



IGFOA ANNUAL CONFERENCE

Moving into the Future with Purpose

Springfield, Illinois
September 9-11, 2024

Incorporating Your Strategic Plan Into Your Budget

September 9, 2024

Presenters:

- Dr. Beverly Bunch, Professor, School of Public Management and Policy, University of Illinois Springfield
- Kimberly Richardson, Assistant City Manager, City of Peoria
- Kyle Cratty, Finance Director, City of Peoria

Moderators:

- Julie Zolghadr, Retired Budget Division Manager, City of Springfield
- Molly Talkington, Finance Director, City of Rolling Meadows

Outline

- Overview of Strategic Planning
- Why Strategic Planning is Important
- Components of Strategic Planning
- Examples
- Opportunities and Challenges

What is Strategic Planning?

A process to (1) identify priorities and goals and (2) develop strategies for achieving those goals.

It is a rolling process that involves reviewing and updating goals as needed, monitoring results, and making adjustments to achieve continual progress.

What is Strategic Planning?

Major Components

1. Assess opportunities and challenges in the community
2. Identify priorities and goals
3. Analyze potential strategies for achieving those goals
4. Select which strategy or strategies to pursue
5. Include funding for those strategies in the budget
6. Monitor performance toward achieving the goals
7. Update and make revisions as needed

SURVEY QUESTION

Which statement most closely describes your community in regard to integrating strategic planning with budgeting?

- A. We fully integrate strategic planning with budgeting
- B. We have some components of strategic planning within our budget, e.g., performance measures
- C. We have discussed the need for this but have not taken any significant action.
- D. We have not had any significant discussions about this.

ChatGPT Rendering

Prompt: I would like a picture that shows strategic planning for a municipal government



- “diverse city officials gathered around a table”
- “discussing a map of the city”
- “charts and graphs” showing “budget allocation, infrastructure development, and community services”

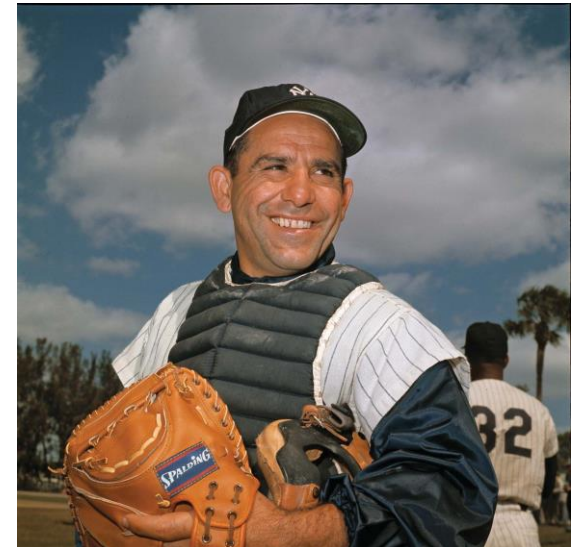
ChatGPT,
August 24, 2024.

Questions About the Picture

- What's good about the picture?
- What's missing in the picture?

Why Strategic Planning is Important

- Focus on results that matter to the community
- Build rapport and trust with the community
- Adapt to changes
- Align department activities with broader goals
- Engage and communicate with residents and employees



<https://www.britannica.com/biography/Yogi-Berra>

Lincoln, Nebraska Experience

Problems

- Deficits
- Flat property tax revenues
- Lack of public trust

New Administration

- Needed to cut the budget



<https://www.telegraphindia.com/opinion/loss-of-public-trust-in-governments->

Hoppe, R. (2014, June). Building public confidence in Lincoln, Nebraska. *Government Finance Review*, 30(3), 18-24.

