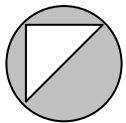


STRATEGIC PLAN

2011 → 2016 → 2026



Peoria, Illinois
September 2011



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STRATEGIC PLANNING FOR THE CITY OF PEORIA

Strategic Planning Model for the City of Peoria

VISION 2026

“Desired Destination for Peoria”

PLAN 2016

“Map to Peoria’s Destination”

EXECUTION

“Route for Next Year”

MISSION

“Responsibilities of the City of Peoria”

BELIEFS

“How the City of Peoria Should Operate”

PEORIA VISION 2026

City of Peoria Vision 2026

It's our

SAFETY AND ATTRACTIVENESS,^(A)

LIVELY DOWNTOWN/WAREHOUSE DISTRICT,^(B)

GREAT PLACE FOR DIVERSE BUSINESSES,^(C)

DESIRABLE NEIGHBORHOODS,^(D)

GROWING CITY,^(E)

CULTURE OF EDUCATIONAL ACHIEVEMENT,^(F)

COLLABORATION FOR COMMUNITY EXCELLENCE,^(G)

that make us UNIQUE.

Peoria Vision 2026

PRINCIPLE A

SAFETY AND ATTRACTIVENESS

► Means

1. Reputation and reality that the city is safe to live or visit
2. People feeling safe and secure in their homes, in their neighborhoods and anywhere in the city
3. Well maintained neighborhood streets, sidewalks and public areas
4. Minimal blight and litter throughout the city
5. City designed for connectivity for all
6. Residents and businesses stepping up to create a safe community
7. Beautiful, well maintained major corridors with attractive streetscapes and businesses

PRINCIPLE B

LIVELY DOWNTOWN/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 in adjacent neighborhoods
3. Nightlife and evening choices of entertainment with restaurants, live music, performing arts, and unique retail shops
4. Higher education presence with a variety of degree and educational
5. Easy access, convenient parking, pedestrian scale and connectivity
6. Riverfront with people walking along the water, programs and events, marina with services, food vendors and small cafes
7. Reputation as a "hip", seen as a "cool" place to visit, to live and to linger after events

PRINCIPLE C

GREAT PLACE FOR DIVERSE BUSINESSES

► Means

1. Center for medical and healthcare services, education and research
2. Expanded corporation presence with growing employment within the city
3. Expanded Bradley University: campus and educational programs
4. Environment that 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

PRINCIPLE D

DESIRABLE NEIGHBORHOODS

► Means

1. Residents and businesses taking pride and sharing responsibility for their neighborhoods
2. Well maintained, connected neighborhood infrastructure: streets, sidewalks and bike lanes
3. Pedestrian friendly and walkable neighborhoods with gathering places
4. Neighborhood retail serving the needs of residents
5. Home ownership in neighborhoods
6. Well built, quality affordable homes replacing vacant and dilapidated housing stock
7. Residents feeling safe at home and in their neighborhoods
8. City government that is responsive to the needs of each neighborhood
9. Balance institutional growth, neighborhood integrity and community benefit

PRINCIPLE E

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. City population is increasing
5. Growing middle class population
6. Our children stay or return to the city to raise their families
7. Positive image of city government with responsible governance and responsive, cost effective service delivery

PRINCIPLE F

CULTURE OF EDUCATIONAL ACHIEVEMENT

► Means

1. Increase enrollment and educational outcomes in Peoria Public Schools
2. City of Peoria and public schools working together with common vision and goals
3. Bradley University with expanded degree offerings and educational programs
4. Illinois Central College expanded presence in the city
5. Private universities and colleges in Downtown with a variety for degrees and educational programs
6. State university(ies) offering classes, educational programs and degrees
7. Educational opportunities for a lifetime

PRINCIPLE G

COLLABORATION FOR COMMUNITY EXCELLENCE

**Community Partners: Education
Leisure and Recreation
Transportation
Local Governments
Developers: Public and Private
Neighborhood and Community Organizations**

► Means

1. Shared vision and goals
2. Coordinated plans and actions
3. Sharing resources for community benefit
4. Effective mechanisms for communicating and information sharing
5. Joint service delivery when appropriate
6. Collaborative problem identification and solving
7. Celebrating community successes and achievements

CITY OF PEORIA PLAN 2011 – 2016

Goals 2016

Smart Population Growth



Financially Sound City Government



Grow Businesses



Responsive, Efficient City Organization



Lively Downtown/Warehouse District

GOAL 1

SMART POPULATION GROWTH –

Individuals and families making the choice to live in Peoria

OBJECTIVES

1. Increase number of residents
2. Develop a reputation as a preferred place to live
3. People feeling safe and secure in any neighborhood
4. Increase homeownership in every neighborhood
5. Improve the visual appeal of every neighborhood

