

STRATEGIC PLAN

2017 → 2022 → 2032

EXECUTIVE SUMMARY

Mayor and City Council



East Peoria, Illinois
May 2017



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East Peoria Vision 2032

**EAST PEORIA 2032 is a
GREAT PLACE FOR FAMILIES ^(A) with
HOMETOWN PRIDE. ^(B)**

**EAST PEORIA 2032 is a
BEAUTIFUL, CLEAN AND SAFE ^(C) **COMMUNITY**
with *MOBILITY OPTIONS.* ^(D)**

**EAST PEORIA 2032 has
RESIDENTIAL GROWTH IN
REVITALIZED/NEW NEIGHBORHOODS, ^(E) a
VIBRANT DOWNTOWN DISTRICT ^(F) and a
STRONG ECONOMY: TOURISM AND RETAIL. ^(G)**

Vision 2032

Guiding Principles

PRINCIPLE A

GREAT PLACE FOR FAMILIES

► Means

1. Reputation and reality of great public schools with outstanding, expanded educational programs
2. Family oriented leisure activities – movie theater, parks, recreational programs, private venues
3. Faith-based institutions supporting families
4. Bike friendly and walkable neighborhoods and community
5. Community for a lifetime
6. Opportunities for parents to be involved with their children
7. Retail and services (i.e. grocery store, drug store, professional service) for residents

PRINCIPLE B

HOMETOWN PRIDE

► Means

1. Residents taking ownership in East Peoria community
2. Community of neighborhoods
3. Residents proud of saying “I am from East Peoria”
4. Strong community events that bring residents together
5. Neighbors knowing and helping neighbors
6. Strong community organizations contributing to the East Peoria community
7. Children desire to stay or return to East Peoria to raise their children

PRINCIPLE C

BEAUTIFUL, CLEAN AND SAFE

► Means

1. Advanced life support services saving the lives of residents
2. Well designed, well maintained roads, streetscapes and public areas
3. Timely response for an emergency call for service
4. Attractive and well maintained entrances and gateways to East Peoria
5. Residents and visitors feeling safe and secure anywhere and anytime in East Peoria – ability to leave garage door open
6. Beautiful, clean river and riverfront
7. Low crime rate
8. Buildings and homes well maintained and meeting the City’s property maintenance codes

PRINCIPLE D

MOBILITY OPTIONS

► Means

1. Trail connectivity
2. Well maintained City streets and sidewalks
3. Increased public transportation options
4. Accommodating bikes – lanes and trails
5. Connecting the “Five Fingers” – ravines and hills (Highway 116, Highway 8, Highway ISO, Springfield, Coal Hollow)
6. “Complete Streets” concept incorporated in road designs and new developments
7. Bikeable, walkable community

PRINCIPLE E

**RESIDENTIAL GROWTH IN
REVITALIZED/NEW NEIGHBORHOODS**

► **Economic Drivers**

1. Quality rental housing through effective registration and inspection programs
2. Preferred place to live in the greater Peoria region
3. Well maintained neighborhood infrastructure
4. Infill development adding value to the neighborhood
5. Homeowners and tenants taking care of their homes
6. Strong neighborhood associations working in partnership with the City
7. Range of neighborhood and housing choices
8. Neighborhoods with community amenities

PRINCIPLE F

VIBRANT DOWNTOWN DISTRICT

► **Means**

1. A major destination for the greater Peoria and central Illinois region
2. Mixed use development: residential and commercial uses
3. Walkable, pedestrian friendly district
4. Multi-reasons for residents to go to the Levee District
5. Community and open green spaces throughout the Levee District
6. Range of retail and entertainment businesses and venues for residents and visitors to enjoy
7. Local retail businesses
8. Levee District Phase 2 developed

PRINCIPLE G

STRONG ECONOMY: TOURISM AND RETAIL

► Means

1. Upgraded EastSide Centre with additional venues and amenities to attract and support sports tournaments
2. Expanded and successful national and local retail businesses
3. Reputation as the major destination for sports tourism in central Illinois
4. More entertainment businesses drawing residents and visitors from the region
5. Expanded and successful major destination quality retailers
6. Expanded tourist activities along the riverfront and on the river with adequate parking
7. Indoor sports facility for major tournaments – basketball, volleyball, indoor soccer, etc.
8. Indoor aquatic center

East Peoria City Government Our Mission

**The mission of East Peoria City Government is to
enhance the quality of life by providing
EXCELLENT MUNICIPAL SERVICES ^(A) *in a
FINANCIALLY RESPONSIBLE,* ^(B)
PROFESSIONAL ^(C) *and
CUSTOMER FOCUSED* ^(D) **MANNER.****

