CITY OF PEORIA
PLANNING COMMISSION MEETING
WEDNESDAY, OCTOBER 19, 2011
CITY HALL, 419 FULTON STREET, ROOM 400 – 1:30 PM

AGENDA

1. **CALL TO ORDER**

2. **ROLL CALL**

3. **APPROVAL OF MINUTES –** REGULAR MEETING HELD ON September 21, 2011

4. **CASE NO. CPC 11-J**

   PUBLIC HEARING on the request to amend the Official Comprehensive Plan for the City of Peoria. The proposed Amendment will align the City Council Strategic Goals, adopted by the City Council on September 27, 2011, with the Official Comprehensive Plan adopted by the City Council on April 12, 2011.

5. **COMPREHENSIVE PLAN –** Continued discussion regarding the existing Subdivision Ordinance and a LEED-ND system.

6. **CITIZENS' OPPORTUNITY TO ADDRESS THE COMMISSION**

7. **ADJOURNMENT**

Inquiries: Jim Martin (309) 494-8614 or jmartin@ci.peoria.il.us

: OFFICIAL PROCEEDINGS :

: OF THE CITY OF PEORIA, ILLINOIS :

A regularly scheduled Planning Commission Meeting was held on September 21, 2011, at approximately 1:32 p.m., City Hall, Council Chambers, 419 Fulton Street, Peoria, Illinois, with Chairperson Davis presiding.

ROLL CALL

The following Planning Commissioners were present: Chairperson Davis and Commissioners Anderson; Breede; Heard; Lawrence; Miller; and Richey – 7. Absent: Lawless – 1.

City Staff Present: Susan Schlupp, Josh Naven, and Polly Stainback

MINUTES

Motion:

After pointing out a typo, Commissioner Anderson motioned for approval of the minutes of the regularly scheduled Planning Commission Meeting held on August 17, 2011, as amended; seconded by Commissioner Lawrence.

Approved unanimously by viva voce vote 7 to 0.

CPC 11-F PUBLIC HEARING on the request of the City of Peoria for approval of an Enterprise Zone expansion for Springdale Cemetery.

Ms. Stainback administered the swearing-in for testimonies.

Chairperson Davis read Case No. CPC 11-F into the record.

Josh Naven, Senior Urban Planner, City of Peoria, Planning and Growth Management Department, indicated that Susan Schlupp of the Economic Development Department would explain the proposed expansion of the Enterprise Zone. He displayed the overall map of the subject property proposed to be expanded into this Enterprise Zone, as well as the GIS aerial map.

Susan Schlupp, Senior Development Specialist, City of Peoria, Economic Development Department, explained the City of Peoria is seeking an Enterprise Zone expansion for a 223-acre Springdale Cemetery parcel, located at Prospect and Forrest Hill. The primary purpose of the expansion is to create a DZO (Designated Zone Organization) project for Springdale Cemetery. She pointed out that since Springdale Cemetery is a not-for-profit, it is not eligible for the sales tax exemption; and being owned by the City, it would not be eligible for property tax abatement.

Responding to Commissioners' questions, Ms. Schlupp commented as follows:

- A qualified corporation making a contribution to a DZO project is eligible for a double state income tax deduction.
- DZO is an incentive provided through the Enterprise Zone for not-for-profit organizations.
- In addition to City Council's approval, the Enterprise Zone application, as well as the DZO application, will have to be approved by the Department of Commerce and Economic Opportunity (DCEO).
- The Enterprise Zone currently has 8 square miles. The City is allowed a total of 12 square miles for the Enterprise Zone. If approved, this expansion will add 223 acres.
- Contributions have to be made to the City of Peoria DZO, the fiscal agent for the DZO; then the City submits an application to DCEO for review and approval. Contributions are received by the City and kept in a special account for Springdale. Springdale will submit eligible expenses to the City for payment.
- Currently, the only DZO project is the Museum. The first DZO project was the Riverfront, which had substantial donations.
- The City has provided Springdale with interns from Bradley University to assist with a marketing campaign for the DZO in an effort to increase potential contributions.
- The City is the owner of the Springfield Cemetery land.
- The DZO can accept cash or in-kind contributions, e.g., if someone wanted to donate putting up a fence or donate infrastructure improvements.