Lincoln's Approach to Restoring Trust

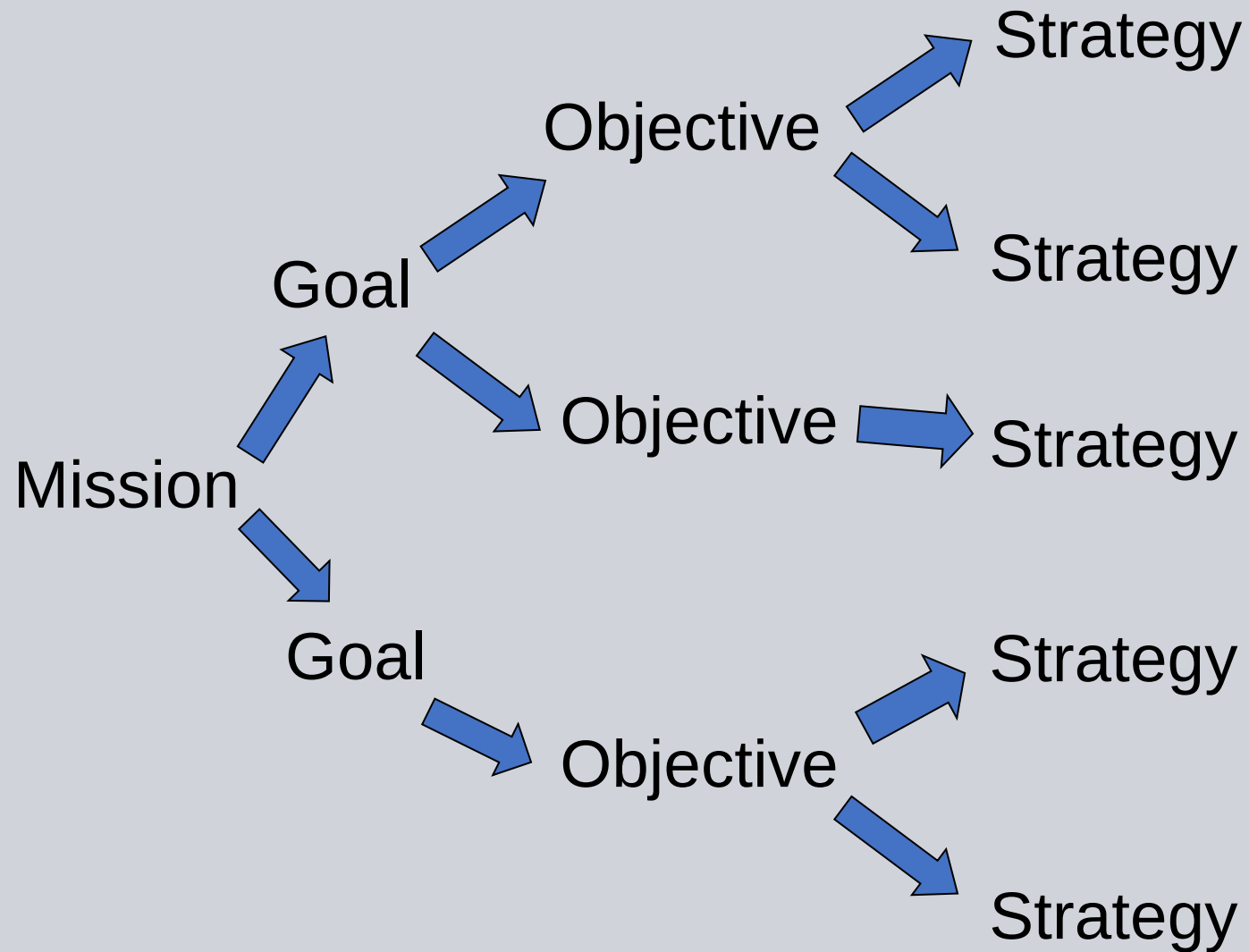
- Engaged community in development of priority outcomes
- Assessed the importance of each city program relative to the priority outcomes
- Surveyed residents – forced choices between budget options
- Used results to identify budget cuts
- Identification of priorities and public engagement helped the community understand the need for budget reductions

Lincoln Outcomes

1. Safety and security
2. Economic development
3. Livable neighborhoods
4. Healthy and productive people
5. Environmental quality
6. Effective transportation
7. Accountable government
8. “Identify Lincoln” (those things that make the city what it is)

Strategic Planning Components

- Mission
 - Purpose – the role of the government in the community
- Goals
 - Broad statements of what the government is trying to achieve
- Objectives
 - Measurable targets for results that can be used to assess progress toward achieving goals
- Strategies
 - Means for achieving goals (e.g., programs, services, actions)



Example

- Mission: to promote a safe and vibrant community with core services that meet the needs of our residents
- Goal: to decrease youth violence
- Objective: to decrease the number of serious crimes committed by individuals younger than 18
- Strategies: mentoring, teen activities, partnerships with the schools

Identifying Goals – priorities for the community

- Environmental Scan, e.g., Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis
- Stakeholder Engagement
 - Residents and businesses
 - Elected officials
 - Government directors and employees
 - Others
- Stakeholder Involvement
 - Surveys
 - Public meetings
 - Social media
 - Other



SURVEY QUESTION

Which types of mechanisms does your community use to engage stakeholders?
(check all that apply)

- A. Surveys
- B. Public Meetings
- C. Social Media
- D. Citizens Advisory Groups in Particular Areas

Evidence-Based Decision Making

- Select strategies based on evidence regarding what works and what does not work
- Examples of Databases
 - State Agencies
 - Department of Justice
 - University of Pennsylvania Results First
- Seek assistance
 - Universities
 - Others

Pursue Goals

- Identify strategies
 - Analyze effectiveness of existing programs or services
 - Explore possibility of revised or new programs or services
 - Consider allowing external organizations to participate
- Include funding in the budget for the strategies
- Develop, monitor, and assess key performance indicators

Performance Measures

- Outcomes -- results
- Outputs – workload measures
- Effectiveness Measures – how well performed activities
- Efficiency Measures -- inputs relative to outputs

GFOA Distinguished Budget Awards Criteria – Related Criteria*

#P1. Organization-Wide Strategic Goals and Strategies (mandatory)

#O5. Departmental/Program Goals and Objectives

#O6 Performance Measures

* Based on criteria for budgets that begin the fiscal year
January 1, 2025 or later

<https://www.gfoa.org/budget-award-application-information>

https://gfoaorg.cdn.prismic.io/gfoaorg/Zr-AukaFOTcGJAXL_BudgetCriteriaGuideForm.pdf

Examples of Strategic Planning

<https://evidence2impact.psu.edu/results-first-resources/clearing-house-database/?filter-categories=3&filter-setting=&filter-rating=&filter-clearinghouse=>

St. Charles, IL

Strategic Priorities

1. Balanced and thoughtful development
2. Community engagement
3. Organizational resiliency
4. Financial wellness



Source: St. Charles, IL. *Strategic Plan 2023-2027*,
<https://www.stcharlesil.gov/projects/strategic-plan>

St. Charles, IL

Community Engagement Goal

“Improve the community’s experiences with the city through engaging methods of communication to enhance accessibility, increase awareness, and encourage discussion

Example of Goals

- Modernize digital presence
- Employ digital tools
- Strengthen relationships with community organizations and neighborhoods

St. Charles, IL

Community Engagement Goal

Examples of Outcome Objectives

- Launch new city website by end of 2023
- Increase number of followers and engagement on social media
- Develop portal to pay utility bills by end of 2023



St. Charles, IL

Organizational Resiliency Goal

“St. Charles will commit necessary resources to improve infrastructure and meet public service expectations, so St. Charles continues to be a desirable community for people and business.”

