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PLAN. PRESERVE. PROMOTE.

City of Piqua Economic Development Strategy

PREPARED FOR

City of PIQUA Ohio

AND

GPN GROW PIQUA NOW

PREPARED BY

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Table of Contents

1.0 Introduction and Background 2
1.1 Overview 2
1.2 The Economic Development Strategy Process 2
1.3 Acknowledgements 3
1.4 Report Format 4
2.0 Telling Piqua's Story: Branding and Marketing 5
2.1 Issues and Opportunities 5
2.2 Recommendations 5
3.0 Building for the Future: Product Development 11
3.1 Issues and Opportunities 11
3.2 Recommendations 12
4.0 Connecting for a Stronger City: Linking Economic & Community Development 16
4.1 Issues and Opportunities 16
4.2 Recommendations 16
5.0 Fostering the Partnerships: Organizational Development 19
5.1 Issues and Opportunities 19
5.2 Recommendations 19
6.0 Conclusion 22
6.1 Overview 22
6.2 Implementation Strategy Board 22

1.0 Introduction and Background

1.1 Overview

Located in the north central portion of Miami County, Ohio the City of Piqua flanks the Great Miami River and is on the northern edge of the Dayton metropolitan area. A community of over 20,000, Piqua has a rich and diverse history both in manufacturing in the city and agriculture in the surrounding area, both of which are evident today. Downtown Piqua is a charming and walkable district anchored by Fort Piqua Plaza – a stunning restoration of a 1891 Richardsonian Romanesque style hotel completed in 2008. The community is also the home of Edison Community College, a strong local education system, and is a center of retail for the surrounding region.

Grow Piqua Now and the City of Piqua commissioned this Economic Development Strategy to provide further guidance for both entities and their partner organizations throughout the community to enhance the economic climate of the City. This report builds on the recommendations of the 2007 Comprehensive Plan *Plan It Piqua—Preserve the Past Empower the Future*, branding research for Miami County conducted by NorthStar, and a facilitated input session conducted by Michael Herrlein in early 2013. While this report is not designed to address every issue in Piqua, it does identify current economic development successes, opportunities, and challenges and most importantly presents recommendations for future economic vitality while preserving and enhancing the quality of life for the community.

Partners such as Grow Piqua Now, the City of Piqua, the Piqua Improvement Corporation, the Piqua Area Chamber of Commerce, Main Street Piqua, Edison Community College, Piqua City Schools, and many other partners each should share a role in implementing this plan.

1.2 The Economic Development Strategy Process

The Economic Development Strategy Process began in October of 2013 with a review of prior plans and documents. The process continued with an initial visit in November of 2013 that included the following:

- A meeting with a small "technical team" that included representatives of the City of Piqua,
- A Steering Committee comprised of a cross section of economic development stakeholders in Piqua,
- Over twenty individual interviews,
- Roundtable discussions among key stakeholder groups, and
- An open public meeting.

Initial recommendations and concepts were presented to the Steering Committee and other stakeholders in January of 2014 with the draft report completed and presented in February of 2014.

1.3 Acknowledgements

The Piqua Economic Development Update is the product of Piqua business stakeholders, City government staff and officials, Grow Piqua Now, and as well as many other partner groups and citizen stakeholders who participated in the process. The strategies and tools advanced in this plan are rooted in the information and ideas and shared by those who participated.

The Arnett Muldrow team appreciates both the City's and Grow Piqua Now's enthusiastic participation in efforts undertaken to create this plan and is especially grateful to the Steering Committees for their commitment to this plan. The members of these committees are listed below:

Jeanie Bates – Chair, Piqua Improvement Corp and Owner McVety Realty

Michael Bardo – Grow Piqua Now Founding Member Investor and Vice President of Finance, Hartzell Air Movement

Brad Bubp – Former Chair, Plan It Piqua Comprehensive Plan Update, former Planning Commission Member, Architect at Wright State University

Lucy Fess – Mayor, City of Piqua

Dan French – Grow Piqua Now Founding Member Investor and Chair, French Oil Mill Machinery Co.