Allen H. Andrews, a member of the Springdale Cemetery Management Authority, spoke in support of the Enterprise Zone expansion. He explained that the City of Peoria took ownership of Springdale Cemetery after the Springdale Historic Preservation Foundation paid off the mortgage and some liens, so the City took it over debt free. He stated that he is also a member of the Foundation Board. The Authority discussed this process at its meeting yesterday, and he was asked to attend today's meeting. Its members unanimously endorsed the proposal.

During further discussion and response to Commissioners' questions, Mr. Andrews spoke as follows:

- The City, County, Peoria Park District, and the Springdale Historic Preservation Foundation, under the State's Intergovernmental Agreement Act, joined together to create the Springdale Cemetery Management Authority.
    - The City owns the cemetery land, and the Authority was created to operate the property.
- Annual donations vary from $500 to $10,000 in cash, but they have received hundreds of thousands of dollars of in-kind contributions; e.g., practically all of the major operating equipment has been donated.
- There has been 50 years of zero capital reinvestment in the cemetery, and the deteriorating condition of the roads is of primary concern.
    - The trust funds required by law to be established are not there, having been misappropriated by the last private owner of the property.

    - The Operating Budget is burdened by trying to maintain 223 acres with 160 acres of burial land, and 70,000 estimated graves, without any of the income that the trust funds were designed to pay. So, there is a huge need to repair and maintain great portions of the cemetery, reset monuments, and maintain the grounds.
- This expansion would be a tremendous incentive to businesses during these hard times to make in-kind contributions, which would significantly benefit the City and the Authority in carrying out its responsibilities.
- Springdale Cemetery receives revenue from usual cemetery services; but the City, County, and the Park District make up any operating deficit through their budget appropriation process.
- Over the last 10 years, the Foundation has contributed over a million dollars received from sources donated by private citizens.

Ms. Schlupp again addressed Commissioners' questions as follows:

- Businesses must be incorporated to be eligible to make contributions.
- Regarding in-kind contributions: A value is placed on the donation, and documentation of the contribution is submitted to DCEO for approval. Ultimately, the Department of Revenue will be the determining entity for the donation. Should the Department of Revenue have questions regarding the donation, they will notify the City and donor.

Again responding to Commissioners' questions, Mr. Andrews spoke as follows:

- The Authority is trying to adhere to the original establishment of the cemetery when it was established in 1854, which was the public park for the City. The Authority tries to make the Cemetery a place which can be part of community life, such as for runners, picnics and all kinds of things.
- Springfield Cemetery will probably survive to the extent it is part of the community life and has volunteers.
- Springfield Cemetery is unique in terms of challenges versus other cemeteries because:
    - It was created by the Legislature, one of only two such in the State.
    - It consists of 223 acres.
    - The original 20-acre hilltop prairie, located within the property, is basically undamaged.
    - The history of Peoria is exemplified in the monuments of the people who are buried at Springfield Cemetery.
    - It is a museum of the people who established Peoria, and there is nothing quite like it in Peoria and probably never will be.

Chairperson Davis asked about the marketing strategy. Ms. Schlupp explained that a Bradley intern began working with the City on Monday, September 19, and that the intern would be working with Springdale Cemetery to develop a marketing strategy for the Cemetery to include the DZO. Meetings with the intern and Springdale will begin on Monday, September 26, to develop the marketing plan.

Deliberation:

Commissioner Breede stated he was familiar with Springdale Cemetery, and it definitely has some infrastructure issues. He said it is a wonderful place and serves Peoria well.

Motion:

Commissioner Lawrence moved that the Planning Commission approve the proposed expansion of the Enterprise Zone to include Springfield Cemetery; seconded by Commissioner Breede.

