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# 1. Introduction

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## A. Background

In September 2006, the City of Piqua initiated a process to update the Comprehensive Plan that was written in 1970. Since the time of the Plan's adoption, Piqua's physical environment, economic conditions, and community fabric have changed considerably. Recognizing the need to address these changes and plan for future growth, the City's leadership initiated a process to update the Comprehensive Plan. The process was designed to be both intuitive and informed, refined by significant public input.

Referred to as *Plan It Piqua – Preserve the Past Empower the Future*, The Comprehensive Plan was developed using a combination of public input and technical analysis in order create a vision for the future of Piqua. It suggests a number of strategies to guide the City in creating new programs and policies, and build upon existing resources to sustain a high-quality community that is an attractive place to live, work and play. A Steering Committee made up of a variety of Piqua residents was created to oversee the planning process, which was facilitated by ACP-Visioning and Planning, the lead planning consultant. City staff provided support throughout the entire process.

This unprecedented planning effort brought the City of Piqua together, provided opportunities to debate key issues, and resulted in an important, ambitious, and essential vision for the future of the Community.

The process served to educate elected officials, residents, and other stakeholders about challenges and opportunities facing the community.

The planning process started with a technical analysis of Piqua's existing conditions, followed by a series of public meetings. The existing conditions findings were analyzed and together with the public input were used to create the policies and recommendations found in the Piqua Comprehensive Plan (referred to from this point forward as the Plan). This approach resulted in a plan that is truly rooted in the ideas and vision of Piqua residents.

There are a number of defining characteristics that members of the public and City leadership wanted to address in the Plan. The City has a number of older neighborhoods that have well defined features and distinct boundaries. These areas are slated to be enhanced and/or preserved to ensure retention of Piqua's small town character which residents have grown to love, and which gives the area its distinctive identity. The City also has a number of older industrial and manufacturing sites that are currently vacant or underutilized. This spurred a land use investigation to identify areas in the Community that are not currently being used at their highest and best use. Another key component in planning is targeting future economic growth. Areas well suited to this future economic growth have been identified, as have strategies to attract new business and industry.

Housing is another primary issue addressed in the Plan. Piqua remains an attractive place to live for people residing in the Dayton, Ohio region. The City has a defined historic district with well preserved homes, as well as newer housing stock that is both affordable and attractive to a variety of household types. There are, however, areas in the Community where the housing stock and infrastructure continues to age and would benefit from public and private reinvestment. In addition, the changing demographic of an aging population will require new housing choices as well as more living options for younger generations. These issues and others are addressed in the Plan.

## B. Organization of the Document

The Plan is organized into the following 10 chapters.

1. Introduction
2. Land Use
3. Redevelopment
4. Housing
5. Transportation
6. Economic Development
7. Natural Environment
8. Community Facilities and Services
9. Utilities
10. Implementation

Each chapter is based on a policy hierarchy which includes:

- Goal
- Objectives
- Strategies

Each of the chapters is based on a policy hierarchy which includes a goal, followed by a set of objectives and strategies. A goal is a desired outcome expressed in simple terms. This is the broadest of the policy statements. Objectives are themes found within the goal statement which help to organize the strategies. Strategies are action statements designed to achieve the goal. They can often be a specific program or project. Each strategy is given a level of priority (time frame) for implementation. It also identifies groups or individuals in the Community who can help to achieve the strategy.

The final chapter in the Plan is Implementation. This chapter summarizes all the policy statements into a concise table. The Implementation Chapter is designed as a quick reference guide to be used on a regular basis.

The Plan also contains an Appendix, published as a separate document. The Appendix contains the Existing Conditions Report, a description of the Public Involvement Activities including results, and other documentation integral to developing the Plan.



## 2. Land Use

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### A. Overview

Piqua has grown considerably in land area over the past thirty years while the population has remained relatively constant. This trend has created new opportunities for growth while establishing a new land use pattern on the edges of the Community. This growth has brought new residents and jobs to the area, but it has also changed Piqua's image and character.

Today, the City is in a position to make informed land use decisions. Fiscal impacts (see Existing Conditions Report, Chapter Eight: Fiscal Analysis) can be considered when land use decisions are made, housing and industrial growth can be planned for with a strong understanding of the current conditions and trends, and the Community's input concerning where and how the City grows can be considered as new developments arise.

While in the recent past outward growth, extending utilities, and expanding the road network to areas of "vacant land" was common practice, this is not the only option for new development. Building inward, looking first at underutilized and undeveloped land already served with infrastructure is an alternative approach that should be considered, especially with new opportunities to support redevelopment along the Great Miami River, in the historic core and inner neighborhoods (January Public Meeting Report 2007). In turn, financial resources saved as a result of making informed land use choices can be used to enhance existing neighborhoods and finance redevelopment.

The general direction for shaping the built environment and overall land use pattern is to take advantage of development opportunities on vacant infill and underutilized sites, while supporting new development that reflects elements of traditional neighborhood design, and helps build the local economy. This will enable the City to make more efficient use of land resources while being fiscally responsible through serving new growth with existing infrastructure.

When new development does occur on the edges and outlying areas a more compact development pattern should be encouraged. Growing in a compact development pattern will help to retain highly valued natural features and rural areas cherished by the Community, and help to reduce infrastructure improvement and long term management costs (see Public Meeting Report February 6, 2007). Large areas of open space now under cultivation can be preserved in conjunction with new development, while protecting the rural character and the Great Miami watershed in collaboration with the Miami Conservancy District. Stream channels and riparian corridors can also be retained as greenways creating new opportunities for recreation and conservation, while creating greenway linkages to neighboring communities.

Other planning elements related to land use should also be considered as part of the land use plan. The transportation network is a key element that needs to be considered when making land use decisions. There are many opportunities to build on and improve the transportation network for pedestrians and automobiles by creating linkages between neighborhoods, districts, and corridors. Planning for economic growth is also a critical component of making informed land use decisions. Piqua has valuable access to I-75 and several major state routes. The land area surrounding these transportation routes should be considered for future economic expansion.

With the Plan and the appropriate development standards in place, the Community can support rebuilding at increased intensities in mixed use, accommodating new economic growth, and construct and reshape neighborhoods with qualities that provide greater housing options and improved pedestrian experiences. This chapter outlines the recommendations for addressing land use and the built environment in the Community. The remaining sections of this chapter include:

- B. Land Use Goal
- C. Key Findings
- D. Existing Land Use
- E. Land Use Principles and Map
- F. Regulatory Implications
- G. Objective and Strategies

One of the biggest challenges Piqua faces is improving the "Image" of the Community. This challenge was echoed by residents at the January public meetings. Over 100 ideas were generated at the meetings that addressed community's appearance.