Doug Haines – Grow Piqua Now Founding Member and Investor and CEO, Buckeye Insurance

Bill Murphy – Director of Economic Development

Matt Ratermann – Chair, Grow Piqua Now and Investor and Agency Manager at McColloch-Baker Insurance

Dave Richard – Chair, Piqua Area Piqua Area Chamber of Commerce, Grow Piqua Now Investor, and Plant Manager, Harmony Systems

Chris Schmiesing – City of Piqua City Planner

Randy Sever – Grow Piqua Now Founding Member and Investor and Vice President, Piqua Steel Crane & Rigging

Joe Wilson – City Commissioner

1.4 Report Format

The report follows a simple format that ties the prior reports, input, and data research to inform the recommendations. The recommendations are all interconnected but fall within four key themes:

- Telling Piqua's Story: Branding and Marketing
- Building for the Future: Product Development
- Connecting for a Stronger City: Linking Economic & Community Development
- Fostering the Partnerships: Organizational Development

Each theme begins with an "Issues and Opportunities" section that details strengths, challenges, and goals and continues with a series of recommendations. Each recommendation concludes with a time frame for implementation and a suggestion of key partners that would be responsible for implementing the recommendation.

2.0 Telling Piqua's Story: Branding and Marketing

2.1 Issues and Opportunities

Miami County has recently completed a comprehensive countywide branding program completed by NorthStar for the Miami County Tourism Office. The tagline, "Home, Grown, Great" was adopted for the County and can serve as a "platter" identity for the larger county. The brand has been implemented predominantly in the county seat of Troy and lesser so in Piqua.

Piqua participated in the branding program but it maintains a number of distinct identities for the community itself. The railroad gateway to Piqua on East Ash Street (and in other publications, web pages, and locations in the community) shows the tagline Where Vision Becomes Reality. The City of Piqua uses a different logo on business cards and stationary. Grow Piqua Now, Main Street Piqua and the Piqua Area Chamber of Commerce also use different images and logos. Even the handsome gateway for Piqua at Exit 82 on Interstate 75 has a different look.

Figure 1: Welcome to Piqua railroad mural on East Ash Street.

The NorthStar report and input from the community input process of early 2013 indicated that a key goal is to "raise the image of the City in the eyes of its residents; create a positive identity and energy for Piqua." Interviewees cited community self-image, communication of successes, and creating a quality image as a key goal for the community.

Piqua has a track record of accomplishments, strong partnerships, and ongoing efforts that warrant a clear and cohesive "storyline" of success. The imagine Piqua effort is a great start to this promotional effort.

2.2 Recommendations

2.2.1 Create a Brand System for Piqua

Branding is much more than a logo or tagline, it is the promise a place makes with people. The tools of branding extend to color schemes, typefaces, taglines and monikers, and images. The image for a brand like Nike or Apple Computers is so well cultivated that it is recognizable

without the company name. Community branding is much more complex as it involves many different organizations that strive to "work together" from the same system. Many communities rely on tourism agencies to develop a brand but seldom vet that system with the local community. Frequently lodging tax is used to fund the system although a cooperative effort among many partners is the most effective way to implement a brand system.

Time frame: First Steps.
Key partners: City of Piqua, with possible Piqua Area Chamber of Commerce, Main Street Piqua, Grow Piqua Now, and other partner participation.
Investment: $5,000-$7,000 for brand development

Figure 2: Example of a Community Brand System from Springfield, VT.

2.2.2 Enhance online/mobile presence with the brand

Currently the City of Piqua has an excellent website with easy access to a wealth of information about the community. The City and its partners should launch a "landing page" with a distinct domain name that directs people to all of the community's organizations and attractions. The

new domain will allow the community to track visitation from a "zero" starting point. For the short term, the domain can redirect to the City's web page. Over time, the site should stand-alone as its own local and visitor oriented online clearinghouse for community information. As the community establishes a singular website, it should deploy it as a mobile friendly website (not an app as they are not as well used as a mobile web page). This site could also include an educational component that uses the tech savvy of young people at Piqua High School and the Upper Valley Career Center to keep the site up to date.