East Peoria City Government Mission Guiding Principles

PRINCIPLE A

EXCELLENT MUNICIPAL SERVICES

► Means

1. Reputation and reality of great public schools with outstanding, expanded educational programs
2. Family oriented leisure activities – movie theater, parks, recreational programs, private venues
3. Faith-based institutions supporting families
4. Bike friendly and walkable neighborhoods and community
5. Community for a lifetime
6. Opportunities for parents to be involved with their children
7. Retail and services (i.e. grocery store, drug store, professional service) for residents

PRINCIPLE B

FINANCIALLY RESPONSIBLE

► **Means**

1. Adequate financial reserves consistent with City policy and nationally recognized standards
2. City services delivered in an efficient, cost effective manner
3. Adequate resources to support defined/prioritized City services and programs
4. Structurally balanced budget
5. Well designed, well maintained City infrastructure, buildings and facilities
6. Responsibly using debt to invest in the City's future
7. Competitive, affordable compensation and benefits for City employees
8. Multi-Year Budgeting

PRINCIPLE C

PROFESSIONAL

► **Means**

1. City managers and employees hired and promoted based upon competence and merit
2. Taking responsibility for your decisions and actions, and be accountable
3. Working as a City team beyond departmental silos
4. Acting in an ethical manner – above question
5. City managers and employees dedicated to serving the East Peoria community
6. City services delivered in a fair, equitable manner
7. Adequate training and development programs for City managers and employees
8. Effective performance appraisal system for City managers and employees

PRINCIPLE D

CUSTOMER FOCUSED

► Means

1. Listening to and understanding the customer
2. Providing a timely response to customer service requests and inquiries
3. Acting in a courteous, polite and respectful manner
4. Balancing customer desires and best for the community
5. Acting in fair, honest manner
6. Providing easy access to City information and services
7. Solving problems in a timely manner
8. Having and demonstrating a positive attitude

East Peoria City Government Core Values

Listening to and understanding the customer

**Providing a timely response to customer service
requests and inquiries**

Acting in a courteous, polite and respectful manner

Balancing customer desires and best for the community

Acting in fair, honest manner

Providing easy access to City information and services

Solving problems in a timely manner

Having and demonstrating a positive attitude

City of East Peoria Goals 2022

**FINANCIALLY SOUND AND RESPONSIBLE
CITY GOVERNMENT**

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**UPGRADE CITY INFRASTRUCTURE
AND FACILITIES**

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PROFESSIONAL CITY ORGANIZATION

=====

GROW AND REDEVELOP THE CITY

=====

EXPANDING LOCAL ECONOMY

GOAL 1

FINANCIALLY SOUND AND RESPONSIBLE CITY GOVERNMENT

► **Objectives**

1. Build financial reserves consistent with City policies and national standards
2. Have adequate resources to support defined City services and service levels
3. Expand revenue options for City government
4. Provide a structurally, balanced budget
5. Deliver City services in an efficient, cost effective manner

► **Short Term Challenges and Opportunities**

1. Increasing cost of City service delivery and projects
2. Actions by the State of Illinois impacting City revenues and services
3. Restrictions on revenue sources
4. Debt and bonding capacity
5. Limited revenue increases short term
6. Balancing short term needs versus investing in the future
7. Pension costs on the rise and increasing contributions
8. Finding additional revenues to offset the decline in riverboat gaming

▶ Actions 2017 – 2018	PRIORITY
<i>Policy Agenda</i>	
1. Financial Reserves Policy: Adoption	Top Priority
2. Financial Plan (Five Years): Development	Top Priority
3. Budget FY 2018/19: Guidelines and Adoption	Top Priority
4. Home Rule: Direction	Top Priority
5. Sales Tax: Direction	Top Priority
6. Financial Controls – Credit Cards/Gas Cards: Refinement	High Priority
<i>Management Actions</i>	
1. Fiscal Policies: Review	Top Priority
2. Purchasing Code: Review/Revision	Top Priority
<i>Management in Progress</i>	
1. Reserve Account: Established	
2. Cash Reserves Plan	

GOAL 2

**UPGRADE CITY INFRASTRUCTURE
AND FACILITIES**

► **Objectives**

1. Have well designed, well built and well maintained wastewater collection and treatment system
2. Develop an ongoing capital improvement program with funding mechanism
3. Evaluate the condition of City infrastructure and develop master plans to guide future investments
4. Provide quality solid waste and recycling programs including disposal
5. Have well designed, well built and well maintained City buildings
6. Have Streets: 70% at 6 Rating