## B. Land Use Goal

The Land Use goal was developed by the Steering Committee based on citizen input.

*Preserve Piqua's small town feel through well balanced growth that mixes land uses, retains open space, and creates an inviting appearance using landscaping, attractive entrances, and community landmarks.*

## C. Key Findings

The existing land use conditions and trends in Piqua were evaluated as part of the Comprehensive Plan update. This analysis was conducted using a variety of sources including Geographic Information System data provided by Miami Valley Regional Planning Commission (MVRPC), existing plans and reports from the City of Piqua, and 2000 U.S. Census Data. Field surveys and interviews with citizens also contributed to the key findings. Outlined below is a summary of key findings related to land use in the Community.

**A well defined core and historic district are the two primary elements that create Piqua's identity:** Piqua was originally platted in 1807, and in 1823 the village was incorporated. Much of the original grid network and historic neighborhoods are still in tact and well preserved. The National Register of Historic Places nominated the Piqua-Caldwell Historic District (Historic District) in 1985 which contains 256 buildings. The Downtown Historic District was created to preserve, protect and enhance the distinctive character of the buildings in the central business district. Continued efforts to protect and enhance the Caldwell and Downtown Historic Districts, which combined makeup the historic core of the Community, are critical to maintaining and improving Piqua's image.

**Significant Great Miami River frontage with considerable development potential:** The Great Miami River fronts approximately three miles of the downtown and inner neighborhoods in Piqua. This is a unique asset that sets Piqua apart from other neighboring communities. This asset is currently underutilized with limited opportunities for residents to access and enjoy the waterfront. While there is trail access and some public space, additional development in the form of entertainment, residential uses, and businesses could add to the character of the waterfront and capitalize on this unique natural asset.

**Recent growth has been in a consumptive land use pattern:** Piqua's population has remained relatively constant while the land area has increased significantly. From 1970 to 2005 the population grew from 20,741 to 20,883 persons, an increase of 0.7 percent, while the land area increased 116 percent over the same time period. Since 1970, the City annexed 3,897, more than doubling its land to 7,239 acres (11.31 square miles).

**Aging and declining of already mature neighborhoods:** Piqua has a relatively high vacancy rate when compared to neighboring communities. This may be attributable to the age of its housing stock. Nearly 40 percent of Piqua’s housing was built prior to 1939 with the median age being 50 years. As the average age of housing increases, it will be more difficult to compete with newer development in other parts of the region. It is important to maintain the competitiveness of this housing stock and pro-actively market the Community for target market niches, such as move-downs and transfers. A limited mix of housing types and a declining appearance within residential existing neighborhoods has forced residents “moving up” or “moving down” in size and value to “move out” to other neighborhoods and communities.

**Preserve lands:** Permanently protected by federal, state, and local regulations. Preserve Lands include nature preserves, parks, and outdoor recreation areas. Preserve lands amount to 731 acres or 10.1 percent of the total land area within the City of Piqua.

**Reserve lands:** Lands that are not part of the preserve, but due to their environmental constraints and limitations their development potential should be considered for future preservation. Reserve Lands include floodplain areas, hydric soils with steep slopes (over 12 percent) and wetlands, all of which could be developed, but not without additional effort or cost. The amount of land in reserve status amounts to 811 acres or 11.2 percent of the total land area within the City.

The amount of **developable land** is calculated by adding the total amount of agricultural land and vacant land within the City, and then subtracting the natural resource areas (preserve and reserve) found within the agricultural and vacant land areas.

**Abundance of vacant and developable land:** The amount of total developable land within the City, or land that has no constraints to development, equates to approximately 2,003 acres or 28.5 percent of the total land area. Developable land is comprised of vacant and agricultural land that does not have permanent protection or significant environmental features. For the purpose of this analysis, the undeveloped land (excluding agricultural land) has been classified into two groups: preserve lands and reserve lands. Preserve or reserve areas account for 1,542 acres or 21.3 percent of the total land area. When subtracting these areas from the vacant and agricultural lands the total amount of developable land amounts to 2,060 acres or 28.5 percent. This is a gross estimate and may vary depending on whether reserve lands are considered developable or undevelopable, a large portion of the reserve lands are “entitled” or zoned for development.

**There is not a large demand for new areas to accommodate future residential growth:** How much land the City needs to grow in the future largely depends on where and how the City grows. Between 2007 and 2011, Piqua’s population is expected to decrease modestly by 0.4 percent. Similarly, the region (Dayton Springfield MSA) is expected to decrease by 0.5 percent through the year 2030. As noted in the Housing Chapter of the Existing Conditions Report, the stable population coupled with a continued but slowing decrease in household size, will result in the addition of about 100 new households by the year 2011. Even at a relatively low average density of two households or units per gross acre, this residential growth will only consume about 50 acres of land. The amount of land needed to accommodate future residential growth is considerably less than the amount of developable land within the Community’s current boundaries. This does not mean residential growth outside the City boundaries should not be considered, but it does reveal the current potential for infill.

**A significant portion of future development can be accommodated by vacant and redevelopable sites:** With over 2,000 acres of available developable land, the City has the opportunity to promote redevelopment and

infill planning initiatives. A significant portion of the developable land is on the east side of the Community which can accommodate a large percentage of growth over the next 20 years.

**There are a number of opportunities to facilitate future industrial growth by improving existing industrial areas:** A portion of future industrial growth could be served by existing vacant/underutilized warehouse space which can be modified to meet market demands. Existing industrial parks currently have an 18-20 percent vacancy rate offering 970,000 square feet of available space (see Economy Chapter of the Existing Conditions Report). However, much of the existing industrial space will need to be upgraded to meet the demands of new industrial tenants (see Economic Development Chapter in the Existing Conditions Report). While striving to improve and occupy existing industrial space the City will also need to identify new industrial sites and support industrial growth that meets the needs and market demands of future industries.

A portion of future industrial growth can be served by underutilized warehouse space which can be modified to meet market demands. Existing industrial parks currently have an 18-20 percent vacancy rate yielding 970,000 square feet of space.

#### D. Existing Land Use

##### General Land Use Pattern

Piqua's history dates back to 1807 when the City was originally platted. A traditional grid network was laid out integrating residential, commercial, and employment centers. The original framework of the City is still relatively intact and is reflected by the historic district including the downtown and surrounding residential areas.