Time frame: First Steps implement, Next steps track progress, Long term refine marketing.
Key partner: City of Piqua, Piqua City Schools, and the Upper Valley Career Center
Investment: $15,000-$25,000

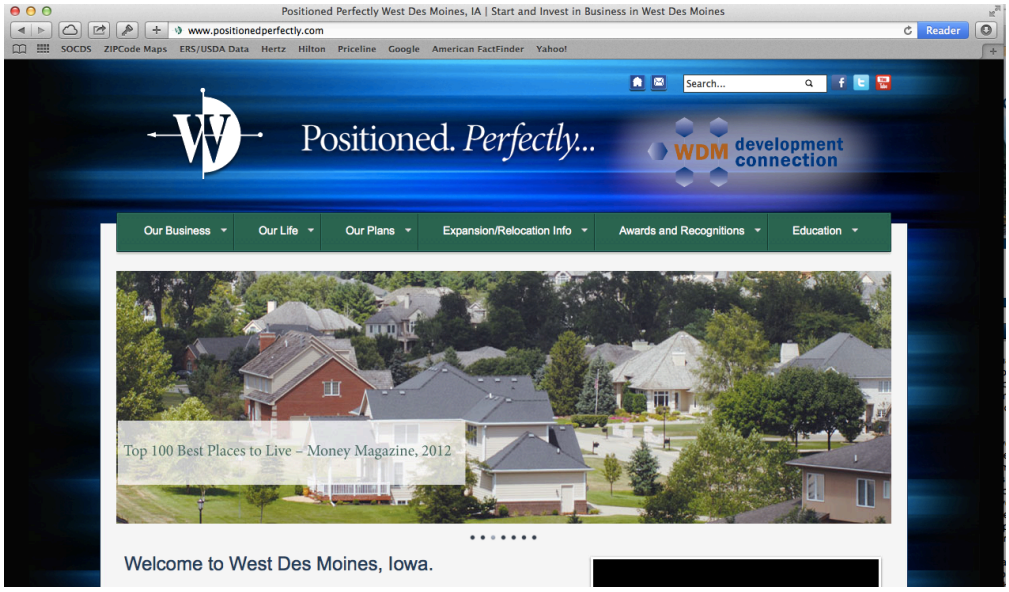

Figure 3: Example of a Central Website Landing Page for West Des Moines, Iowa

2.2.3 Revise publication pieces.

Many of the existing publications pieces promoting economic development in Piqua are very high quality. Once the brand is adopted, publication pieces can be coordinated among groups throughout the community including economic development reports, visitor guides, shopping and dining, and annual publications.

Time frame: First Steps.
Key partners: City of Piqua, with the support of the Piqua Area Chamber of Commerce, Main Street Piqua, Grow Piqua Now, and other partners.

2.2.4 Create a local pride campaign

Piqua has accomplished much to maintain, stabilize, and improve the community. The last several years have witnessed unprecedented investment in downtown, educational institutions, retail development, and community amenities.

Piqua should document its past successes, current projects, and future plans in a cohesive marketing piece that can be distributed to partner groups, grantors, neighborhood associations, potential investors, and interested citizens. This material could be placed in a branded folder that uses the Piqua identity system, as a magazine that profiles the community's plans and accomplishments, or as ads for local and regional publications.

Time frame: First Steps.
Key partners: Positively Promoting Piqua with the support of the City of Piqua, the Piqua Area Chamber of Commerce, Main Street Piqua, Grow Piqua Now, and other partners.
Investment: Ongoing with a range of $25,000 to $50,000 per year.

Figure 4: Community Pride Campaign for Opelousas, Louisiana

2.2.5 Consider community wayfinding to link together significant locations.

Many of the destinations and attractions in Piqua are relatively distant from one another and require some level of directional assistance. A well-designed community wayfinding system would orient visitors and establish clear links between destinations. In general, a wayfinding system should direct motorists to attractions, convert motorists to pedestrians, and orient pedestrians to curate the visitor experience, boost visitation, and facilitate greater spending within the community. A wayfinding system can also reinforce community pride and remind residents of Piqua's special and unique places.

Time frame: Prepare wayfinding and gateway plan as a First Step. Initiate wayfinding mid term. Key partner: City of Piqua
Investment: Wayfinding Plan $20,000; Implementation $100,000

Figure 5: Example of a wayfinding sign system for Camden, South Carolina

2.2.6 Initiate an external promotional/ad campaign

After launching an internal marketing campaign, Piqua should pursue a series of joint advertising/marketing campaigns to support investing in Piqua. The marketing should promote Piqua's quality of life, profile long standing businesses, the innovation that is occurring in those businesses, the educational opportunities, recreational amenities such as the Miami River Greenway, and most importantly the City's proactive and business friendly environment.