Example of Goals

- Develop a workforce strategy that focuses on retention, recruitment, and professional development
- Implement technology to improve internal and external operations and efficiency
- Evaluate water quality

St. Charles, IL

Organizational Resiliency Goal

Examples of Outcome Objectives

- Develop a strategic technology plan by the end of 2024
- Conduct water quality study and present to council by end of 2025



Strategic Planning Process in Northfield, MN

- Surveys (community, board and commission members, city staff)
- SWOT Analysis
- City Council: Adopted strategic priorities; identified desired outcomes; set performance targets; confirmed vision, mission, and value
- Senior Management Team: prepared draft of strategic initiatives which were considered and finalized by city council
- Developed action plans

City of Northfield, MN

2021-2024 Strategic Plan

SIX STRATEGIC PRIORITIES

1. Economic Vitality
2. Housing Availability
3. Quality Facilities
4. Diversity, Equity and Inclusion
5. Service Excellence
6. Climate Action



City of Northfield, MN, *Strategic Plan 2021-2024*.

<https://www.northfieldmn.gov/1148/City-Strategic-Plan#:~:text=>

[The%20plan%20consists%20of%20six,the%20results%20will%20be%20measured.](https://www.northfieldmn.gov/1148/City-Strategic-Plan#:~:text=The%20plan%20consists%20of%20six,the%20results%20will%20be%20measured.)

Northfield, MN, *Strategic Plan 2021-2024*.

<https://www.northfieldmn.gov/1148/City-Strategic-Plan>

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Northfield, MN

Economic Vitality Goal

Strategies

- Economic development stabilization, recovery, and growth strategy
- Infill and redevelopment strategies
- Tourism recovery strategy
- Riverfront enhancement plan

Examples of Outcome Indicators

- Increase in commercial/industrial permit value (target \$50 million by 2024)
- # new business starts ups
- Increase in sales tax revenue (target 10% 2021-2024)



CITY of CHARLOTTE

Strategic Progress Tracker

Measuring Success, Together

<https://www.charlottenc.gov/City-Government/Strategic-Progress-Tracker>

The City of Charlotte launched a Strategic Progress Tracker to measure progress on key priorities established during City Council's 2024 Annual Strategy Meeting. This innovative tool will enhance accountability and visibility in the city's efforts to achieve its goals.

The tracker will be updated bi-annually and monitor progress across five strategic priority areas:

1. Great Neighborhoods.
2. Safe Communities.
3. Transportation and Planning.
4. Well-Managed Government.
5. Workforce and Business Development.

SURVEY QUESTION

What would likely be the biggest obstacle your community would face if it tried to integrate strategic planning with budgeting?

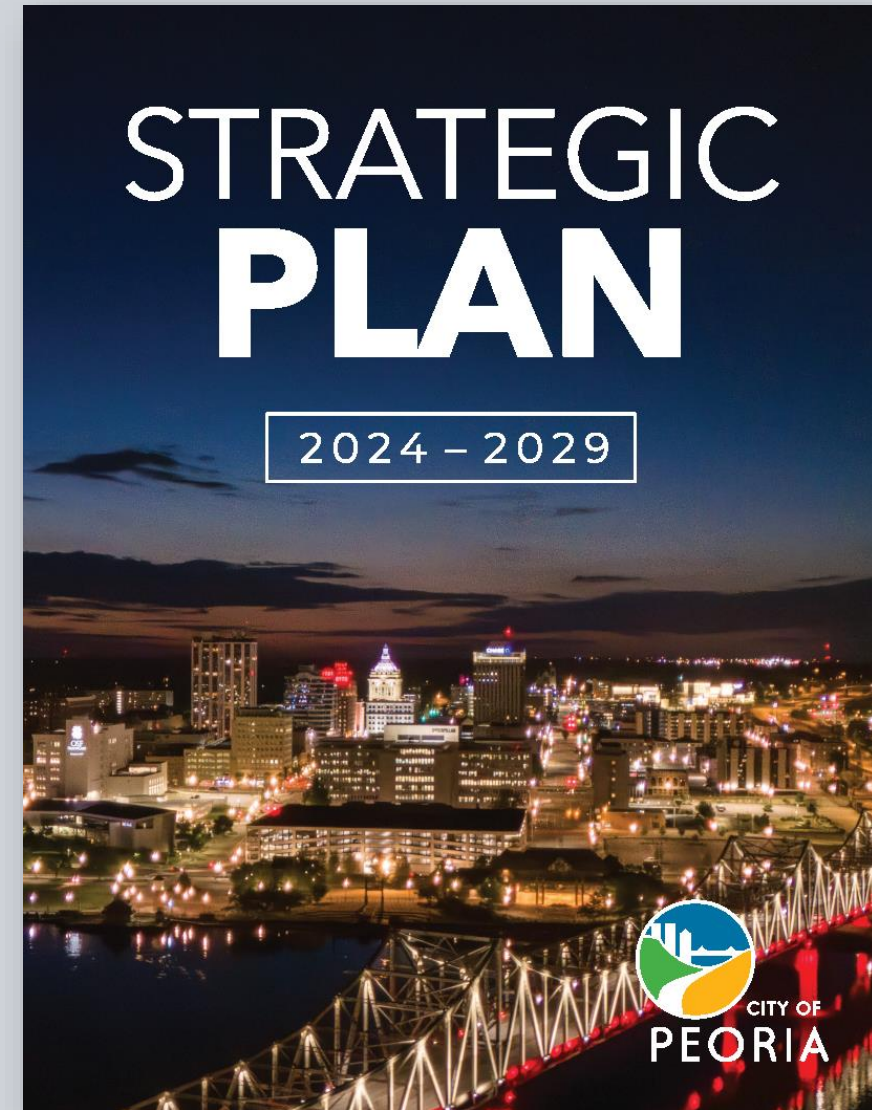
- A. We are satisfied with our existing budgeting system.
- B. Lack of staff time
- C. Insufficient knowledge about how to do this
- D. Our residents do not want to be engaged with the budget (except when a tax increase is proposed)