The motion was approved unanimously by viva voce vote 7 to 0.

Chairperson Davis stated appreciation for all the efforts of the Foundation.

CITIZENS' OPPORTUNITY TO ADDRESS THE COMMISSION

It was determined there were no citizens who wished to address the Commission.

ADJOURNMENT

Commissioner Miller motioned to adjourn the Regular Planning Commission Meeting; seconded by Commissioner Anderson.

The motion was approved unanimously by viva voce vote 7 to 0.

The Planning Commission Meeting adjourned at approximately 1:55 p.m.

Joshua Naven, Senior Urban Planner
Planning and Growth Management Department

/ps

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TO: City Planning Commission

FROM: Ross Black, Assistant Planning Director

DATE: October 19, 2011

ACTION REQUESTED: **AMEND THE OFFICIAL COMPREHENSIVE PLAN OF THE CITY OF PEORIA IN ORDER TO INCORPORATE THE NEWLY ADOPTED CITY COUNCIL STRATEGIC PLAN GOALS AS OUTLINED**

On September 27, 2011, the City Council adopted a new set of Council Goals for the City of Peoria as an organization. The previous set of Council Goals, adopted on January 23, 2003 were listed in the Comprehensive Plan and incorporated into the Critical Success Factors. With the adoption of new Council Goals, it is appropriate to amend the Comprehensive Plan to represent the confluence between the two documents.

Attachment A summarizes the relationship between the Comprehensive Plan and the Council Goals.

Attachment B is a complete copy of the Council Goals document as adopted on September 27, 2011 with the corresponding request to adopt.

Attachment C is a matrix that indicates which Council Strategic Plan Goals and Actions align with individual Critical Success Factors.

KEY: Comprehensive Plan in green. City Council Strategic Plan in blue.

Comprehensive Plan and City Strategic Plan Confluence

THE TWO VISION/MISSION STATEMENTS ARE ALMOST IDENTICAL IN THEIR PRESCRIPTION FOR A SUCCESSFUL FUTURE FOR PEORIA.

City of Peoria – City Council Vision 2026 (adopted September 27, 2011)

It's our safety and attractiveness, lively downtown/warehouse district, great place for diverse businesses, desirable neighborhoods, growing city, culture of educational achievement, collaboration for community excellence, that makes us unique.

City of Peoria – Comprehensive Plan (adopted April 12, 2011)

We will GROW PEORIA by providing an environment that attracts and retains jobs by focusing on Public Safety, Education, Economic Development, and Infrastructure. We will partner to deliver these services in a creative and sustainable manner.

Both Vision/Mission Statements overlapped

City of Peoria Comprehensive Plan Vision Statement (what we will do)

We will GROW PEORIA (growing city)

City of Peoria Comprehensive Plan Mission Statement (how we will do it)

(We will GROW PEORIA) by providing an environment (safety, attractiveness, lively downtown/warehouse district, desirable neighborhoods, educational achievement) that attracts and retains jobs (diverse businesses)

City of Peoria Comprehensive Plan Focus Statement (what will we focus on)

(We will GROW Peoria by providing an environment that attracts and retains jobs) by focusing on public safety (safety), education (educational achievement), economic development (diverse business), and infrastructure.

We will partner (collaboration) to deliver these services in a creative and sustainable manner.

KEY: Comprehensive Plan in green. City Council Strategic Plan in blue.

THE TWO SETS OF GOALS HAVE SIGNIFICANT OVERLAP, WITH ALL THE "CITY COUNCIL GOALS 2016" CORRESPONDING WITH COMPREHENSIVE PLAN CRITICAL SUCCESS FACTORS.

