



# CITY OF PEORIA STRATEGIC PLAN

## CITY OF PEORIA VISION 2026

It's Our  
 Safety And Attractiveness,  
 Lively Downtown/Warehouse District,  
 Great Place for Diverse Businesses,  
 Desirable Neighborhoods,  
 Growing City,  
 Culture of Educational Excellence,  
 Collaboration for Service Excellence,  
 that make us UNIQUE.

## FIVE YEAR GOALS

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

## 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

## 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

## Major Projects 2011-2012

Orange Prairie Extension (\$15 million)  
 Washington Street Improvements  
 (\$12 million)  
 TIGER II Grant Project  
 (20 blocks \$13.8 million)  
 Arterial Street Overlay  
 (\$4 million)

## 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

Adopted by the Peoria City Council, September 27, 2011



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### GOAL: SMART POPULATION GROWTH

#### Policy Agenda

**Action:** Code Enforcement Performance and Direction

**Level:** 1. Top Priority

**Progress:** The Code Enforcement inspector workforce was reduced from 14 to 12 in the 2012 budget, and will be further reduced to 10 as retirements occur. This has necessitated a review and reorganization of territories, services and processes in order to maintain a high level of service. The institution of a citywide garbage toter program this summer should help address neighborhood litter issues. Inspections staff is also reviewing additional vacant property ordinances to identify best practices and modifications to our current ordinances. Recommendations will be presented mid-2012.

**Action:** School Strategy and Action Plan

**Level:** 1. Top Priority

**Progress:** Over the past six months, the City and School District 150 have continued to improve their relationship and lines of communication by instituting a number of formal and informal conversations. Members of the City and District administration meet every other month to discuss issues of common concern. The Mayor and Council have engaged the District on citywide and neighborhood issues, including providing enhanced services on the East Bluff and participating as members of Central High's "School Improvement Council." The City also helped facilitate the relationship between the District and the trades that lead to the reopening of Woodruff High School as an alternative, vocational program and was instrumental in partnering with the District and Bradley to launch the Community Resource Bus. The Mayor also took a lead role in creating the Illinois Urban Mayors Education Caucus.

**Action:** Comprehensive Landlord and Tenant Accountability Strategy

**Level:** 2. High Priority

**Progress:** The City's Inspections Department has created and distributed a model lease and a handbook for tenants and landlords. The registration fee for rental/vacant property was doubled in 2012, but 50% of that price was reduced if landlords attended a training session. Three sessions were held and were attended by over 1,300 property owners and agents.

**Action:** Rail Link to Bloomington/Normal Advocacy

**Level:** 2. High Priority

**Progress:** The Illinois Department of Transportation requested that Amtrak conduct an initial feasibility study of initiating inter-city passenger train service between Chicago and Peoria. When the State of Illinois was successful in obtaining federal stimulus funds for a high speed rail corridor between Chicago and St. Louis, this study was modified to examine how to provide the Peoria area with connectivity to this high speed route, either through rail or bus shuttle. The study was released in September 2011, estimated that a train route would cost more than \$130 million in capital expenses plus \$2.6 million in annual operating expenses for an estimated annual ridership of 75,300 trips. A shuttle bus service would have a significantly smaller capital outlay, \$500,000 in operating expense for an estimated annual ridership of 39,200 trips. In March 2012, the Tri-County Regional Planning Commission will formally request a more detailed



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feasibility study on the feeder shuttle service. There are still questions about whether a connection into the Bloomington Normal area is the most viable alternative for the Peoria area.

**Action:** Sidewalk Policy and Program Direction

**Level:** 3. Moderate Priority

**Progress:** Public Works presented a policy discussion to City Council in October 2011. Staff has been developing a sidewalk inventory to ascertain the scope of the sidewalk program funding shortfalls and needs. Additional policy sessions will be necessary.