Piqua has a rich architectural heritage. In recognition of its outstanding 19th and 20th century architecture, a 23-block section of the downtown area was entered into the National Register for Historic Places in 1985 as the Piqua-Caldwell Historic District. In 1996, the Downtown Historic District was established by local ordinance. The Downtown Historic and Caldwell Historic Districts were identified by some residents at the public meetings as reflecting positively on the Community, and represent the type of commercial and neighborhood patterns, as well as building styles, residents would like to see incorporated into future developments (see Public Meeting Report February 6, 2007).

During the mid 20th century new development began to occur that was not consistent with the original grid network. Outward growth occurred in the form of subdivisions and commercial corridors. This growth was driven by the expansion of the transportation network, and the almost exclusive use of the automobile for mobility.

In order to craft a Conceptual Plan, it is important to understand the historic and existing land use pattern. Table 2.1 illustrates the land use composition for the City of Piqua. Map 2.1 shows the existing land use pattern in the City. This analysis is different from a zoning map, in that it graphically illustrates how land is being used, not how it is zoned. To restate a few key points about the land use within the corporate limits of Piqua:



Above: A historical postcard showing the canal, which was used to move goods to and from businesses.

Below: A classic example of 19<sup>th</sup> Century Italianate architecture in one of Piqua's historic neighborhoods.



- The City contains 7,239 acres of land (11.31 square miles).
- Single family residential comprises 21.8 percent of the land area within the City.
- From 1970 to 2005 the population increased 0.7 percent, while the land area increased 116 percent.
- The amount of total developable land within the City equates to approximately 2,003 acres or 28.5 percent of the total land area.

**TABLE 2.1 - EXISTING LAND USE**

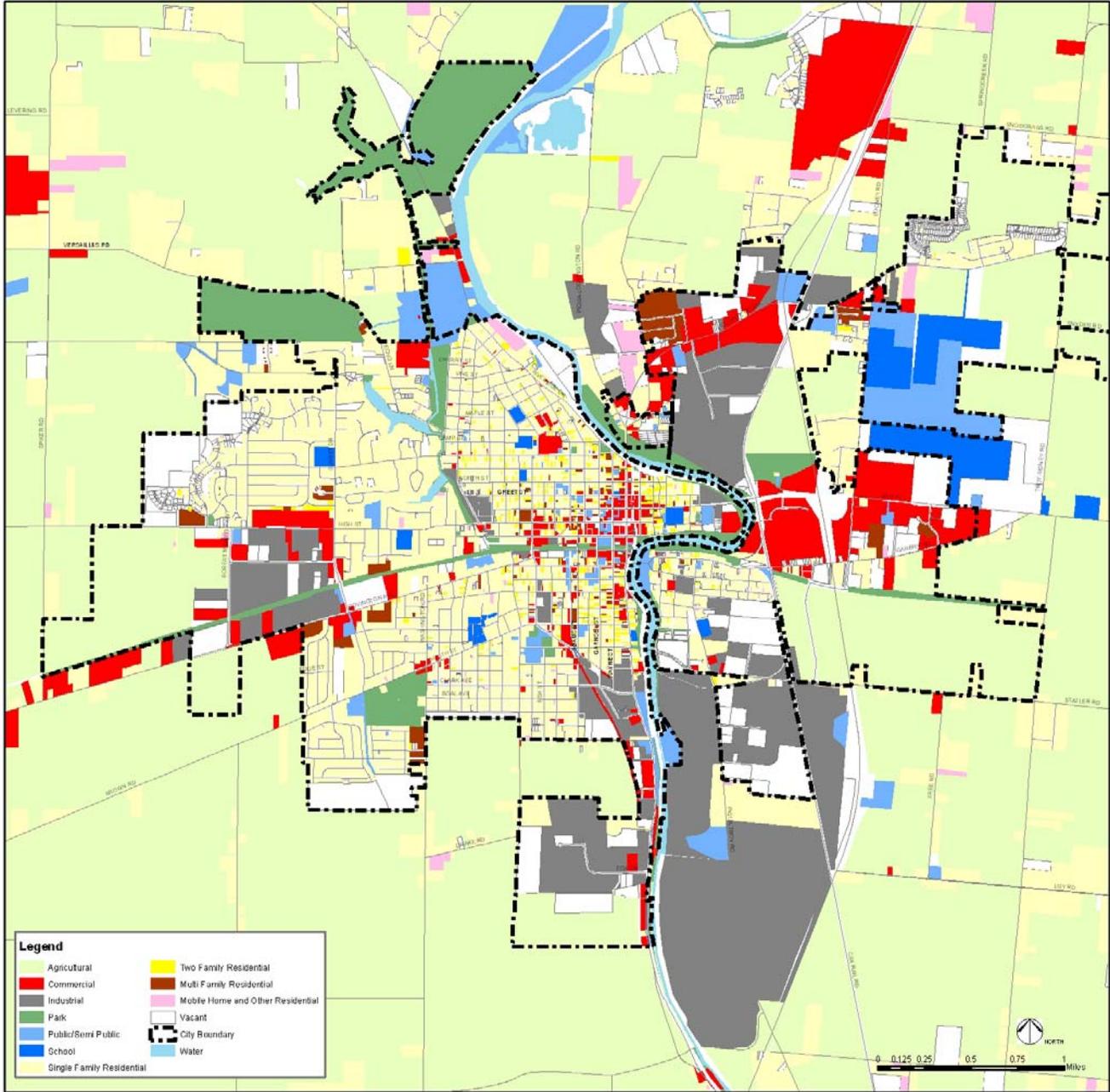
Land Use Category	Acres	Percentage
Agriculture	1,449.7	20.0%
Commercial	532.3	7.4%
Industrial	697.7	9.6%
Mobile Homes and Other Residential Uses	28.5	0.4%
Multi Family Residential	111.5	1.5%
Park	668.1	9.2%
Public/Semi Public	273.0	3.8%
School	145.7	2.0%
Single Family Residential	1,579.7	21.8%
Two Family Residential	72.5	1.0%
Streets	840.0	11.6%
Vacant	840.3	11.6%
<b>Total</b>	<b>7,238.9</b>	<b>100.0%</b>

Source: ACP – Visioning & Planning Ltd.

Note: Piqua’s land use makeup is unique to Piqua. There is no standard or norm for how cities of this size are made up in terms of land use. Each city has an organic pattern and composition that has evolved as a result of current and historical social and economic influences.