City of Peoria – City Council Goals 2016

- Smart Population Growth
- Financially Sound City Government
- Grow Businesses
- Responsive, Efficient City Organization
- Lively Downtown/Warehouse District

City of Peoria – Comprehensive Plan Critical Success Factors (What we MUST do right in order to succeed)

- Reduce Crime
- Improve District 150
- Grow Employers & Jobs
- Invest in Our Infrastructure
- Support Sustainability
- Reinvest in Neighborhoods
- Keep Taxes & Fees Competitive
- Have an Efficient Government

Both sets of Goal statements overlapped

- Reduce Crime
- Improve District 150
- Grow Employers & Jobs (Grow Businesses)
- Invest in Our Infrastructure
- Support Sustainability (Smart Population Growth)
- Reinvest in Neighborhoods (Lively Downtown/Warehouse District)
- Keep Taxes & Fees Competitive (Financially Sound City Organization)
- Have an Efficient Government (Responsive, Efficient City Organization)

KEY: Comprehensive Plan in green. City Council Strategic Plan in blue.

THE TWO SETS OF ACTIONS HAVE SIGNIFICANT OVERLAP, AS WOULD BE EXPECTED FROM TWO DOCUMENTS THAT SHARE A COMMON VISION/MISSION.

The Comprehensive Plan, as a Strategic Plan, provides a series of Actions that serve as suggestions more than requirements. The point of the Comprehensive Plan is that its Vision and Mission will be implemented through many separate actions; some contemplated already and some that will only become obvious in the future. However, the individual Actions must tie back to the Vision and Mission.

The City Council Strategic Plan, although containing a strategic Vision and Mission, is more of a tactical level plan with very specific Actions, including specific assignments for those Actions (policy or management).

In summary, there really is no conflict between the two documents at the Action level. If anything, the Actions listed in the City Council Strategic Plan complement and build on the Vision and Mission contained in the Comprehensive Plan.

STRATEGIC PLAN
2011→2016→2026

CITY OF PEORIA

Peoria, Illinois
September 2011

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STRATEGIC PLANNING FOR THE CITY OF PEORIA

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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"

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PEORIA
VISION 2026

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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.

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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

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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

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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

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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

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CITY OF PEORIA PLAN 2011 – 2016

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Goals 2016

Smart Population Growth

Financially Sound City Government

Grow Businesses

Responsive, Efficient City Organization

Lively Downtown/Warehouse District

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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

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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

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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

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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

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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

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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

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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

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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

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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

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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

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POLICY ACTIONS 2011 – 2012

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

MANAGEMENT ACTIONS 2011 – 2012

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

MANAGEMENT IN PROGRESS 2011 – 2012

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

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

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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

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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

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POLICY ACTIONS 2011 – 2012

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

MANAGEMENT ACTIONS 2011 – 2012

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

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

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CITY OF PEORIA
ACTION AGENDA 2011 – 2012

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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

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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

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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

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City of Peoria
Major Projects 2011 – 2012

Orange Prairie Road

Washington Street Improvements

TIGER Grant Project (20 blocks, $13.8 million)

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COMPREHENSIVE PLAN CRITICAL SUCCESS FACTORS

CITY COUNCIL STRATEGIC PLAN GOALS AND ACTIONS

Comprehensive Plan & City Council Strategic Plan Matrix CPC 11-J		Reduce Crime	Improve District 150	Grow Employers & Jobs	Invest in Our Infrastructure	Support Sustainability	Reinvest in Neighborhoods	Keep Taxes & Fees Competitive	Have an Efficient Government
Smart Population Growth		△	△	△	△	△	△	△	△
	Code Enforcement Performance & Direction					◆	◆		
	School Strategy & Action Plan		◆	◆		◆	◆		
	Comprehensive Landlord & Tenant Accountability Strategy	◆					◆		
	Rail Link to Bloomington/Normal Advocacy			◆	◆	◆			
	TIF for East Village Growth Cell			◆	◆	◆	◆		
	Neighborhood Crime Reduction Strategy & Action Plan	◆					◆		
	Community Engagement on Appropriate Behavior	◆					◆		
	Eagle View Plan: Clark Street Repaving Funding			◆	◆				
	Pioneer Parkway Phase I Study & Advocacy for Funding			◆	◆				
	Growth Cell Analysis Report			◆		◆			
	Subdivision Ordinance			◆			◆	◆	◆