Conclusion: Strategic Planning Tips and Guidance

- It's an evolving process – you don't have to get it perfect
- Recognize that it is a rolling process – update priorities and strategies as needed
- Need buy-in and visible support from top leadership
- Stakeholder engagement is key
- Important to monitor results and use data to make improvements

City of Peoria, IL

Operationalizing a Strategic Plan



Previous Strategic Plans

 City of Peoria: Strategic Plan	
VISION 2032 PEORIA 2032 is a SAFE, BEAUTIFUL and GROWING CITY.	GOALS 2022 FINANCIALLY SOUND CITY SAFE PEORIA BEAUTIFUL PEORIA GROW PEORIA
POLICY AGENDA 2017 – 2018 Top Priority Balanced Budget Strategy Combined Sewer Overflow/Stormwater Utility Road Maintenance Plan and Funding City Economic Development Community – Police Relations Vacant Lots/Homes/Buildings Strategy Medical/Healthcare Expansion Strategy Business Corridors Development Plans High Priority Residential Police Officer Program Riverfront Beautification and Clean Up Strategy Community Cameras Program Effective Code Compliance System Financial Plan (5-10 years)/Financial Reserves Policy Development Design Standards and Review Process Fire Revenue Analysis Entertainment Business Development Strategy Downtown Streetscape Plan Moderate Priority “Uptown” District/Brandywine Area Improvement Police and Fire Pension Reform and Funding PHA Relocation of Tenants LISC Project: East Bluff, Southside Homeless Assistance Program Opioids Strategy Community Beautification Plan Tourism Development Strategy “Chase Bank” Building Development	MANAGEMENT AGENDA 2017 – 2018 Top Priority Fire Resources Allocation Study and Direction City Facility Assessment and Plan Garbage Contract Riverfront Village Park Plan Pere Marquette Marriott: Direction Business Outreach/Retention Strategy and Actions High Priority Rental Registration and Inspection Program Fair Housing Public Work’s Peoria Corps Initiative “Advanced” Life Support Pilot Program Neighborhood Wellness Plan City Owned 1318 SW Adams: RFP for Development Moderate Priority New Sign Ordinance Rock Island Trail Development Electronic Waste Disposal Social Services Clean Sidewalks Public Access Channel: Franchise Agreement

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MANAGEMENT IN PROGRESS 2017 – 2018	
Fire Silent Dispatch Project Healthcare Consultant: RFP Innovation Team Work Plan: Update Report Deferred Compensation: RFP Crisis Incidents Communication Plans FMLA Training for Managers Police Software Module: Nuisance, Target Offender, Alarm Billing, Personnel Management Healthcare Cost Containment: Council Report Travel Policy: Update (Pilot Program) Police Department National Accreditation Police Body Cameras iSeries Computer System: Decommission What Works Cities Certification Assessment Mayor’s Summer Youth Employment Program Communications: Staff Directory, Marketing Program Emergency Medical Dispatch Software: Upgrade Liability Insurance Products/Services: RFP Parking Ticket Software/Hardware Replacement Security Measures for City Employees	Fiber, Lighting and Traffic Signal Wiring Asset Mapping 9-1-1 Telephone Equipment Upgrade Electronic Scheduling for ECC Staff Dispatch Consoles: Upgrade Employee Assistance Program (EAP) Services: RFP Collective Bargaining and Contract: AFSCME, Crafts and Trades Fire Department National Accreditation “Don’t Shoot” Program: Update Report Target Offender Module Police Explorer Program Traffic Hot Spot Enforcement Initiative School Speed Zoning Enforcement Project Property Owner Notification Value per Acre Land Use Model: Completion Development Process Mapping/New Guide: Brochures (5) Growth Cell Report: Update ED Marketing Plan Revolving Loan Fund: Projects (3) Census 2020: Ramp Up
MAJOR PROJECTS 2017 – 2018	
Fire Station Alerting System: Completion Traffic Camera Monitoring System Assessment Report Fiber Optics to Tower Sites: Grandview Drive and EMA at Kickapoo Fire Station 4: Tuck Pointing, Bathroom Remodel Police Headquarters Boiler Replacement Traffic Pre-Emption System for Fire: 10 – 12 Intersections Wisconsin Corridor Streetscape Improvements Ash Tree Removal	Alta/Radnor Road Intersection Project North University Street Project Northmoor Road Project (Allen Road to University Street) Harvard Avenue Phase 2 Project MacArthur Highway Bridge Replacement Western Avenue Project Storm Sewer Maintenance and Repairs Project Pavement Preservation Project

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Good Government for All

Strategic outcome: Develop effective and efficient city government focused on equitable results, while retaining a high-quality workforce.