Partners such at Main Street Piqua should promote its annual events, the attractive downtown, and successful entrepreneurial businesses while the Chamber can dovetail with overall image building for the community.

Time frame: Mid Term and Ongoing
Key partners: All Partners.
Investment: Ongoing with a range of $25,000 to $50,000 per year.

Figure 6: Example of External Marketing Piece Developed for Lakeville, Minnesota

3.0 Building for the Future: Product Development

3.1 Issues and Opportunities

Piqua will continue to take a multi-pronged approach to product development for Economic Development. The community has always had a diversity of industry although a focus on aerospace and composites have been strong for the community. Industry is not concentrated with any single company. Moreover, Piqua has maintained local ownership of many of its companies whose leadership remains active to this day. While landing a large new manufacturing plant is a victory, it does not happen often and business retention and expansion are the ways most economic growth happens in communities.

To remain competitive, Piqua will need to foster entrepreneurship among a new group of small businesses that will reinforce the existing base of industry in the community, introduce new industries, and retain talent. One of the key opportunities for Piqua is to continually strive to answer the question: "What is our community doing to encourage existing industry and foster new innovation and investment?"

Retail, dining, and lodging have been dismissed for years as "legitimate" economic development. However these businesses bring jobs, increase the quality of life for residents, and make the community more attractive for investment. Piqua is in a unique situation as it functions alongside Troy as a "complete" retail package. Neither community offers the full range of retail and dining for its citizens. More recent hotel and retail development have focused in Troy but ongoing interest in Piqua remains strong as these sectors recover from the recession.

Ongoing downtown development is critical for the success of Piqua. Downtown is one of the most significant assets for the community and the work on Fort Piqua Plaza is positive proof that the community can rally around a complicated project and execute it with success. Future opportunities along the Great Miami River can expand downtown and ultimately be a key to overall economic success.

3.2 Recommendations

3.2.1 Implement Riverfront Development Plan

Piqua's investment in recreational amenities along the Great Miami River are just the foundation of a much more ambitious plan to redevelop the riverfront into a dynamic mixed-use district. Among cities its size, few have the riverfront development potential of Piqua. The City has been successful at securing funds to study the area and is currently working with City Visions Associates from Louisville to analyze the district. The potential for a combination of renovation, new investment, and recreational amenities could significantly expand downtown Piqua into an area where development has been stagnant for decades. Implementing the plan will require aggressive public private partnerships and Piqua stands ready to engage in the public portion while piquing the interest of partner investors.

The plan calls for a mixture of uses from ground floor retail and dining to upper floor office and residential space. Much of the development would have two "front doors" with one facing the street and the other facing the River. This is likely to be an ongoing project for the next decade and will involve several phases and many partners. Projects such as this have been "game changers" for communities in attracting investment not only in the investment districts themselves but also throughout the communities. In time this plan will be a foundation that will connect districts and enhance investment in the entire area.

Time frame: Prepare plan (underway) Implement plan medium and long term.
Key partners: City of Piqua, Piqua Improvement Corporation.
Investment: The entire plan once implemented could bring over $10 million in investment to downtown Piqua

Figure 7: Illustration of the Redevelopment Potential of the Downtown Riverfront completed by City Visions Associates.

3.2.2 Partner to Create a Co-Working Space in Downtown

Once called incubators, exclusively focused on manufacturing, and located in industrial parks, many of these facilities are now being developed with a wide array of tenants and are locating in downtowns. The new terms for this type of development vary from co-working spaces to accelerators. These spaces are extremely elastic in their concepts ranging in size from less than 10,000 square feet to in excess of 100,000 square feet. Some are public/private partnerships, others seek the intellectual capital of nearby institutions of higher learning, while still others are wholly privately funded. The last few years have been banner years for these facilities with expansions and new openings of incubators and co-working spaces across the country. The following communities have partnered to create downtown spaces for business to grow and this list is but a sample:

- Springboard – Baton Rouge 2013, 10,000 SF
- The Edge – Tuscaloosa, Oct 2012, 8,700 SF
- CoCo – Minneapolis, 2011, 20,000 SF
- The Alexandria Network – Scottsdale, 2013, Libraries
- NEXT – Greenville, 2010, 60,000 SF
- BUEI – Lewisburg, PA – 15,000 SF
- OSC – Private Company in Ohio with spaces in Akron and Canton.