There are significant opportunities for Piqua to develop in infill areas. Redevelopment is the general guiding principle for future land use decisions. However, it does not exclude growing into greenfield areas when and where appropriate.

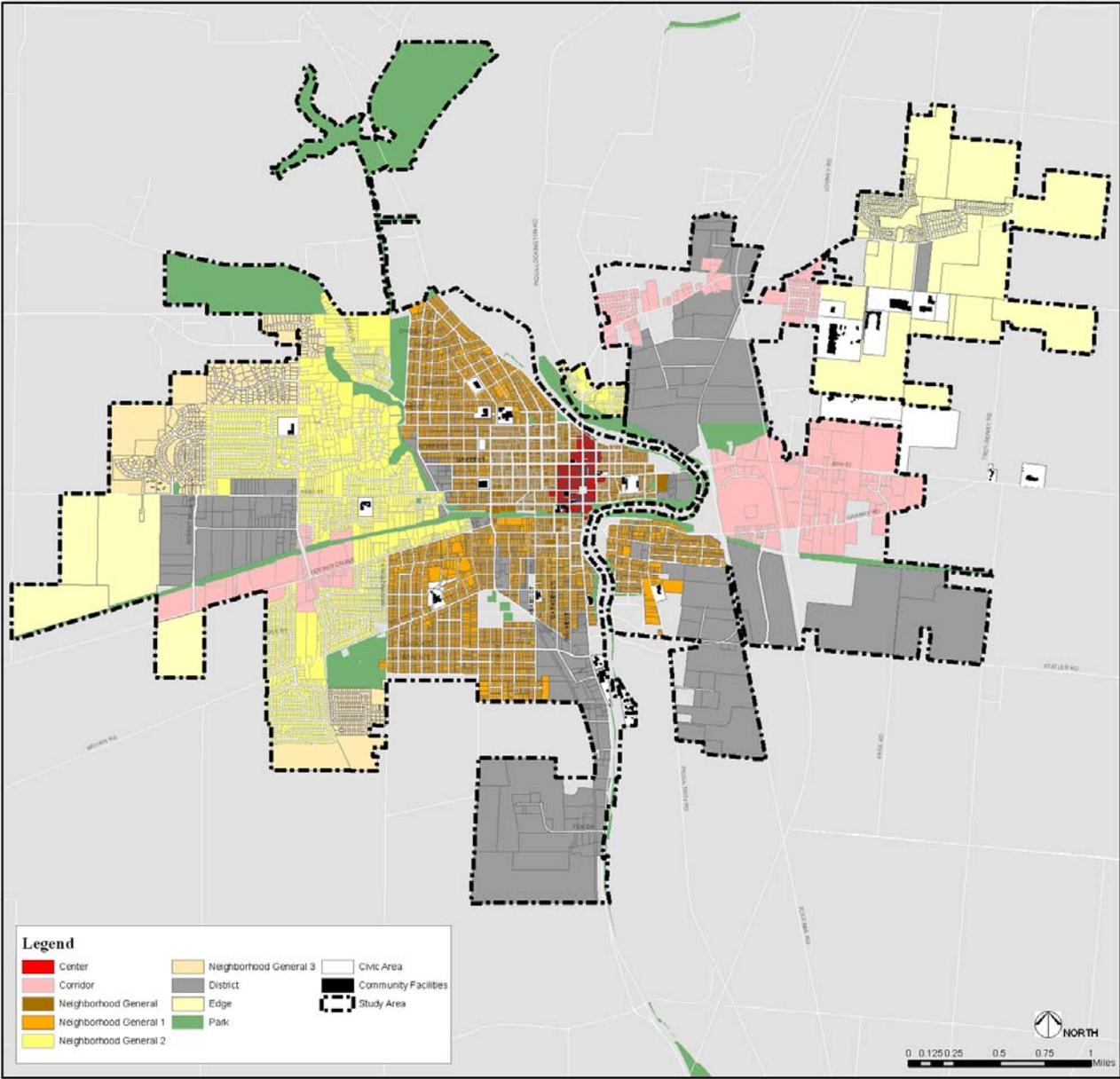
MAP 2.1 - EXISTING LAND USE



Source: ACP – Visioning & Planning Ltd.

The purpose of the context zone analysis is to provide an understanding of the existing pattern, form and character of the built environment. The analysis also helps to serve as the foundation for the land use map (Conservation and Development Map) by identifying patterns and character in the built environment, and expanding on this framework to guide future growth (see Section E).

MAP 2.2 – CONTEXT ZONE MAP



Source: ACP – Visioning & Planning Ltd.

The land use principles should be used to guide the City in evaluating future growth. Policy decisions, capital improvements, and development applications should consider the land use principles and support their intent. If a project, program or policy does not support the principles it should be reevaluated and made consistent with the intent of the principles.

The Community's input from the public meetings, as reflected in the principle statements, indicate a preference for mixed-use developments that are well-connected and accommodate pedestrian access.

The City desires that new neighborhoods reflect the development pattern of the core and historic neighborhoods. This does not mean every new development or redevelopment project should look like the downtown, but rather that pieces of the historic framework such as public spaces, pedestrian paths, mix of uses, and street pattern should be considered an integral components of future development.

## E. Land Use Principles and Map

This section outlines a set of land use principles, which are statements of intent that describe the direction of future development and redevelopment in the Community. These principles will help guide the City on how to use its limited land resources efficiently and effectively to continue to foster a high quality community with a strong economy and distinct sense of place.

The principles reflect a variety of land use topics and themes. They focus on the quality, pattern, character, and organization of development. They also specifically address mobility and connectivity as it relates to neighborhoods, districts and corridors. Outlined below are the principle statements:

### 1. The small town historic character will be enhanced.

Piqua's built environment is defined by a distinct land use pattern and architectural character; this character is appreciated by local residents and distinguishes the Community in a regional and historical context.

- Piqua's character will be defined by the downtown historic core of the Community.
- Future areas for growth and development should reflect the essential elements of the historic core with respect to the lot, block and street pattern.
- New development and redevelopment will be sensitive to pedestrians in terms of scale and walkability.
- Local community events will continue to be planned and supported for entertainment, and to foster community pride.

### 2. The entryways into Piqua will be enhanced through improving the existing and newly enhanced environment.

A City's image is in part created by the experience of entering and leaving the Community. These areas referred to as "gateways" or "entryways", are created through the experience of moving through the built environment. Piqua has a number of gateways that have been targeted by the community as needing improvement. Improving the gateways will enhance the community's appearance and foster a stronger local identity and sense of pride.