Strategies for the Good Government for All outcome focuses on improving the experience of all community members when interfacing with government through increasing efficiencies and innovation. Strong investments in employees, infrastructure, facilities and technology will support the desired outcomes. Success will be measured by the development of a more inclusive, better performing and more strategic organization that builds trust with everyone in our community.

Challenges we face:

- How might we become an employer of choice with priority emphasis on attracting and retaining employees?
- How might we become an employer of choice with priority emphasis on attracting and retaining employees in positions of leadership?
- How might the city support departments and show their value to their citizens, council, city manager and city staff?
- How might we utilize limited resources efficiently and effectively to make the greatest impact?
- How might we foster a culture of continuous improvement and efficiency while improving our ability to serve?
- How might we plan for anticipated FOIA requests that impact department work schedules?
- How might we plan for unanticipated requests that impact department work schedules?

Indicators:

- Balanced budget (status of budget and mandated reserves)
- Attraction and retention of employees
- Attraction and retention of leadership employees

DEPARTMENT: HUMAN RESOURCES

INDICATOR:	Workforce Diversity		
Owner:	HR DIRECTOR		
Why is this measure being used or reported?	Strategic Plan		
Is this a benchmarked performance measure?	No	Indicator Type:	Outcome
Why It Matters:	City staff diversity that reflects general population diversity in the metropolitan statistical area. Diverse organizations make better decisions, are more innovative and are generally more effective.		
Definition and Data Source:	Some historical data exists for police officers and firefighters. EEO-4 reports provide general data, but not with the specificity required. Additional data will be collected through Tyler beginning January 2020.		
Reporting Frequency:	Annually	Accumulation:	Total of under-represented employees as percentage of workforce.
Unit:	Numbers of under-represented employees as percentage of workforce.	FY 2020 Target:	Our target is to improve representation annually
Target Type:	Best practice. Management wisdom.		

DEPARTMENT: FINANCE

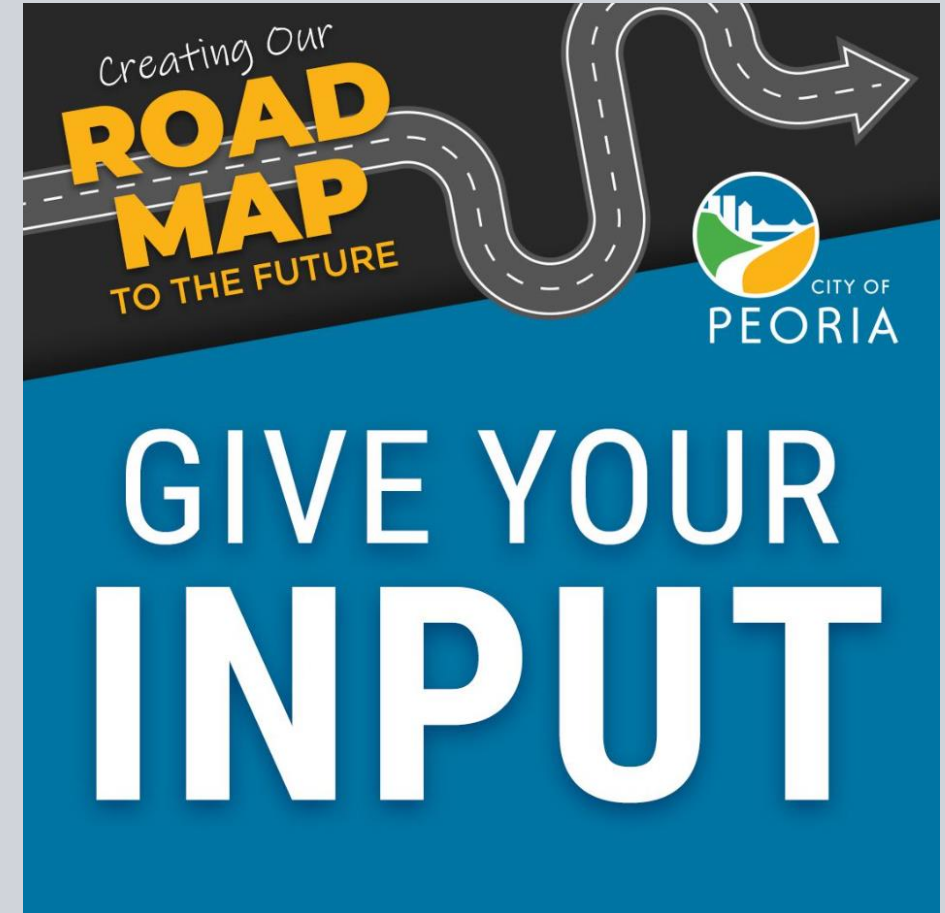
INDICATOR:	Balanced Budget (status of budget and mandated reserves)		
Owner:	Finance Department – Finance Director		
Why is this measure being used or reported?	Strategic Plan – Government that Works <u>For</u> All		
Indicate one or more: Vision Plan, Strategic Plan, Department Budget Scorecard, Benchmarking Only, or Other (indicate specific use).			
Is this a benchmarked performance measure?	ICMA, Government Finance Officers' Association (GFOA)	Indicator Type:	Outcome
ICMA or indicate another benchmarking source		Input, Output, Efficiency, Outcome	
Why It Matters:	A balanced budget reflects the fiscal discipline of ensuring that expenditures do not exceed revenues.		
Thoroughly describe the measure, explaining its significance to the city and/or department; why you think it is important to track.			
Definition and Data Source:	Monthly Financial Statements prepared by the Finance Department from the City's financial software (Tyler Munis). Regular monitoring will ensure that fiscal discipline is maintained.		
How would this performance measure be recreated? What electronic database contains this data? How <u>the report is</u> ran? Who runs the report? Who maintains the excel document? Is this measure calculated through using other measures or data? If so, provide the equation. If the data source is from another agency, such as Broward County, be as specific as possible as to the department and division, and how the information was accessed.			
Reporting Frequency:	Monthly	Accumulation:	Monthly Financial Statements
How often is this performance measure reported and evaluated? (Monthly, Quarterly, Fiscal Year, Calendar Year, etc.)		How is this performance measure accumulated throughout the reporting year? (Average, Sum, etc.)	
Unit:	Dollars	FY 2020 Target:	10% of expenditures
Days, Documents, Numbers, Dollars, Calls, etc.		What is the FY 2015 target for this measure?	
Target Type:	Best practices standard General Fund Unreserved Fund Balance and Council Policy of 25% of General Fund annual expenditures.		
How was the target established? Is it a Regulatory Requirement, Industry Standard, Benchmark (if so, average or best); Customer Requirement (how was this determined?); Historical Performance (<u>how many</u> years?); Within our Control, Process Capacity, Management Wisdom, Stretch Target or Other (specify).			