These examples represent just a few of the case studies of downtown incubators as a key way to foster entrepreneurship in downtowns. Many of these centers are seeing unprecedented success. Piqua should contemplate partnering with Edison Community College and private investors on creating co-working and accelerator opportunities in downtown.

Piqua has the luxury of exploring a number of spaces for such a facility including the Riverfront District as it redevelops, the top floor of Fort Piqua Plaza where the lower floor meeting space could be a strong asset or other locations in downtown.

Time frame: First Step engage in due diligence and partnerships. Medium term develop program, location, and costing for the space. Longer term: Implement and expand space.
Key partners: Edison Community College with the support of partners at the City of Piqua, Private Investment, Grow Piqua Now, and Piqua Improvement Corporation,
Investment: The investment in such projects varies widely depending on the scope of the project.

Figure 8: Central Gathering Space in Next a Co-Working Space in a Renovated Warehouse in Downtown Greenville, South Carolina. Note the creative use of interior doors and flexible spaces.

3.2.3 Host Annual Roundtables for Targeted Industries

Piqua is fortunate to have a cluster of businesses in a variety of industries. Traditionally, automotive and aerospace have been the underpinning of the Dayton region's success and companies like homegrown Hartzell in Piqua and international companies like Honda with a footprint all over the region.

Piqua should host a series of regional roundtables at Fort Piqua Plaza to focus on the needs and expansion opportunities of these industries. These roundtables could provide valuable input on how Piqua can best position itself to attract suppliers, expand existing businesses, and understand the future plans for existing industries. The first should focus on the automotive opportunities with continued themes in aerospace, composites, construction materials, and other relevant industries.

Ultimately these conversations will lead to refining the vision for site control of an industrial park for Piqua (discussed later in this report).

Time frame: First Step. Aspiration is site control for an industrial park.
Key partners: Piqua Area Chamber of Commerce, Grow Piqua Now.

3.2.4 Explore and Understand the Market Viability of Desired Retailers for Piqua

Nationally, retail is back in growth mode in the United States although the recession has seriously changed the scope of retail projects. Many retailers and restaurants are building stores again though some are pursuing smaller footprints, combined formats, and creative partnerships. Piqua should conduct a retail market study to better understand the dynamics of retail in Miami

County. As previously mentioned, the retail climate of Piqua is linked in many ways to Troy as one community offers businesses and services not found in the other. Troy's advantage is proximity to Dayton while Piqua's advantage is being at the edge of the metro with a large "hinterland" of smaller communities it serves. Piqua should conduct a detailed retail market study and use that study to implement a targeted retail recruitment campaign. The aspiration of this strategy is to have a new shopping center and dining options on Ash Street as well as additional specialty retail and dining in downtown Piqua.

Time frame: First Step complete study. Next step implement marketing campaign.
Key partners: City of Piqua and the Piqua Area Chamber of Commerce (with additional support from Main Street Piqua on downtown projects)

4.0 Connecting for a Stronger City: Linking Economic & Community Development

4.1 Issues and Opportunities

The economic health of any community is directly connected to its livability. Piqua is a community that makes a very strong first impression, offers a wealth of recreational opportunities, quality education, a variety of neighborhoods at many price points, and a city well regarded for providing top-notch service.

Recreation opportunities abound along the Great Miami River and Piqua is the very crossroads of a multi-use trail network that will eventually connect the entire region. Few communities can boast a river where anglers can catch fish within a one block walking distance of downtown. Other recreational opportunities are, as of yet, not fully tapped such as canoeing and more formal cycling and running events.

Yet, the many in Piqua are concerned about decades of stagnant population growth and a more serious concern about the decline in household incomes in Piqua. Of the households with children under 18 (32% of total households in Piqua), nearly one in every three is headed by a single mother.

With the stagnant population growth comes housing issues and while several historic neighborhoods near downtown Piqua remain prime real estate, other neighborhoods are experiencing a decrease in home ownership, more transient population, and absentee ownership.