**Action:** East Village Growth Cell TIF Plan

**Level:** 3. Moderate Priority

**Progress:** The East Village Growth Cell was organized and the Citizens Advisory Committee volunteered numerous hours of work to create the framework for a residential housing program that will be funded using increment from the TIF. The City and OSF have entered into a redevelopment agreement where OSF will be the master developer for a large portion of property surrounding their campus. Program administration and contracts are under development. Additional work on the residential housing programs will continue in 2012, with the program launch reliant upon funding.

### Management Agenda

**Action:** Neighborhood Crime Reduction Strategy and Action Plan

**Level:** 1. Top Priority

**Progress:** The Police Department is looking to institute a new system of tasking each patrol officer with identifying the most critical needs in their patrol area and developing an action plan to abate. Input will be sought from Neighborhood Associations. The Police Department is in the process of querying the Chiefs of all larger Illinois cities for similar initiatives to serve as a starting point to build our model.

**Action:** Community Engagement on Appropriate Behavior

**Level:** 1. Top Priority

**Progress:** The Police Community Relations Committee has discussed hosting a community forum on appropriate behaviors. Additional work will be undertaken during the second and third quarters of 2012.

**Action:** Eagle View Plan: Clark Street Repaving

**Level:** 3. Moderate Priority

**Progress:** Completed. Clark Street was repaved from Darst Street in the fall with the assistance of Behr.

**Action:** Pioneer Parkway Phase I Study and Advocacy and Funding

**Level:** 3. Moderate Priority

**Progress:** City staff recently submitted a TIGER 2012 grant application for the extension of Pioneer Parkway west from Allen Road to Radnor Road, and east from Orange Prairie Road to Rt. 91.



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### GOAL: FINANCIALLY SOUND CITY GOVERNMENT

#### Policy Agenda

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

**Level:** 1. Top Priority

**Progress:** The County/City Intergovernmental Communications Ad-Hoc Committee was reformulated as the Metropolitan Policy Committee (MPC) and adopted a charter (ratified by both legislative bodies) to govern their work. The MPC created a "Cooperation Strategy Selection Matrix" to assist, when necessary, with choosing between various paths. PASS Forward presented a set of recommendations regarding cooperation opportunities in the areas of Information Systems, Economic Development, and Public Works. Staff delivered a report outlining next steps for implementing and completing these recommendations. Staff currently working to formalize existing "handshake" agreements; create intergovernmental agreements for bridge inspection, joint purchasing of sign materials, and fueling; complete side-by-side inventories of computer hardware and software; explore fiber connectivity; and investigate a broader economic development relationship.

**Action:** City Services Priority and Plan

**Level:** 1. Top Priority

**Progress:** At the request of the Mayor, a small task force reviewed, grouped and prioritized more than 70 City services. The report reviewed the services in light of eight basic criteria: "basic" safety; reliable, well maintained infrastructure; positive economic impact; preservation or enhancement of the quality of life and community attractiveness; the need to be provided by the city, versus other providers; reduction of the city liability or legal exposure; impact on the population; and can the service be provided on a broader, regional scale. Their report was released in May 2011, and was utilized by the City Manager and staff in the budget process.

**Action:** Early Retirement Program: Direction

**Level:** 2. High Priority

**Progress:** The City Council approved the creation of an Early Retirement Incentive for IMRF employees on October 4, 2012. The retirement window extends from November 1, 2011 to November 1, 2012. To date, 49 employees have either retired or submitted their retirement paperwork. The City anticipates more retirements before the end of the window.

**Action:** Financial Policies: Update

**Level:** 2. High Priority

**Progress:** Staff has been working to review existing financial policies and compare them with GFOA best practices and the policies of other local governments. Staff will make a presentation to the City Council and make recommendations for changes by July 31, 2012.



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**Action:** Pension Reform: Policy Direction  
**Level:** 3. Moderate Priority  
**Progress:** The Illinois Municipal League has established public safety pension and PSEBA reform as part of their 2012 "Save Our Cities" agenda. Staff will work with the IML to host a future policy session for the City Council during 2012.

**Action:** Combined Purchasing (City, County, Township, School District)  
**Level:** 3. Moderate Priority  
**Progress:** City and County finance staff are identifying common vendors and opportunities for joint purchasing. City staff is also working on revisions to the Purchasing Ordinance that will be presented to City Council in the second quarter of 2012.