MEANS TO CITIZENS

1. More reasons to live in the City of Peoria
2. More opportunities to enjoy your leisure time in the City of Peoria
3. Protection and enhancement of home and property values
4. More attractive neighborhoods, homes and buildings
5. Choices of quality neighborhoods and homes style

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Aging neighborhood infrastructure needing major maintenance and replacement
2. Perceptions of School District 150 and poor quality of schools and educational programs
3. Irresponsible property owners and tenants who are not taking responsibility for their buildings, homes and properties
4. City's role in enforcement or compliance with the adopted codes
5. Lack of shared vision for future growth

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Visual appearance impacting an individual's perception of safety
2. Showing Peoria as a better value
3. Lack of funding for projects
4. Differing standards and values among the city residents and property owners
5. Attitude of realtors toward Peoria
6. Past reputation of the City of Peoria
7. Need for upgraded and modernized ball fields and parks

POLICY ACTIONS 2011 – 2012

	PRIORITY
1. Code Enforcement Performance and Direction	Top Priority
2. School Strategy and Action Plan	Top Priority
3. Comprehensive Landlord and Tenant Accountability Strategy	High Priority
4. Rail Link to Bloomington/Normal Advocacy	High Priority
5. Sidewalk Policy and Program Direction	
6. TIF for East Village Growth Cell	
a. Glen Oak School: Housing Stock Upgrade	
b. Nursing School Expansion	
c. Green Development Project	

MANAGEMENT ACTIONS 2011 – 2012

	PRIORITY
1. Neighborhood Crime Reduction Strategy and Action Plan	Top Priority
2. Community Engagement on Appropriate Behavior	Top Priority
3. Eagle View Plan: Clark Street Repaving - Funding	
4. Pioneer Parkway Phase I Study and Advocacy for Funding	

MANAGEMENT IN PROGRESS 2011 – 2012

1. Growth Cell Analysis Report
2. Subdivision Ordinance
3. Transportation Master Plan and Policies: Update
4. Manual of Practice: Development
5. Pavement Management System: Development

MAJOR PROJECTS 2011 – 2012

1. Orange Prairie Road

ON THE HORIZON 2012 – 2016

1. Neighborhood Problem Analysis, Priority And Action Plan
2. Drainage Projects Priority and Funding
3. Ameren Substation Beautification Project
4. Athletic Fields Upgrade
5. Homeownership Program Expansion
6. Martin Luther King Phase I
7. Policy on the Built Environment
8. Complete Streets Concepts
9. Neighborhood Associations Re-Evaluation and Direction
10. Tree Canopy Plan for Main Street
11. Tree Plan and Policies
12. Community Events and Activities Review
13. River Access and Use Assessment and Direction
14. Turf Field Direction
15. Pavement Management Strategy and Funding

GOAL 2

FINANCIALLY SOUND CITY GOVERNMENT –

Resources to support defined municipal services that are valued by residents and invest in the City’s future

OBJECTIVES

1. Accurate and timely financial information for the Mayor and City Council, managers and employees, residents
2. Adequate resources to support defined, prioritized city services and service levels
3. Develop financial tools for assisting Mayor and City Council and managers in decision making
4. Increase the city's financial revenues and revenue sources
5. Maintain a highly motivated and productive city workforce which is accountable for their actions

MEANS TO CITIZENS

1. Taxpayer receiving value for their taxes and fees
2. City of Peoria position for future resources
3. City acting a responsible steward of the public resources
4. Accurate and timely information from the City
5. City investing the future while funding services needed today

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. Potential for service collaboration with other governments and the private sector
2. Aligning city services with the available resources
3. Pensions and the long term costs (controlled by the state), health insurance, workers compensation and the long term employee costs
4. Labor contracts and employee expectations
5. Uncertain revenue sources particularly sales tax revenues

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Legislation and decisions by the State of Illinois impacting the City of Peoria
2. Aging city facilities and infrastructure with deferred maintenance
3. Difficulty in making decisions to reduce or eliminate services
4. Poor financial condition of the State of Illinois behind on payments to cities and the fragile nature of state shared revenues
5. Uncertain funding from the Federal government
6. Employee compensation and uncertainty
7. Taxpayers reluctance to pay for service
8. Determining who should pay and the degree of cost recovery

POLICY ACTIONS 2011 – 2012

	PRIORITY
1. Shared Services with Peoria County (short term): Human Resources, Information Technology, Economic Development, Public Works	Top Priority
2. City Services Priority and Plan	Top Priority
3. Early Retirement Program: Direction	High Priority
4. Financial Policies: Update	High Priority
5. Pension Reform: Policy Direction	
6. Combined Purchasing (city, county, township, school districts)	
7. Shared Services with Peoria County (long term): Law Enforcement	
8. Employee Compensation and Benefit Policy: Direction	