COMPREHENSIVE PLAN CRITICAL SUCCESS FACTORS

Comprehensive Plan & City Council Strategic Plan Matrix CPC 11-J		Reduce Crime	Improve District 150	Grow Employers & Jobs	Invest in Our Infrastructure	Support Sustainability	Reinvest in Neighborhoods	Keep Taxes & Fees Competitive	Have an Efficient Government
	Transportation Master Plan			◆	◆	◆	◆		◆
	Manual of Practice: Development				◆	◆	◆		◆
	Pavement Management System: Development				◆	◆	◆		◆
	Orange Prairie Road			◆	◆	◆			
	Neighborhood Problem Analysis, Priority, & Action Plan	◆	◆	◆	◆	◆	◆		
	Drainage Projects Priority & Funding				◆	◆	◆		
	Ameren Substation Beautification Project				◆	◆			
	Athletic Field Upgrade				◆				
	Homeownership Program Expansion					◆	◆		
	Martin Luther King Phase I			◆	◆				
	Policy on the Built Environment				◆	◆	◆		◆
	Complete Streets Project				◆	◆	◆		
	Neighborhood Associations Re-Evaluation & Direction	◆	◆		◆	◆	◆		
	Tree Canopy Plan for Main Street				◆	◆	◆		

COMPREHENSIVE PLAN CRITICAL SUCCESS FACTORS

Comprehensive Plan & City Council Strategic Plan Matrix CPC 11-J		Reduce Crime	Improve District 150	Grow Employers & Jobs	Invest in Our Infrastructure	Support Sustainability	Reinvest in Neighborhoods	Keep Taxes & Fees Competitive	Have an Efficient Government
	Tree Plan & Polices				◆	◆	◆		
	Community Events & Activities Review			◆		◆	◆		
	River Access & Use Assessment & Direction			◆	◆	◆	◆		
	Turf Field Direction				◆				
	Pavement Management Strategy & Funding				◆	◆	◆		
Financially Sound City Government		△		△	△	△	△	△	△
	Shared Services with Peoria County (short term)					◆		◆	◆
	City Services Priority & Plan					◆		◆	◆
	Early Retirement Program					◆		◆	◆
	Financial Policies					◆		◆	◆
	Pension Reform					◆		◆	◆
	Combined Purchasing					◆		◆	◆
	Shared Services with Peoria County (long term): Law Enforcement	◆				◆		◆	◆
	Healthcare Cost Reduction Strategy					◆		◆	◆

COMPREHENSIVE PLAN CRITICAL SUCCESS FACTORS

Comprehensive Plan & City Council Strategic Plan Matrix CPC 11-J		Reduce Crime	Improve District 150	Grow Employers & Jobs	Invest in Our Infrastructure	Support Sustainability	Reinvest in Neighborhoods	Keep Taxes & Fees Competitive	Have an Efficient Government
	Community Investment Plan for Capital & Equipment				◆	◆	◆	◆	◆
	Fee for Service Study & Direction					◆		◆	◆
	Sale of City Services to other Jurisdictions			◆		◆		◆	◆
	Revenue Analysis					◆		◆	◆
	Combined Sewers Problem Analysis & Strategy				◆	◆		◆	◆
	Multi Year Budgeting System Development					◆		◆	◆
	Federal & State Financial Actions: Analysis on City Impact							◆	◆
	Information Technology Outsourcing					◆		◆	◆
	Package Liquor Tax: Direction							◆	
	DUI Processing Fee: Direction							◆	
	Older Sewer Back Up: Analysis & Direction					◆	◆	◆	◆
	Communications Strategy on City Services & Finances								◆
Grow Businesses				△	△	△	△	△	△