**Action:** Shared Services with Peoria County (long term): Law Enforcement  
**Level:** 3. Moderate Priority  
**Progress:** Police Chief Steve Settingsgaard, Captain Lisa Snow, Sheriff Mike McCoy, County Administrator Lori Curtis Luther and the City Manager attended a Justice Department conference on law enforcement mergers and consolidations in November 2011. The conference featured speakers from many locations across the country, sharing the experiences of their jurisdictions relative to varying forms of metro or county-wide law enforcement initiatives. Continued examination of law enforcement cooperation and consolidation will be pursued during 2012.

**Action:** Employee Compensation and Benefit Policy: Direction  
**Level:** 3. Moderate Priority  
**Progress:** Human Resources staff recently issued a request for proposals to undertake a new classification and compensation study for the City of Peoria. The objective is to have a credible classification and compensation plan that recognizes these changes, ensures positions performing similar work with essentially the same level of complexity, responsibility and knowledge, skill and abilities are classified together; provide salaries commensurate with assigned duties, clearly outlines promotional opportunities and provides recognizable compensation growth, provides justifiable pay differential between individual classes; and maintains currency with relevant labor markets. In addition, the City seeks recommendations on staff alignments, reporting relationships and organizational structure. Eight respondents have submitted proposals and the results will be presented to City Council in April.

### Management Agenda

**Action:** Healthcare Cost Reduction Strategy  
**Level:** 1. Top Priority  
**Progress:** As part of the 2012 budget process, the Labor-Management Health Care Committee worked to reduce the cost of health care. The result included Plan Design changes and moving 99% of post-65 retirees off City Plan to Medicare Advantage Plan. This last change also resulted in elimination of GASB45 implicit subsidy for that group, a reduction of \$48 million in our unfunded actuarial liabilities. Changes will result in \$2,669,000 in operational savings in 2012.



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- Action:** Community Investment Plan for Capital and Equipment: Format/Process Revision
- Level:** 1. Top Priority
- Progress:** The Community Investment Plan (CIP) process was improved for the 2012 budget. Projects that are more traditionally “operating” expenditures or “support to other agencies” were removed from the plan. The CIP was built on the twin themes of maximizing the impact of limited dollars and reinvesting in infrastructure. Programs that helped a very narrow segment of the population (like Special Assessments and Neighborhood Ornamental Repair) were eliminated. A new \$4 million Arterial Street Overlay program was created. The CIP does not rely on any new borrowing in 2012 for general capital fund projects. The format was also slightly changed to make it easier to compare project sheets over a number of CIPs.
- Action:** Fee for Service Study and Direction
- Level:** 1. Top Priority
- Progress:** Finance staff is working to develop a fee study and report for City Council in concert with the development of the 2013 budget. The report will encompass a review of all current fees and schedules and will make recommendations on future fee schedules and structures.
- Action:** Sale of City Services to Other Jurisdictions
- Level:** 3. Moderate Priority
- Progress:** The City created a cost structure for providing fire suppression services to the Village of Peoria Heights. Discussions with the Village continue. The City also continues to work through the Metropolitan Policy Committee to investigate opportunities to provide services to the County (or vice versa) in exchange for fees or trade.



## CITY OF PEORIA STRATEGIC PLAN

### GOAL: GROW BUSINESSES

#### Policy Agenda

**Action:** City Economic Development Framework

**Level:** 1. Top Priority

**Progress:** As part of the City Manager's restructuring recommendations, economic development functions will be folded into a new Community Development Department. Doing so will align Economic Development goals with other development activities such as planning, zoning and building inspections. The City also continues to explore a more formal relationship with Peoria County and the Economic Development Council regarding targeted economic development services, including business retention, revision and management of the revolving loan fund, and management of the Enterprise Zone. The City has been participating with other entities on creating a regional economic development strategy and assigning roles and responsibilities to the various stakeholders. The City has also continued working with State legislators to extend the Enterprise Zone and refine the Rivers Edge Redevelopment Zone.