- The city will support redevelopment efforts at targeted gateways.
- The streetscape will be enhanced at targeted gateways.
- Parking will be located to the rear in commercial nodes near the City's gateways.
- Creative traffic calming techniques will be considered near gateways to slow traffic as it enters the City.

### 3. Underutilized industrial, institutional, and manufacturing districts and sites will be strategically redeveloped and incorporated back into the Community fabric.



Underutilized industrial sites can be redeveloped to serve future industrial expansion, or for a new use or district such as office space, lofts, or mixed-use centers.

Piqua has a significant number of vacant sites and buildings that are detracting from the Community’s positive assets. Many of these sites are located within existing neighborhoods and districts. These sites can be redeveloped to create new business and housing opportunities for residents, while enhancing the surrounding neighborhoods.

- Specific sites will be targeted for redevelopment.
- Redeveloped sites may serve as parks or greenspace, or neighborhood commercial centers with a mix of uses.
- Redeveloped industrial and manufacturing sites will employ sustainable principles to mitigate any hazards that exist onsite, and support energy efficient building design.

**4. New commercial retail developments will be developed with local architectural elements, pedestrian amenities, greenspaces, and accommodate future redevelopment/reuse of the structure and site.**

The pattern of current retail development in Piqua does not respect the context of surrounding neighborhoods, districts, and streets. Retail development has been single-use strip development along corridors. This pattern is auto-oriented, with parking facing the street which disconnects the buildings from the streetscape. Few if any architectural elements have been incorporated into the design to reflect the vernacular or historical context of the area. Most commercial/retail centers have been developed without considering the reuse of the site. The current development pattern creates barriers and adds cost to future redevelopment efforts.

- Large format retail will be developed in a pattern that accommodates redevelopment.
- Utilities, roadways, and parking areas will be developed sensibly in commercial areas to support future reuse.
- Small retail will reflect qualities of the residential context with respect to form, scale and character.
- Small retail will be sited in a manner that is pedestrian-friendly with parking to the rear of the structure.
- Commercial parking areas will incorporate vegetation, walkways and signage to facilitate pedestrian mobility.

**5. Future industrial development on the edges of the Community will be compatible with the surrounding areas, and not burden the existing transportation infrastructure.**

There is a significant amount of land planned for industrial use on the edges of the Community. If totally built out these areas have the potential to generate a significant amount of commuter and truck traffic.

- Traffic impacts of newly planned industrial areas will be carefully examined.
- All new industrial growth will be carefully planned as to not compromise the quality of surrounding neighborhoods and districts.



These images reflect mixed-used buildings styles which could be appropriately sited in Piqua.

**6. The downtown, and new commercial developments, will have a mix of uses that are distinctive and contribute to increasing the City’s overall identity.**

Different land uses have been segregated from one another over the last fifty years. In many areas of the City, this has detracted from the local identity defined as the historic core, which includes a variety of uses mixed together on the same block, or same building. The development pattern in historic core has been noted by residents as reflecting positively on the Community.

- The City will encourage new and mixed use centers - places that mix small-scale retail, residences, offices and civic uses.
- New opportunities will be created for residents to live and work in and around the downtown.
- Mixed use centers will be compatible in scale and character of surrounding uses and incorporate quality architectural elements that reflect “Old Piqua”.
- New opportunities for economic development will be created in the downtown core.

**7. Residential areas will have strong neighborhood qualities.**

The recent trend of residential growth in Piqua has been to create subdivisions with a single use and building type, without a discernible center. Typically these subdivisions are not human-scaled or walkable and are framed by wide streets in a pattern that does not connect residential areas to each other or the greater Community. As result, subdivisions are usually accessed by car and are not within walking distance to the historic core, shopping or entertainment.

- Neighborhoods will be walkable with quality streets that accommodate both bicycles and automobiles, and give priority to the pedestrian experience.
- Community gathering areas will be integrated into new residential areas to promote opportunities for social interaction and neighborhood events to build local pride and identity.
- Basic retail service will be located nearby (accessible via walking and/or biking) or integrated with residential areas in the form of neighborhood centers.
- Civic, institutional and recreational areas will be embedded in neighborhoods and create neighborhood centers.
- Schools will be located in neighborhoods to enable children to walk and bicycle to them.
- A range of parks and village greens will be distributed within neighborhoods, and conservation areas and open spaces will be used to define and connect neighborhoods and districts.



Streets can be turned into areas for social gathering spaces.

**8. A broad range of housing types and price levels within neighborhoods will strengthen the community identity, and create new opportunities for residents to find housing.**

New housing developments have been developed with homogenous unit types and pricing. This trend has created residential developments with a monotonous character and limited the opportunities for singles, young couples, empty nesters and seniors to find appropriate housing within the community.

- New residential development will offer a variety of housing types and prices.
- Housing diversity will be integrated into the fabric of the neighborhood.
- Housing styles will reflect architectural elements of the historic core.

**9. Streets will create an attractive public realm and be exceptional places for people.**

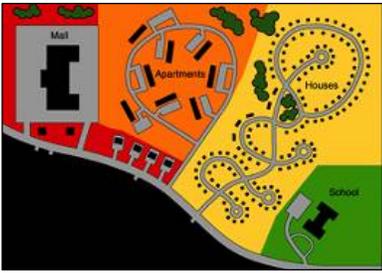
Streets are essential elements in defining the character of a place. Many of the local streets in Piqua have street trees and sidewalks which add to the streetscape. These street patterns encourage pedestrian mobility and contribute to defining the character of the neighborhood. On Piqua’s fringed, roadways contribute to the rural character and help to create an edge to the community.

- Roadways and streets are important elements of the built environment and will strengthen the character of the setting.
- Roadways and streets will be given greater consideration as part of future development to ensure they contribute to the neighborhood character and people-oriented functions.
- The City will take great care in protecting the rural roadway character in areas of the rural suburban interface.
- Buildings will be situated on their site to define a high quality streetscape; this includes locating structures close to the street and parking to the rear of the structure.

**10. Places will be better connected, to improve the function of the street network and facilitate pedestrian mobility; better opportunities will be created to walk and bike to and from the local and regional trails.**

Streets that are disconnected limit the flow of traffic in the Community by forcing traffic onto major and minor arterials which can create traffic congestion. Encouraging an interconnected street pattern will create more options for residents to arrive at destinations, thereby decreasing travel time/distance, reducing congestion and improving wayfinding.