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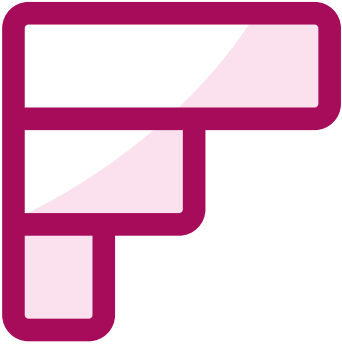
Community-Informed Process

"The success of our strategic planning lies in robust public input."
Mayor Rita Ali



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Please rank the below aspects in order of importance with 1 being the most important to 7 being the least important.

① Start presenting to display the poll results on this slide.

Council-Led Process



OUR MISSION

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

OUR VISION

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

OUR VALUES

- Collaboration
- Dignity and Respect
- Stewardship and Accountability
- Informed Decision-Making
- Public Service

Strategic Priorities 2024-2029







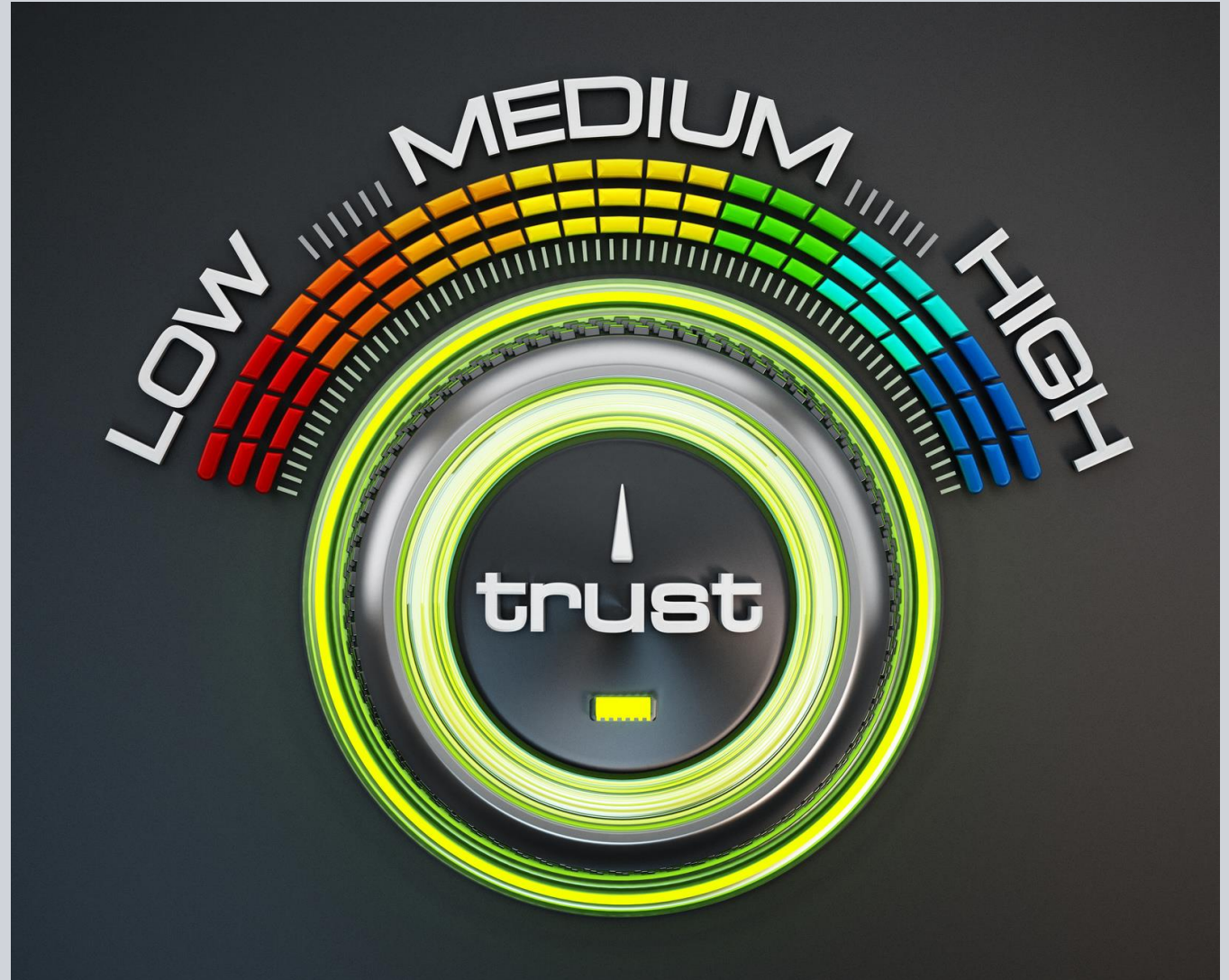
Team

Creating Teams for Success
Implementation

- Project Team
- Leadership Team
- Staff Team

Trust

Building trust within the organization through the strategic plan.