To place some of these concerns in a regional perspective, the entire Dayton metropolitan area has seen very little growth over the past decades and cities have lost population as suburbs have grown – it has simply been a re-arrangement of where people live and work.

The communities that will succeed will be those that understand that Community and Economic Development go hand-in-glove and approach the issue with creativity.

4.2 Recommendations

4.2.1 Consider a Housing Trust Fund and/or Community Land Trust

According to the Center for Community Change in Washington, DC, "Housing trust funds are the single most impressive advance in the affordable housing field in the United States in the last several decades." Nationally, housing trust funds have experienced phenomenal growth with less than 50 in 1965 to over 600 in existence now. Ohio is one of Forty states that have statewide and community housing trust funds.

Local housing trust funds follow a similar overall pattern but are extremely flexible in their goals. Some focus exclusively on providing housing to very low-income families while others

delve into workforce housing, public private partnerships, and even creative financing for market rate developments.

One of the biggest challenges of any Housing Trust Fund is capitalization. Having a dedicated revenue source stabilizes the fund and makes it feasible. A one-time infusion of capital, grants, or donations will not make for a successful Housing Trust Fund.

A more sophisticated "cousin" to the Housing Trust Fund is a Community Land Trust or CLT. Unlike a traditional land trust where conservation of open space is the priority, Community Land Trusts focus on preserving affordability, offering home ownership opportunities to those who might otherwise be in rental housing, and neighborhood stability. The model follows the principal that the land on which a house sits is held in a long-term lease and the improvements on that land are fully owned by the homeowner. The leasehold allows the Community Land Trust maintain certain parameters (whether that is preserving home ownership or providing affordable housing). The status is a legal real estate entity and can be sold or inherited. A wealth of information on Community Land trusts can be found at the Community Land Trust Network at cltnetwork.org. The 2014 conference will be held in Cleveland, Ohio in late April.

For Piqua, the housing trust fund and the community land trust may both be considered for implementation particularly in neighborhoods close to downtown that may be seeing a change from home ownership to rental.

Time frame: Medium to long term and ongoing.
Key partners: Piqua Improvement Corporation
Investment: Capitalizing either effort can be done through land assembly or money which varies by community.

4.2.2 Encourage Residential Development Downtown

Nationally, upper floor residential units are seeing a remarkable resurgence. Dayton is experiencing significant investment in downtown housing and even the smallest of communities are enjoying the trend of both young professionals and active empty nesters wanting to live "above the shop" in a walk-able downtown. Many Main Street communities are promoting the advantages of downtown living and the Riverfront Redevelopment Plan includes concepts for living spaces along the River and just a block walk from the center of downtown. Main Street Piqua and the City might consider a downtown housing pilot program that shows what living in downtown Piqua could be like. Some communities have renovated a unit to use as a "showcase" home for local businesses (furniture and appliance stores, interior designers, and construction/renovation companies).

Time frame: First Steps, Next Steps, and ongoing.
Key partners: Main Street Piqua, City of Piqua
Investment: Capitalizing either effort can be done through land assembly or money which varies by community.

4.2.3 Continue Focus on the River and Recreation

As mentioned, the Miami River and recreation opportunities abound in Piqua. There are several groups advocating for the continued preservation of the river and wetlands in the community as well as the enhanced recreation use of these valuable resources. Piqua should continue to look at opportunities to market the River as an asset for tournaments, as a stopping and starting point for cyclists as well as canoe and kayakers, and as a destination for locals and visitors.

Time frame: Ongoing.
Key partners: Many Partners including but not limited to: Private Sector, City of Piqua, River Advocacy Groups

5.0 Fostering the Partnerships: Organizational Development

5.1 Issues and Opportunities

One of the most impressive aspects of Piqua and one that the casual visitor cannot see is the incredible partnerships that have been formed to foster the improvement of the community. Whether it is expanding the YMCA, completing the Fort Piqua Plaza, locating a school on the former hospital site; each major project in Piqua has been the result of a partnership. The most evident partnership among groups is Grow Piqua Now, which assembles leaders and investors from a cross section of the community to foster economic development.

There are many groups working to improve the community and their roles and responsibilities may have a degree of overlap but the leadership of these groups is strong and works in a spirit of cooperation.