► **Short Term Challenges and Opportunities**

1. Limited funding options
2. Aging City facilities and infrastructure
3. Developing effective capital planning systems
4. Funding for vehicles and equipment
5. Increased competition and outdated equipment at Fitness Center
6. Funding for future infrastructure: new and future maintenance
7. Understanding the condition and maintenance needs of infrastructure
8. Increasing costs of capital projects

► **Actions 2017 – 2018**

PRIORITY

Policy Agenda

1. Comprehensive Capital Improvement Plan/Program with Funding Mechanism: Development
2. City Facilities and Infrastructure Condition Assessment: Study Funding
3. Vehicle/Equipment Replacement Plan: Development and Funding

Top Priority

High Priority

High Priority

Management in Progress

1. Route Smart Software: Implementation
2. Field Light Upgrades: Research, Budget Decision
FY 18 – 19

Major Projects

1. Well 8 Variable Frequency Motor Drive to Slow Motor/Pumping System
2. North Main Water Treatment Plant Roof Replacement
3. Riverfront Park Lighting Upgrade
4. Camp Street Trail Extension (Spinder and Clock Tower)
5. ESDA Sirens: Installation (1)
6. Street Maintenance Projects (\$340,000)
7. Wastewater Treatment Facilities Upgrades:
 - a) Design Engineering with EPA
 - b) Bid Construction
8. Sewer Camera Replacement: Budget Decision (\$250,000 – \$275,000)
9. Well 12 Pre-Chlorination
10. Wastewater Plant Building #1: Headworks

GOAL 3

PROFESSIONAL CITY ORGANIZATION

► Objectives

1. Hire/promote employees based upon competence and merit
2. Have customer focused City services
3. Have effective training and development programs
4. Develop a City organization culture that promotes creativity and innovation
5. Have the City organization working as a team, minimizing department silos
6. Have City managers and employees committed to serving the East Peoria community

► Short Term Challenges and Opportunities

1. Funding for training and development programs
2. Performance accountability for decisions and actions
3. Developing human resource system
4. Trend toward distrust of City government and employees
5. Employee expectations for compensation without regard to City affordability
6. Rising pension and healthcare costs for City managers and employees
7. Transition within City with many new employees

► Actions 2017 – 2018

PRIORITY

Policy Agenda

1. City Website: Upgrade
2. Overtime: Evaluation Report

Top Priority

High Priority

Management Agenda

1. Strategic Plan: Development and Ongoing Process
2. Agenda Management Software: Funding

Top Priority

High Priority

► **Actions 2017 – 2018** (*Continued*)

Major Projects

1. Computer Replacement
2. Liquor License Improvements
3. Network Capacity: Upgrade (New Switch)
4. Clerk Office Cross Training
5. Laserfiche Training
6. Supervisory Training on Human Resource Topics and City Code Provisions
7. Fire Service Vehicle Operator Class
8. Advanced Firefighter Certification
9. Internet Phone Lines: Migration
10. Police Performance Evaluation System: Middle Management
11. HR Module
 - a) Payroll Code
 - b) Training and Certifications
12. City Records Scanning: Budget Decision (\$20,000)
13. Computers for Training: Budget Decision (\$6,000)
14. Job Applications Online: Budget Decision
15. Phone System: Replacement (Budget Decision)
16. SCADA: City Network to Water and Sewer (Budget Decision)
17. Enterprise Class Networked Storage and Data Backup (Budget Decision)
18. Document Destroying: Approval by State Archives Office
19. City Clerk: “Certified Municipal Clerk” (CMC Status)
20. Vehicle Machinery Operations Class
21. Acting Lieutenant Mentor Program
22. Fire Apparatus Engineer: State Certification
23. GIS Information: Public Works
24. Police Body Camera: Implementation
25. Laserfiche Personnel Files: Staffing
26. Juniper Standardized Network Routing

GOAL 4	GROW AND REDEVELOP THE CITY
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- **Objectives**
1. Upgrade neighborhood infrastructure
 2. Develop new residential neighborhoods
 3. Develop mixed use development in Downtown District/Downtown Riverfront
 4. Expand leisure and recreational amenities for residents
 5. Increase in City population

- **Short Term Challenges and Opportunities**
1. Aging City infrastructure with deferred maintenance
 2. Attracting young families to East Peoria
 3. Building community spirit and pride
 4. Taking advantage of quality schools and educational programs
 5. Aging neighborhoods and housing stock
 6. Opportunities for mixed use development in Downtown District