- A connected grid like street system is the preferred network for future development and redevelopment



Connections in the transportation framework can improve mobility for automobiles and pedestrians (Source: Duany Plater-Zyberk & Company).



Creating new and improved connections to the Miami River is a high priority for residents. The Downtown is a high priority for improving connections to the River.

- Well-connected streets will be designed with short block lengths to facilitate walking.
- Bike paths and walking paths will be integrated into new development and redeveloped areas, and connect these areas to the local and regional trail network.
- The road pattern will be improved to keep local traffic off of major arterials, and high-speed through traffic off local streets.

**11. Better opportunities will be created to connect people to the Great Miami River.**

Riparian areas near the Miami River provide residents with much needed access to open spaces. Residents have a strong environmental ethic and support the environmental protection of the River, and desire new opportunities to connect with the waterway through recreation, leisure and entertainment.

- The Great Miami River is a defining natural feature of the Community and will be protected and enhanced.
- The Great Miami River will be integrated into the downtown and surrounding areas by creating quality public spaces and developments that connect people to the River; any new development will be environmentally sensitive.
- Convenient and accessible recreational opportunities will be provided for all ages near the River; old areas will be enhanced, and new areas set aside to connect people to the riparian environment, and promote recreational opportunities to support active and healthy lifestyles.
- The waterfront near the downtown and surrounding neighborhoods will be evaluated for redevelopment opportunities to connect the downtown to the River.

**Conservation and Development Map**

Piqua has choices as to how it will grow in the future. These choices and aspirations are expressed in the words making up the guiding Land Use Principles. The Conservation and Development Map illustrates, in graphic form, *how* the Principles could be applied geographically to improve development in the City (See Map 2.3). The map represents a different geography than zoning or existing land use maps are intended to describe. It is based on how neighborhoods, districts, and corridors are defined in the Community. The map is based on a traditional development pattern that is linked by a set of interconnected roadways, and shows areas for targeted infill and redevelopment sites while strategically guiding and planning new growth in outlying areas.

The following sub-sections describe each component of the Conservation and Development Map. The first section describes the *primary map elements*. These elements include growth areas and natural features, as well as other

Like the land use principles, the Conservation and Development Map should be used as a guide when considering future growth and development in Piqua. It is intended to be a general land use framework, which may change over time as growth occurs.

This section describes the “primary map elements”. These elements include growth areas, existing and proposed roads and bikepaths, and natural features, as well as other base elements.

base elements. The second section describes the *development concepts*. The development concepts indicate the type, form and character of development/redevelopment that would be most desirable at certain locations within Piqua. The building and street typologies that are recommended for each development are listed in Tables 2.2 and 2.3, while Figures 2.1 to 2.4 illustrate how different building and street typologies can be applied in each concept area.

### Primary Map Elements

-  **Core Enhancement:** Focus on the downtown area for continued infill as a mixed use center with improved river access.
-  **Neighborhood Conservation:** Preservation of existing neighborhood character and continued maintenance of buildings and infrastructure.
-  **Corridor:** Redevelopment of strategic sites along the corridor with a mix of uses with increased intensity at major nodes or intersections, and redesign of existing roadway to calm traffic flow.
-  **District:** Defining and strengthening areas that serve a specific use (i.e. Edison Community College).
-  **Developed Land:** Land which has been altered from its original natural state and is currently serving as a public, residential, commercial or industrial use. Developed land excludes agricultural areas.
-  **Strategic Growth Area:** Areas that are appropriate for a variety of development types because of their proximity to planned or existing roadways and utilities. They include both a traditional neighborhood pattern (walkable with a distinct center and edge) and an open space development pattern. Districts (industrial, university, etc.) because of their size, function, and configuration are not expected to conform to the neighborhood or open space/clustered pattern of development.
-  **Limited Growth Area:** Areas that have value as open space but are subject to development because zoning entitlements are already in place. They predominantly include an open space/clustered development pattern.
-  **Preserve Areas:** Permanently protected by federal, state, and local regulations. These lands include nature preserves, parks, and outdoor recreation areas. Preserve lands amount to 731 acres or 10.1 percent of the total land area within the City of Piqua.



**Reserve Areas:** Lands that are not part of the preserve, but due to their environmental constraints and limitations their development potential should be considered for future preservation. These include floodplain areas, hydric soils with steep slopes (over 12 percent) and wetlands, all of which could be developed, but not without additional effort or cost. The amount of land in reserve status amounts to 811 acres or 11.2 percent of the total land area within the City.

This section describes the “development concepts”. The development concepts are intended to indicate the type of development/redevelopment that should occur at targeted locations within Piqua. These locations were selected based on input from the public meetings, stakeholder interviews, and staff input.

**Development Concepts**

**1 River Access/Redevelopment**

- Entertainment and/or recreation emphasis
- Improved river access
- Public and/or private investment

**2 Neighborhood Activity Center**

- Significant residential re-investment
- Has strong neighborhood qualities
- Mixed-use
- Quality public spaces
- Improve accessibility and walkability
- Public and/or private investment

**3 Corridor Mixed-Use Areas**

- Improved streetscape
- Integrated traffic calming techniques
- Consider special zoning overlay to achieve targeted improvements

**4 Village Mixed-Use Center**

- Mixed-use
- Small commercial-retail
- Serves surrounding neighborhoods (¼ mile to ½ mile radius)
- Well connected to surrounding land uses (walking, biking, car)
- Compatible with surrounding residential uses
- Social gathering nodes

**5 Gateway Improvement Area**

- Enhanced built environment (Buildings & Streetscape)
- Strong local architectural elements
- Improve landscaping
- Integrated traffic calming techniques