**Action:** Bradley University Strategy: Development

**Level:** 2. High Priority

**Progress:** With the addition of Main Street Commons, Public Works staff assisted the Bradley University with additional traffic calming measures around the Bradley campus. Further discussions will take place during 2012. The Mayor and President Glasser have discussed establishing a more formal structure for addressing issues and strengthening cooperation between the University and the City.

**Action:** Business Forum/ Business Assistance

**Level:** 2. High Priority

**Progress:** Councilmembers Weaver, Turner and Van Auken began holding monthly "Business Advocacy" meetings to discuss ways the City could assist businesses be successful. The City partnered with the Peoria Area Chamber of Commerce to hold focus groups and conduct a survey of local developers and businesses regarding City processes. A "Business After Hours" is scheduled for July 2012.

**Action:** State University Strategy: Development

**Level:** 2. High Priority

**Progress:** ICC has indicated a desire to move most of their downtown classes to the ICC North campus. City staff and the Mayor have met with ICC to discuss the potential of expanding educational opportunities in downtown Peoria. The University of Illinois at Springfield has had a 30-year presence in Peoria and is interested in expanding their presence in Peoria, if the conditions are right. Staff will continue to work to expand the educational opportunities for Peoria residents to obtain a Bachelor's degree in Peoria during 2012.



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**Action:** Sign Ordinance: Service Level, Staffing, Funding, ROW Signs  
**Level:** 3. Moderate Priority  
**Progress:** Ongoing discussion with local business owners and Chamber of Commerce representatives. An overall policy session on the development process and regulations will occur in late April, early May 2012. Following the policy session, any text amendments and revisions will be presented for approval.

**Action:** Convention and Visitors Bureau/ Civic Center: Performance Assessment and Direction  
**Level:** 3. Moderate Priority  
**Progress:** Recommendations concerning the funding for the PACVB were made as part of the 2012 budget process. City staff prepared a report for the City Council in February concerning the issues surrounding the PACVB and the Civic Center. A working group of the interested parties has been formed to present recommendations back to the City Council in June 2012.

### Management Agenda

**Action:** Business Friendly Performance Audit and Actions  
**Level:** 2. High Priority  
**Progress:** The Peoria Area Chamber of Commerce presented the "Commercial Development Process in the City of Peoria" to the City Council on December 13, 2011. That report was based on two focus groups and a survey of business and developers who had recently done business with the City. The report highlighted the success of the One Stop meetings, but suggested that staff be given more flexibility to make decisions. The recommendations of this effort are being incorporated into the restructuring of the Community Development Department.



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### GOAL: RESPONSIVE, EFFICIENT CITY GOVERNMENT

#### Policy Agenda

**Action:** Residential Police Officer Program: Research, Proposal, Funding  
**Level:** 3. Moderate Priority  
**Progress:** Police administration is reviewing whether grant funding opportunities may be available through the COPS program. Additional research on the program will be accomplished during 2012.

**Action:** Performance Evaluation and Pay for Performance System: Development  
**Level:** 3. Moderate Priority  
**Progress:** The City Manager and Human Resources Director have been researching different performance-based compensation programs. During 2012, a small working group of staff and City Council Members will be established to complete the research and development of a new system for the City.

#### Management Agenda

**Action:** City Structure Reorganization: Completion  
**Level:** 1. Top Priority  
**Progress:** As part of the 2012 budget discussion, the City Manager proposed a restructuring of City government. The restructuring includes combining Planning and Growth Management, Inspections and Economic Development into a new Community Development; utilizing private sector engineering firms to handle most design and construction management activities; creating an Assistant City Manager position; moving the Equal Opportunity Office under Human Resources; and investigating the outsourcing of building inspection activities. The City has begun the selection process for private engineering firms. The entire Public Works Department is now located at the Dries Lane operation facility. The Community Development Department will be relocating to City Hall this summer. Additional technology enhancements, including a new financial system, permitting system and website upgrades, are planned for 2012.

