timothy Riggerbach  
3rd District Council Member  
Andre W. Allen  
4th District Council Member  
Denis Cyr  
5th District Council Member  
John L. Kelly  
Council Member At-Large  
Zachary M. Oyler  
Council Member At-Large  
Dr. Kiran Velpula  
Council Member At-Large

Dr. Bernice Gordon-Young  
Council Member At-Large  
Michael P. Vespa  
Council Member At-Large  
City Manager Patrick Urich  
City Department Directors

### Staff Supporting the Development of the Strategic Plan

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Kimberly Richardson  
Consultant - BerryDunn

### All City Staff

### Community Stakeholders





**CITY OF PEORIA**

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[peoriagov.org](http://peoriagov.org)