COMPREHENSIVE PLAN CRITICAL SUCCESS FACTORS

Comprehensive Plan & City Council Strategic Plan Matrix CPC 11-J		Reduce Crime	Improve District 150	Grow Employers & Jobs	Invest in Our Infrastructure	Support Sustainability	Reinvest in Neighborhoods	Keep Taxes & Fees Competitive	Have an Efficient Government
	City Economic Development Framework			◆	◆	◆	◆	◆	
	Bradley University Strategy: Development			◆		◆	◆		
	Business Forum/Business Assistance			◆			◆	◆	
	State University Strategy: Development			◆			◆		
	Sign Ordinance					◆	◆		◆
	Convention & Visitors Bureau/Civic Center: Performance Assessment & Direction			◆					
	Business Friendly Performance Audit & Actions			◆		◆		◆	◆
	Development Matrix			◆	◆	◆	◆	◆	◆
	Medical Development Strategy			◆		◆			
	Business Retention Program			◆		◆			
	Local Business Preference			◆		◆			
	City Website "Groupon" for City Businesses			◆		◆	◆		◆

COMPREHENSIVE PLAN CRITICAL SUCCESS FACTORS

Comprehensive Plan & City Council Strategic Plan Matrix CPC 11-J		Reduce Crime	Improve District 150	Grow Employers & Jobs	Invest in Our Infrastructure	Support Sustainability	Reinvest in Neighborhoods	Keep Taxes & Fees Competitive	Have an Efficient Government
	Branding the Retail Corridor			◆	◆	◆	◆		
	Ameren Beautification Project				◆	◆			
	County Incubator Program: City Participation			◆		◆	◆		◆
	Workforce Development			◆		◆			◆
	Economic Website			◆		◆			◆
Responsive, Efficient City Organization		△		△	△	△	△	△	△
	Residential Police Officer Program	◆				◆	◆		◆
	Performance Evaluation & Pay for Performance System							◆	◆
	City Structure Reorganization							◆	◆
	Enhanced Customer Service Plan								◆
	City Website: Upgrade								◆
	Redistricting/Method of Electing Councilmembers								◆
	Information Technology Outsourcing							◆	◆
	Citywide Data Bank								◆

COMPREHENSIVE PLAN CRITICAL SUCCESS FACTORS

Comprehensive Plan & City Council Strategic Plan Matrix CPC 11-J		Reduce Crime	Improve District 150	Grow Employers & Jobs	Invest in Our Infrastructure	Support Sustainability	Reinvest in Neighborhoods	Keep Taxes & Fees Competitive	Have an Efficient Government
	One Stop Shop/Sole Contact Point			◆					◆
	City Communications Strategy & Plan								◆
Lively Downtown / Warehouse District				△	△	△	△	△	△
	Hotel Development Project			◆	◆	◆	◆		
	Museum Spin Off Business Strategy			◆	◆	◆	◆		
	Plan for Connectivity				◆	◆			◆
	Residential Development Strategy				◆	◆	◆		
	Warehouse District Spur Private Investment			◆	◆	◆	◆	◆	
	Downtown Parking Master Plan				◆				◆
	Business Association Strategy & Direction			◆		◆		◆	
	Washington Street Improvements				◆	◆	◆		
	TIGER Grant Project				◆	◆	◆		
	Special Service Area				◆	◆	◆	◆	
	Master Developer								◆
	Historic Building Designation			◆		◆	◆	◆	

COMPREHENSIVE PLAN CRITICAL SUCCESS FACTORS

Comprehensive Plan & City Council Strategic Plan Matrix CPC 11-J		Reduce Crime	Improve District 150	Grow Employers & Jobs	Invest in Our Infrastructure	Support Sustainability	Reinvest in Neighborhoods	Keep Taxes & Fees Competitive	Have an Efficient Government
	River Station Tenant Lease			◆	◆	◆	◆		
	Activities & Events Promotion, Coordination, & Marketing			◆		◆	◆		
	Arts Promotion			◆		◆	◆		
	Way Finding & Signage				◆	◆	◆		◆