Piqua has demonstrated that it can take on the most complex of projects. In fact, Fort Piqua Plaza is perhaps the most innovative funding structure of any project of its kind in the country. Future investment will require equal creativity and financing.

5.2 Recommendations

5.2.1 Create a Local Investment Strategy

A local investment strategy can take two distinct tacks and they are not mutually exclusive. The first is a venture capital fund that involves key investors providing capital for projects that further the goals of the fund. Some focus exclusively on a particular industry sector while others have geographic limits. The venture capital fund can often provide angel investment for projects that do not qualify for traditional financing. Piqua could explore creating such a fund either privately or through the Piqua Improvement Corporation.

A second approach is a capital campaign for economic development. Unlike the former strategy where some return on investment capital is expected, a capital campaign's return on investment is strictly the improvement of the economic climate of a community.

Many communities have used both approaches with great success. Greer, South Carolina's Partnership for Tomorrow has raised over $6 million in capital over the past fifteen years. The specific scope of the Partnership for Tomorrow can be found at pftgreer.com.

Time frame: First Step.
Key partners: City of Piqua with support from Grow Piqua Now and the Piqua Improvement Corporation to decide on a course of action for fund development.

5.2.2 Continue to Identify, Promote, and Work with the Owners of Key Development and Redevelopment Sites

Piqua has several sites that are prime for development. Several of these have prime interstate frontage. Selective redevelopment sites also exist in the community (including the Riverfront Development area).

Piqua has been proactive in working with property owners on development opportunities and must remain committed to the effort. As the economy improves sites will again become prime for investment. Annexation of key sites at the interchange with Interstate 75 and County Road 25A should be explored again.

Both Grow Piqua Now and Downtown Piqua Inc. can play an important partnering role with the City and the property owners to market the properties, work on conceptual plan vignettes for key properties when needed (an example of which is shown on the following page), and facilitate input from the community. A key challenge for Piqua is site control for major investment and this should be a long-term goal (perhaps related to the prior funding recommendation).

Time frame: First step and ongoing.
Key partners: City of Piqua, Grow Piqua Now, and the Piqua Improvement Corporation.

5.2.3 Implement Micro-Grants and/or Business Plan Competition

Many communities are providing micro-grants to startup businesses through their economic development partner groups. Grow Piqua Now would be an ideal partner to provide micro-grants for start-ups, business expansion, savvy business plans, and other purposes. Many of these are structured into Business Plan Competitions or "Pitch" sessions where businesses compete for funding. Other communities have made storefronts available for free rent and business assistance to for round out the retail and dining offerings for downtown. This concept could be done in partnership with Edison Community College and the Miami Valley Career Technology Center.

Time frame: Next Steps.
Key partners: Grow Piqua Now, Edison Community College, with possible partner at the Upper Valley Career Center.
Investment: $25,000 per year

Figure 9: Example of a site vignette from Starkville, Mississippi.

6.0 Conclusion

6.1 Overview

This master plan is a framework to guide Economic Development over the next five to ten years. Implementation of the recommendations will occur incrementally by a partnership among many public and private entities and individuals as outlined throughout the report and below. It is important to note that the Economic Development Strategic Plan is intended to be a guiding, yet flexible document.

The four themes and seventeen recommendations to support them will require a committed and deliberate approach that the City of Piqua and its partners has demonstrated as successful over the years. Accomplishments should be acknowledged as they occur and this plan should be re-visited on a regular basis to evaluate progress on its recommendations. Clearly, the City of Piqua has not been content to rest on its existing successes but continues to explore ways to innovate and enhance the community. The future health of Piqua will require the City and its citizens to continue to focus on creative economic development through the excellent strategic partnerships that exist.

6.2 Implementation Strategy Board

The Piqua Economic Development Strategic Plan has an Implementation Strategy Board that is a summary of the recommendations and timeframes for implementation of each recommendation of this report. The strategy board is organized by the four themes of the plan and the goals for each of those themes. The timeframes are divided out by First Step actions (2014), Next Step actions (2014-2016), and Long Term (2016-2020) steps of which some are aspirational. It is important to note that many recommendations will not be implemented all at once but will be implemented in phases over many years. A symbol preceding each recommendation corresponds to the partner(s) with the primary implementation responsibilities. Additional implementation partners are listed along the bottom of the strategy board.