Training

Mostly ignored, training is vital for the successful implementation of a strategic plan



More than a Spreadsheet

					FY25			
	Specific, Measurable, Attainable, Realistic, Time-Based							
Priority	Objective	Outcome Measure	Lead Department(s)	Reporting Lead	3/31/	6/30/	9/30/	12/31/
Quality of Life	1A. Provide more equitable mobility access and reduce historic gaps.	Connectivity to recreational and outdoor space						
Quality of Life	1B. Support wrap-around services for community members in need.	Capacity usage rates of homeless shelters						
Quality of Life	1C. Provide housing options that support all Peoria community members.	Residential owner/occupancy rates						
Quality of Life	1C. Provide housing options that support all Peoria community members.	Residential occupancy rates						
Quality of Life	1D. Make homelessness rare, brief, and one-time.	Point of time contact for homelessness						
Quality of Life	1E. Improve the desirability of our neighborhoods	City beautification efforts per neighborhood (\$ funding)						
Quality of Life	1E. Improve the desirability of our neighborhoods							
Quality of Life	1F. Create safe pathways for youth to neighborhood schools.	Tracking via increase in CIP projects related to road and sidewalk improvements						
Quality of Life	1G. Effectively engage city boards and commissions.	Number of volunteer applications, vacancies on boards and commission, time to fill open seats.						
Quality of Life	1H. Work with community partners to encourage civic engagement, volunteerism, and participation.	Connectivity to the arts and arts opportunity						
Quality of Life	1I. Support and partner with Pre-K to 12 and higher education institutions on educating and developing a skilled and diverse workforce.	City unemployment rate by industry (baseline and target)						

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**Is "The Street Condition rating"
an outcome measure?**

① Start presenting to display the poll results on this slide.



Is "We will track the Time to Issue Permits and Licenses City-wide" an outcome measure?

① Start presenting to display the poll results on this slide.



Is "Increase in food literacy" an outcome measure?

① Start presenting to display the poll results on this slide.