**Action:** Succession Planning and Leadership Development: Direction  
**Level:** 2. High Priority  
**Progress:** The City currently has a number of Department Head and other key management positions being filled on an interim basis. Additionally, a number of retirements have yet to occur. As positions are filled, the Human Resources department will begin to work with department leadership to identify strengths and weaknesses within their staffs, identify critical gaps, and create a plan to address those gaps. HR is also working to develop a leadership and management workshop.



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**Action:** Enhanced Customer Service Plan: Development

**Level:** 2. High Priority

**Progress:** The Customer Service Committee continues to meet on a monthly basis. To improve citizen service at City Hall, the “City Hall Greeter” program was established. The City has partnered with Retired Senior Volunteer Program to recruit and train a group of volunteers to staff the Welcome Desk on the first floor of City Hall. Volunteers welcome visitors to City Hall, provide directions and answer questions. During 2012, staff will benchmark appropriate customer service metrics, meet with existing customer service team to review results, revise customer service standards, and develop an improvement/ communication strategy.



## CITY OF PEORIA STRATEGIC PLAN

### GOAL: LIVELY DOWNTOWN AND WAREHOUSE DISTRICT

#### *Policy Agenda*

**Action:** Hotel Development Project

**Level:** 1. Top Priority

**Progress:** In Fall 2011, the redevelopment agreement between the City and EM Properties was amended. The total commitment of the City was lowered with the pledge of a \$7 million loan and a \$29 million project grant. Though the deadline has been extended to accommodate complicated legal and financial issues, the project is now on schedule to close by mid-April 2012 and open in time for the 2013 IHSA basketball tournament.

**Action:** Museum Spin Off Business Strategy: Development

**Level:** 3. Moderate Priority

**Progress:** The City and CSE Software entered into a redevelopment agreement for two floors of the Maxam Building in 2011, in which parking spaces were bartered for revisions to the City website. Staff will continue to inventory available space within the immediate blocks surrounding the PRM, in order to identify additional opportunities for development as the Museum plans to open in October 2012.

**Action:** Plan for Connectivity: Development

**Level:** 3. Moderate Priority

**Progress:** Public Works staff and Planning staff are developing changes to the overall Transportation Plan as a supplement to the Comprehensive Plan. The Street Plan and Thoroughfare Map, and City and Regional Bike Map will be amended. Revisions will also be made to the ADA Transition plan to incorporate the recommendations. Additional deliverables will be presented in 2012.

**Action:** Residential Development Strategy

**Level:** 3. Moderate Priority

**Progress:** During the first half of 2012, Planning staff will compile and review all existing studies and data related to the residential housing market in the Warehouse District. They will review successful residential conversion projects in other cities similar to Peoria – contact cities for further information. Potential funding sources for residential conversion will be examined. An informational guide with information on financing, code requirements, incentives, etc. for potential developers and property owners will be developed.

**Action:** Warehouse District: Spur Private Investment

**Level:** 3. Moderate Priority

**Progress:** Staff is near completion of a marketing brochure on the Warehouse District. A dedicated website on the Warehouse District has been established. [www.warehousedistrictpeoria.com](http://www.warehousedistrictpeoria.com) Staff is working on targeted planning activities (building use, parking, sustainability). Interested developers have been meeting with City staff and current building owners to identify potential development opportunities.



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### Management Agenda

**Action:** Downtown Parking Master Plan: Development

**Level:** 2. High Priority

**Progress:** Staff has created a draft version of a Parking Master Plan by collecting and consolidating information relating to inventory, usage, contracts, revenues and expenses. The Plan addresses policies, financial sustainability, technology, management and service. A policy session to discuss the plan with Council will be scheduled for late Spring or early Summer.

**Action:** Business Association Strategy and Direction

**Level:** 3. Moderate Priority

**Progress:** City staff has continued to investigate the best practices of communities across the nation that have downtowns similar to Peoria. Tri-County Regional Planning Commission was commissioned to create an implementation plan for the Warehouse District. One key deliverable of that work will be a report on how other "warehouse districts" have built organizational structures to guide and manage development. That report will be available in the 3rd quarter and its findings will serve as a base for potentially creating an association in Peoria.