► Actions 2017 – 2018	PRIORITY
<i>Policy Agenda</i>	
1. Rental Property Registration and Inspection Program: Development	High Priority
<i>Management Agenda</i>	
1. Richland Neighborhood Revitalization Initiative: Implementation	High Priority
<i>Management In Projects</i>	
1. Public Lighting Conversion: LED – Levee District; Grant Funding	
2. East Peoria Housing Authority: New Assets (Board: Policy)	
<i>Major Projects</i>	
1. Parkway Beautification Project	
2. Kaitlyn/Sunnybrook Landslide Hazard Mitigation Project	

GOAL 5

EXPANDING LOCAL ECONOMY

► Objectives

1. Expand sports tourism – sports, tournaments and participants
2. Upgrade EastSide Centre facilities and venues
3. Expand high technology/medical businesses and job opportunity
4. Retain/expand Par-a-dice Casino
5. Retain/increase manufacturing in East Peoria

► Short Term Challenges and Opportunities

1. Funding for facilities upgrade and new
2. Aging EastSide Centre facility and venues
3. Uncertain future of gaming facilities with increased competition and video gaming
4. Having a state-of-the-art, flexible indoor sport facility
5. Marketing East Peoria for sports tourism
6. Upgrading EastSide Centre (Parking Lots, Roads, Fields, Lighting)

► Actions 2017 – 2018

PRIORITY

Policy Agenda

1. EastSide Centre Long Term Enhancement Plan: Development
2. Retention Program: Caterpillar and other Manufacturing

High Priority

High Priority

Management in Progress

1. New Events/Tournaments for 2018
2. Festival of Lights 2017

Major Projects

1. East Side Gym LED Conversion
2. East Side Entrance Sign
3. East Side Irrigation System: Upgrade (Budget Decision)

City of East Peoria Policy Agenda 2017 – 2018 Targets for Action

TOP PRIORITY

Financial Reserves Policy: Adoption
Financial Plan (Five Years): Development
Budget FY 18/19: Guidelines and Adoption
Home Rule: Direction
City Website: Upgrade
Sales Tax: Direction
**Comprehensive Capital Improvement Plan/Program with
Funding Mechanism: Development**

HIGH PRIORITY

**City Facilities and Infrastructure Condition Assessment:
Study Funding**
Rental Property Registration and Inspection Program: Development
EastSide Centre Long Term Enhancement Plan: Development
Financial Controls – Credit Cards/Gas Cards: Refinement
Vehicle/Equipment Replacement Plan: Development and Funding
Overtime: Evaluation Report
Retention Program: Caterpillar and Other Manufacturing

OTHER PRIORITIES

Human Resources Function: Upgrade

City Communications Plan: Development and Funding

EastSide Short Term Maintenance Projects: Funding

Center Street Development

Comprehensive Plan: Update

Sculpture Walk: Development

Trees Replacement and City Properties Cleaning: Funding

New Residential Development Strategy Northeast Approval

Business Registration Plan/Program: Development

City of East Peoria Management Agenda 2017 – 2018 Targets for Action

TOP PRIORITY

Fiscal Policies: Review
Sundale Sewer System: Acquisition
Cardiac Monitoring Replacement
Strategic Plan: Development and Ongoing Process
Purchasing Code: Review/Revision

HIGH PRIORITY

Richland Neighborhood Revitalization Initiative: Implementation
Agenda Management Software: Funding,
Centennial Water Treatment Plant Facility Disinfection
System: Direction
Roundabout Project: Direction
Consolidated 9-1-1 Dispatch: Implementation
Sidewalk Study: Funding

OTHER PRIORITIES

Police Collective Bargaining and Contract: Completion

City Code Update: Labor, Uber/Lyft Services

Pedestrian Spine Irrigation: Funding

Washington Street Road Diet: Direction

City of East Peoria

Management in Progress 2017 – 2018

1. Reserve Account: Established
2. Cash Reserves Plan
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4. Field Light Upgrades: Research, Budget Decision FY 18 – 19
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25. Acting Lieutenant Mentor Program
26. Fire Apparatus Engineer: State Certification
27. GIS Information: Public Works
28. Police Body Camera: Implementation

29. Laserfiche Personnel Files: Staffing
30. Juniper Standardized Network Routing
31. Public Lighting Conversion: LED – Levee District; Grant Funding
32. East Peoria Housing Authority: New Assets (Board: Policy)
33. New Events/Tournaments for 2018
34. Festival of Lights 2017

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