Staff-Driven Process

OUTCOME MEASURES

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

DATA TRACKING

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



Quality of Life



STRATEGIC GOAL

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

CHALLENGES WE FACE

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

HOW WE WILL ADDRESS OUR CHALLENGES

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

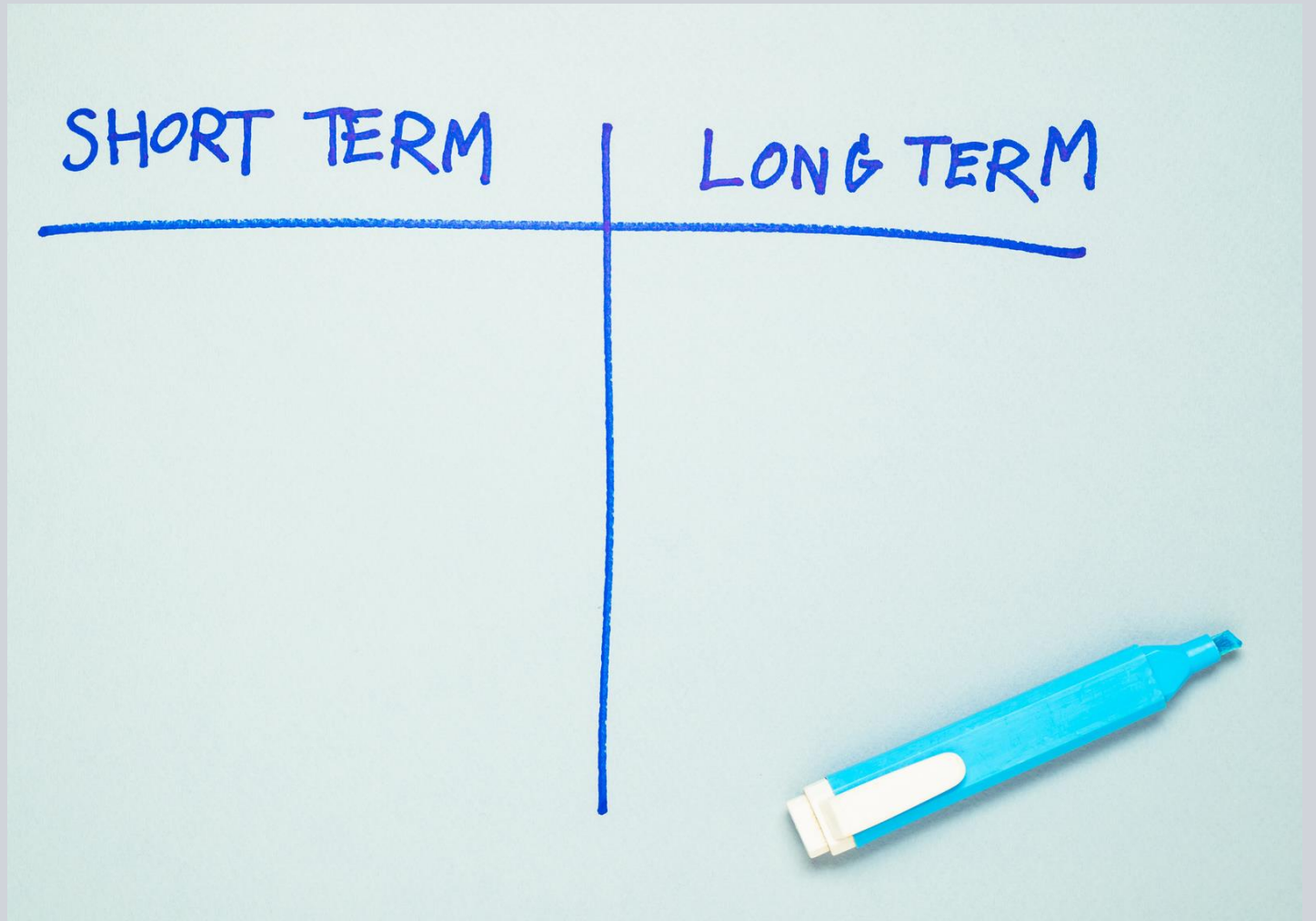
2024-2025 OUTCOME MEASURES

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

DATA TRACKING

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

Connecting the Strategic Plan to the Budget



Objectives #1: Quality of Life *

Please Select

**Department Goal #1 ***

Implement MUNIS business license module to provide online options for the community to apply for license and permits online

Budget Allocation #1 *

Please Select

**Percent of Your Overall Budget #1 ***

20%

Funding Source #1 *

i.e. General Fund, ARPA, etc.

Strategic Priority #1

Quality of Life

Objectives #1: Quality of Life

Exercise sound financial and risk management to build the city's long-term fiscal strength.

Department Goal #1

Ensuring the City has the resources necessary to perform essential functions and the ability to address the Strategic Priorities.

Budget Allocation #1

Expense

Percent of Your Overall Budget #1

10

Funding Source #1

General Fund

Completion Metric(s) #1

- 100% compliance with the City's financial policies.

Operational Challenges and Opportunities #1

- Exercise sound financial and risk management to build the city's long-term fiscal strength.

Impact on Other Departments #1

- Compliance with the City's financial policies will require the analysis of departmental actions and activities and ensuring alignment with state and federal law, essential functions as determined by the Council, and the Strategic Plan. Departments will be involved in these activities.



Quality of Life



Optimize city operations through innovation and continuous improvement.

FD: Completion of the CPSE accreditation process in October of 2025. Since 2023, the fire department has been engaged with the Center for Public Safety Excellence to become an accredited fire department. The accreditation process provides greater community alignment, encourages quality improvement, identifies areas of strength and weaknesses and provides for greater data driven decision-making processes.

Improve the desirability of our neighborhoods.

CMO (Comm.): Identify 5 neighborhoods in the city to create collateral about the neighborhood's amenities to provide to area Realtors.

CD: Create a baseline housing condition survey to inform future actions regarding neighborhood support for residential, preservation, renewal and redevelopment.

Exercise sound financial and risk management to build the city's long-term fiscal strength.

CMO: Ensuring the City has the resources necessary to perform essential functions and the ability to address the Strategic Priorities.

Provide housing options that support all Peoria community members.

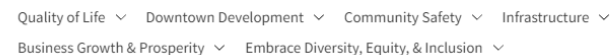
CD: Implement Community Project Funding (CPF) grant to build new units of affordable housing at the former McKinley school site in partnership with Habitat for Humanity.



Service Category	Average (%)	Poor (%)	Very Poor (%)
1. Access to health services	33%	26%	41%
2. Quality of care	39%	19%	42%
3. Health staff	34%	22%	44%
4. Health facilities	43%	19%	38%
5. Health services	46%	25%	29%
6. Health insurance	43%	32%	25%
7. Health information	36%	9%	55%
8. Health services	36%	14%	50%
9. Health services	44%	17%	39%
10. Health services	34%	19%	47%

Category	Excellent	Good	Average	Poor	Very Poor
Ease of Public Parking	10%	32%	37%	12%	5%
Ease of Travel by Car	12%	37%	31%	14%	5%
Ease of Travel by Bicycle	10%	28%	27%	25%	11%
Ease of Walking	10%	31%	34%	18%	8%
Timing of Traffic Signals	15%	34%	25%	13%	6%
Traffic Management During Rush Hour	13%	19%	40%	28%	10%
Overall Quality of Transportation System	10%	26%	43%	18%	8%

	Progress	Status
\$	30%	
Policies	30%	



statements, guiding principles, and strategic priorities. Since Spring 2023, the city of Peoria worked with BerryDunn to develop its five-year strategic plan. With the input, participation, and feedback from the council and staff, the strategic plan will serve as a guiding document for city staff to implement and city council to oversee. The city council will provide leadership and oversight during the implementation of the strategic plan to ensure plan success and progress towards the city's shared vision. As such, city staff will provide updates to the council on progress so that we can achieve our strategic priorities and objectives.



Quality of Life

Status Pending



Downtown Development

Status Pending



Community Safety

Status Pending



Infrastructure

Status Pending



Business Growth & Prosperity

Status Pending



Embrace Diversity, Equity, & Inclusion

Status Pending



View the Plan



Have Questions?

City of Peoria
Strategic Plan Co-Leads

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