MANAGEMENT ACTIONS 2011 – 2012

	PRIORITY
1. Healthcare Cost Reduction Strategy	Top Priority
2. Community Investment Plan for Capital and Equipment: Format/Process Revision	Top Priority
3. Fee for Service Study and Direction	Top Priority
4. Sale of City Services to other Jurisdictions: Direction	

MANAGEMENT IN PROGRESS 2011 – 2012

1. Revenue Analysis
2. Combined Sewers Problem Analysis and Strategy

ON THE HORIZON 2012 – 2016

1. Multi Year Budgeting System Development
2. Federal and State Financial Actions: Analysis on the Impact on
the City
3. Information Technology Outsourcing: Direction
4. Package Liquor Tax: Direction
5. DUI Processing Fee: Direction
6. Older Sewer Back Up: Analysis and Direction
7. Communications Strategy on City Services and Finances

GOAL 3

GROW BUSINESSES –

Businesses finding Peoria as a desirable place to locate and expand

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 center
5. Develop a prepared workforce for quality jobs
6. Increase City's share of commercial tax base by 10%

MEANS TO CITIZENS

1. Job and business opportunities for residents
2. Variety of job opportunities for children to return to Peoria after college or military
3. Opportunities increase your 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. Tapping the potential of the River and Peoria Airport for logistics and distribution
2. Attracting new businesses to locate in the city
3. Continuing medical and health science expansion
4. Bureaucratic city policies, regulations and procedures impeding business attraction and growth-perception of the City of Peoria as business unfriendly
5. Lack of an agreed upon economic vision
6. Lack of city incentives and economic development tools
7. Private sector access to the capital market
8. Partnering with the Heartland Partnership and Peoria County on economic development and defining roles and responsibility

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Businesses tapping the City's support for small, minority businesses
2. State of Illinois corporate tax structure and regulations
3. National economy and the slow and uncertain recovery from a severe recession
4. Changing face of the retail economy with more Internet sales
5. Home of Caterpillar

POLICY ACTIONS 2011 – 2012

	PRIORITY
1. City Economic Development Framework	Top Priority
2. Bradley University Strategy: Development	High Priority
3. Business Forum/Business Assistance	High Priority
4. State University Strategy: Development	High Priority
5. Sign Ordinance: Service Level, Staffing, Funding, ROW Signs	
6. Convention and Visitor Bureau/ Civic Center: Performance Assessment and Direction	

MANAGEMENT ACTIONS 2011 – 2012

	PRIORITY
1. Business Friendly Performance Audit and Actions	High Priority

MANAGEMENT IN PROGRESS 2011 – 2012

1. Development Matrix: Development

ON THE HORIZON 2012 – 2016

1. Medical Development Strategy: Development
2. Business Retention Program: Direction
3. Local Business Preference: Direction
4. City Website "Groupon" Program for City Businesses: Direction
5. Branding the Retail Corridor
6. Ameren Beautification Project
7. County Incubator Program: City Participation
8. Workforce Development: Future Funding
9. Economic Website: Expansion

GOAL 4

RESPONSIVE, EFFICIENT CITY ORGANIZATION – Services delivered in a responsible manner with accountability for the results

OBJECTIVES

1. Reorganize city government to create a highly productive organization
2. Improve customer service and the level of customer satisfaction
3. Improve the processes for delivering city services
4. Hire, retain and promote employees based upon performance and a set of core values- performance standards for all city employees with accountability
5. Expand the use of technology to increase organizational productivity

MEANS TO CITIZENS

1. City employees and contractors accountable for their decision and actions
2. Customer friendly city service delivery
3. City services delivered in the most cost effective manner
4. Timely and responsive delivery of city services
5. City listening to your needs for services

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. Aligning the city organization focusing core services and service prioritization/elimination
2. City reorganization and service consolidation
3. Developing a city team from Mayor and City Council to employees based upon mutual trust and respect
4. Managing citizen expectations on service response and service requests
5. Changing the current organization services and operational practices
6. Benchmarking the services and the performance of the city organization
7. Powerful unions with pro union contracts

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Limited resources to develop managers and employees
2. Employee expectations and sense of entitlement
3. Listening to the needs of the community
4. Maintaining open, two way communications within the City organization
5. Pressure to protect their interests from individual and groups of employees
6. Differing direction and delaying decisions

POLICY ACTIONS 2011 – 2012

PRIORITY

1. Residential Police Officer Program: Research, Proposal, Funding
2. Performance Evaluation and Pay for Performance System: Development