**6 Neighborhood Expansion Area**

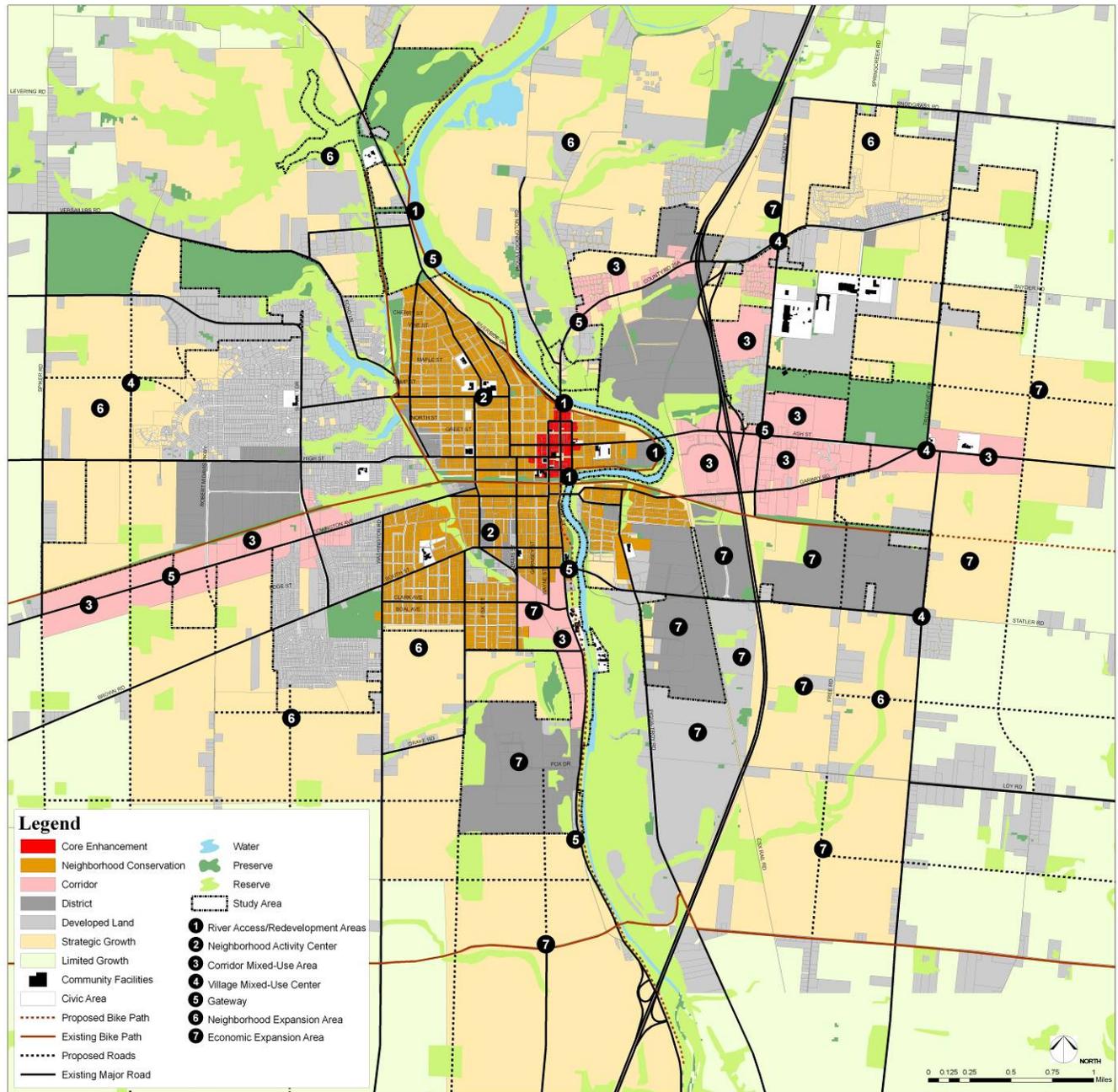
- Areas adjacent to existing neighborhoods
- Primarily new development
- Reflects area of traditional neighborhood design (Caldwell District)
- Walkable and well connected to surrounding areas

**7 Strategic Growth Area**

- Existing in commercial or industrial zoning
- Prime proximity and/or visibility from I-75
- Available infrastructure and/or rail access

- Highly desirable area for economic growth
- Mixed-uses, industrial, office and commercial uses integrated

MAP 2.3 – CONSERVATION AND DEVELOPMENT MAP



Source: ACP – Visioning and Planning Ltd.

Note: The Development Concepts (numbers) are intended to be general in nature and do not refer to one specific site.

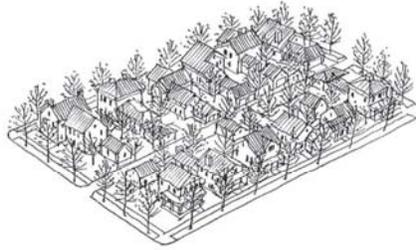
Figures 2.1 to 2.4 illustrate how different building and street typologies can be applied in each concept area.

**FIGURE 2.1 – BUILDING TYPES**

**BUILDING TYPES**

**Single/Two-Family**

- Detached dwelling meant for one family or two attached units each meant for one family
- Typically built on 1/4 acre lot



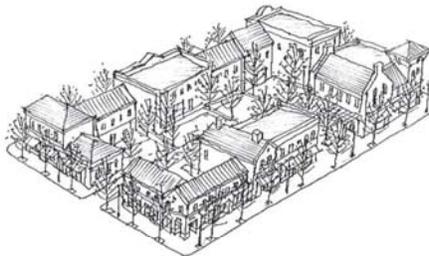
**Civic-Services**

- Includes government buildings, theaters, libraries, museums, outdoor auditoriums, fire stations, police stations, churches, schools and hospitals



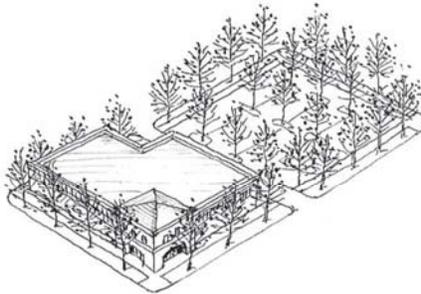
**Mixed-Use**

- Includes a variety of housing types and land uses within a walkable distance
- Network of paths, streets, and lanes serve mixed-use developments
- Public and private spaces have equal importance
- Inclusion of civic uses is encouraged to enhance community
- On street and shared parking arrangements



**Industrial**

- Light industrial development
- Moderate Intensity



**Greenspace**

- Includes uses that provide parks, recreation and natural areas
- Intended to provide light and air, and designed for environmental, scenic or recreational purposes.



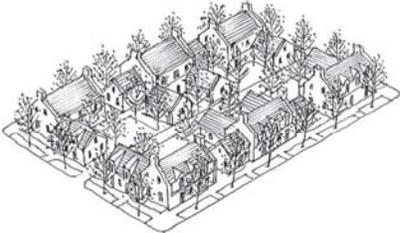
Source: ACP – Visioning and Planning Ltd.