As the plan is implemented, a “Successes” column can be added immediately following each of the strategies. As actions are completed, they can be moved into that column. Ideally, this would occur during an annual “Economic Development Strategy Summit” among key partners using this strategy board as a guide. Some communities effectively use the summit to grade their progress, giving themselves an “A” if they completed the action; a “C” if some progress has been made; and an “F” if no progress has been made. It is important to note that an “F” should not necessarily mean failure. In some cases an action might not be completed because other actions became priorities, or the dynamics of that particular project changed. It is, therefore, important that the strategy board remain a fluid document.

Piqua Economic Development Strategy: Implementation Board

Goals	Piqua will successfully market itself to build community pride, retain and promote existing business, and attract investment.					
Strategies	**First Steps 2014**		**Next Steps 2014-2016**		**Long Term 2016-2020**	
Telling Piqua's Story: Branding and Marketing	○ Create a Brand System for Piqua. ○ Enhance Online and Mobile Presence with the Brand. ○ Revise Publications Pieces ○ Create a Local Pride Campaign ○ Consider Community Wayfinding.	COP COP UVCC PCS COP PPP COP	○ Initiate an External Promotional/Ad Campaign. ○ Track web progress. ○ Implement Wayfinding.	* COP COP	○ Refine marketing and use analytics to track successes. ○ Revisit marketing strategy.	

= COP

= PCS

= UVCC

= MSP

= GPN

= PPP

= PAC

= ECC

= PACC

Piqua Improvement Corp = PIC

* = Multiple

Piqua Economic Development Strategy: Implementation Board

Goals	Piqua will have a multi-pronged approach to Economic Development that honors the city's history of diverse economic activity.				
Strategies	**First Steps 2014**		**Next Steps 2014-2016**		**Long Term 2016-2020**
Building for the Future: Product Development	○ Begin Implementing Riverfront Development Plan. ○ Partner to Create a Co-Working Space Downtown. ○ Host Leadership Roundtables for Targeted Industries. ○ Conduct Retail Market study.	COP PIC ECC PACC GPN COP	○ Continue implementing Riverfront Development Plan. ○ Implement targeted retail recruitment campaign.	COP PIC PACC COP	○ Link Riverfront Development Plan and consider additional phasing. ○ Aspiration: site control for industrial park ○ Aspiration: new shopping center and new dining options on Ash. ○ Aspiration: additional dining options for downtown.

= COP

= PCS

= UVCC

= MSP

= GPN

= PPP

= PAC

= ECC

= PACC

= PIC

* = Multiple

Piqua Economic Development Strategy: Implementation Board

Goals	Piqua will view community development as a key component of successful economic growth and enhance its in-town neighborhoods as attractive places to live.				
Strategies	**First Steps 2014**		**Next Steps 2014-2016**		**Long Term 2016-2020**
Connecting for a Stronger City: Linking Economic and Community Development	○ Consider a Housing Trust Fund or Community Land Trust. ○ Encourage Downtown Residential Development. ○ Continue Focus on River and Recreation.	PIC MSP COP *	○ Capitalize Housing Trust fund. ○ Target investment in key neighborhoods. ○ Contemplate incenting downtown housing pilot project. ○ Promote additional river access and amenities.	PIC PIC MSP COP COP *	○ Continue to expand and connect the recreational amenities of the Great Miami River. ○ Aspiration: new housing in downtown and in neighborhoods.

= COP

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= PPP

= PAC

= ECC

= PACC

= PIC

* = Multiple

Piqua Economic Development Strategy: Implementation Board

Goals	Piqua will leverage its remarkable partnerships to create innovative new ideas for economic vitality.					
Strategies	**First Steps 2014**		**Next Steps 2014-2016**		**Long Term 2016-2020**	
Fostering the Partnerships: Organizational Development	○ Explore a local investment strategy. ○ Continue to Identify, Promote, and Work with the Owners of Key Development and Redevelopment Sites.	COP COP PIC GPN	○ Implement Micro-Grants and/or Business Plan Competition. ○ Decide on course of action for fund development. ○ Prepare planning vignettes for key sites.	GPN ECC COP PIC GPN	○ Use funding to leverage site control of key properties.	

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