MANAGEMENT IN PROGRESS 2011 – 2012

1. City Website: Upgrade
2. Redistricting/Method of Electing Councilmembers

MANAGEMENT ACTIONS 2011 – 2012

PRIORITY

1. City Structure Reorganization: Completion
2. Succession Planning and Leadership Development: Direction
3. Enhanced Customer Service Plan: Development

Top Priority

High Priority

High Priority

ON THE HORIZON 2012 – 2016

1. Information Technology Outsourcing: Direction
2. Citywide Data Bank: Direction
3. One Stop Shop/Sole Contact Point: Direction
4. City Communications Strategy and Plan: Development

GOAL 5

LIVELY DOWNTOWN/WAREHOUSE DISTRICT – 24/7 urban center with residents, businesses and a destination for visitors

OBJECTIVES

1. Increase the number of residents
2. Increase the number of successful businesses
3. Develop the District as a regional and local destination
4. Develop mixed use developments with retail, offices and residences
5. Increase the number of retail shops and restaurants

MEANS TO CITIZENS

1. More reason to go to Downtown/Warehouse District as a destination
2. Choice of quality housing for an urban life style
3. Quality places for guests to stay
4. Opportunities to locate a professional office in the Downtown/Warehouse District
5. A 24/7 "scene" with restaurants and entertainment venues- reputation as a cool place to be

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. Attracting private investments to the area
2. Role of the City of Peoria in public-private partnerships
3. Linking the Downtown with the medical expansion and Warehouse District
4. More quality hotel rooms for business travelers and visitors who desire to stay Downtown/Warehouse District
5. Funding for infrastructure upgrades

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Developer access to funding sources and the capital market
2. Changing the perception and reputation of Downtown/Warehouse District
3. Taking calculated risks with uncertain return on the investment
4. Building momentum and excitement in the Warehouse District
5. Land available for development
6. Complexity of projects and development agreements
7. Direction on historic buildings
8. Managing storm water in the area
9. Current design of Downtown streets

POLICY ACTIONS 2011 – 2012

1. Hotel Development Project
2. Museum Spin Off Businesses Strategy: Development
3. Plan for Connectivity: Development
4. Residential Development Strategy: Development
5. Warehouse District Spur Private Investment

PRIORITY

Top Priority

MANAGEMENT ACTIONS 2011 – 2012

1. Downtown Parking Master Plan: Development
2. Business Association Strategy and Direction

PRIORITY

High Priority

MAJOR PROJECTS 2011 – 2012

1. Washington Street Improvements
2. TIGER Grant Project (20 blocks, \$13.8 million)

ON THE HORIZON 2012 – 2016

1. Special Service Area (SSA): Direction
2. Master Developer: Direction
3. Historic Building Designation: Direction
4. River Station Tenant Lease: Direction
5. Activities and Events Promotion, Coordination and Marketing
6. Arts Promotion: Direction
7. Way Finding and Signage: Direction

CITY OF PEORIA ACTION AGENDA 2011 – 2012

City of Peoria Policy Agenda 2011 – 2012

TOP PRIORITY

**Shared Services with Peoria County (short term): Human Resources, Information
Technology, Economic Development, Public Works**

Hotel Development Project

Code Enforcement Performance and Direction

School Strategy and Action Plan

City Services Priority and Plan

City Economic Development Framework

HIGH PRIORITY

Bradley University Strategy: Development

Comprehensive Landlord and Tenant Accountability Strategy

Rail Link to Bloomington/Normal Advocacy

Early Retirement Program: Direction

Financial Policies: Update

Business Forum/Business Assistance

State University Strategy: Development

City of Peoria Management Agenda 2011 – 2012

TOP PRIORITY

Healthcare Cost Reduction Strategy
Neighborhood Crime Reduction Strategy and Action Plan
City Structure Reorganization: Completion
Community Engagement on Appropriate Behavior
Community Investment Plan for Capital and Equipment: Format/Process Revision
Fee for Service Study and Direction

HIGH PRIORITY

Succession Planning and Leadership Development: Direction
Business Friendly Performance Audit and Actions
Enhanced Customer Service Plan: Development
Downtown Parking Master Plan: Development

City of Peoria

Management in Progress 2011 – 2012

Growth Cell Analysis Report

Subdivision Ordinance

Transportation Master Plan and Policies: Update

Manual of Practice: Development

Revenue Analysis

Combined Sewers Problem Analysis and Strategy

Development Matrix: Development

City Website: Upgrade

Redistricting/Method of Electing Councilmembers

City of Peoria Major Projects 2011 – 2012

Orange Prairie Road

Washington Street Improvements

TIGER Grant Project (20 blocks, \$13.8 million)