FIGURE 2.2 – BUILDING TYPES

**BUILDING TYPES**

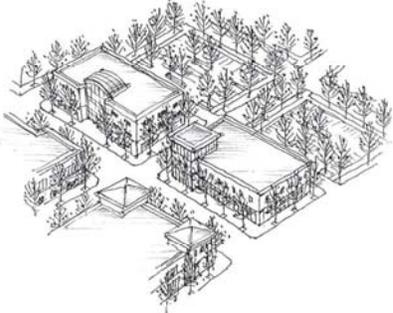
**Multi-Family**

- Three or more families living independently from one another within the same structure



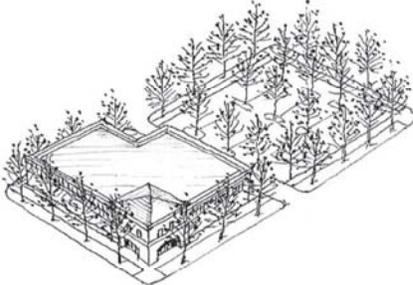
**Office**

- Sizeable commercial enterprises
- Buildings positioned close to the street with parking in the rear or side yard
- Supportive retail establishments may occupy the lower levels of a multistory building
- Supportive retail uses include coffee shops, delicatessens, barbers, and newsstands among others



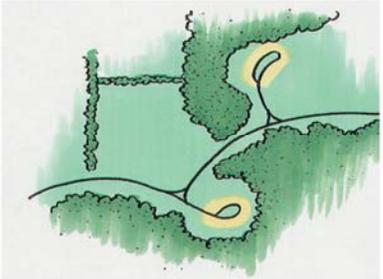
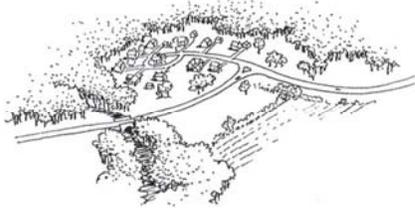
**Commercial/Retail**

- Sizeable retail establishments
- Moderate intensity
- Buildings positioned close to the street with parking in the rear or side yard



**Open Space Subdivision**

- Characterized by common open space and clustered lots
- Protects natural areas
- Generally used on sites 40 acres or larger



Source: ACP – Visioning and Planning Ltd.

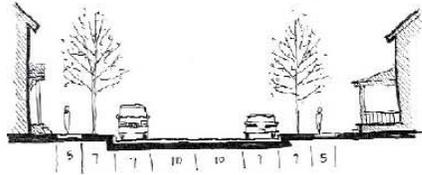


FIGURE 2.4 – STREET TYPES

**STREET TYPES**

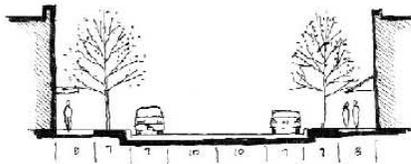
**Street**

- Slow-movement thoroughfare for urbanized areas
- Higher density uses



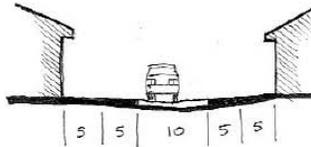
**Main Street**

- Local slow-movement thoroughfare suitable for urbanized areas



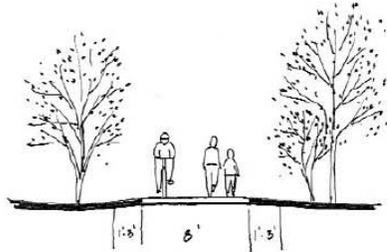
**Alley (Service Lane)**

- Narrow service access to the rear of more urban buildings providing service areas, parking access, and utility easements
- Paved from building face to building face, with drainage accommodated by an inverted crown at the center



**Path**

- Pedestrian way traversing a park or countryside
- Should connect directly with the sidewalk network at the urban edge



Source: ACP – Visioning and Planning Ltd.

The building and street typologies that are recommended for each development concept are listed in Tables 2.2 and 2.3

TABLE 2.2 – BUILDING TYPES

Building Types	Development Concepts						
	River Access/ Redevelopment Area	Neighborhood Expansion Area	Corridor Mixed Use Area	Village Mixed-Use Center	Gateway Improvement Area	Neighborhood Activity Center	Economic Development District
Single -Family	X	X				X	
Multi-Family	X	X				X	
Civic		X		X		X	
Mixed-Use	X	X	X	X	X	X	X
Office			X				X
Industrial			X				X
Commercial/Retail			X		X		X
Neighborhood Retail				X		X	
Conservation Subdivision		X					
Greenspace	X	X			X		

Source: ACP – Visioning & Planning Ltd.

TABLE 2.3 – STREET TYPES

Street Types	Development Concepts						
	River Access/ Redevelopment Area	Neighborhood Expansion Area	Corridor Mixed Use Area	Village Mixed-Use Center	Gateway Improvement Area	Neighborhood Activity Center	Economic Development District
Parkway	X						
Boulevard	X	X	X		X	X	X
Drive	X	X				X	
Avenue		X	X	X	X	X	
Road	X						X
Street		X		X		X	X
Main Street			X	X	X		
Alley		X				X	
Path	X	X					

Source: ACP – Visioning & Planning Ltd.

## F. Regulatory Implications

Development regulations are the key tool in implementing the land use principles, maps, and objectives and strategies. The existing development regulations should be reevaluated with respect to how well they reflect the recommendations of the Plan.

In general, Piqua's current development regulations are proscriptive, stating what the City does not want. A new approach to regulating development is necessary; one that is based on form and is prescriptive in nature, stating what the City desires.

Form based codes go beyond the conventional zoning controls of segregating and regulating land use types and defining building envelopes by setback requirements and height limits. Form based codes instead address the detailed relationship between buildings and the public realm of the street, the form and mass of buildings in relation to one another, and the scale and type of the streets and blocks. Form based codes are based on specific urban design outcomes desired by the community that may be identified through an inclusive, design-focused public participation process, similar to the public

outreach conducted as part of this plan. The regulations in form based codes are applied to property through “regulating plans” that map the community with geographic designations that are based on the scale, character, intensity, and form of development rather than differences in land uses.

The objectives and strategies listed in the next section include a number of recommendations to create specific form based standards to help implement the plan.

**Create standards for developments with neighborhood qualities:** Specific standards should be created based on the land use principles that encourage developments with neighborhood qualities. These standards should be made a part of the City’s development standards, and incorporated into each of the residential zoning designations. Special neighborhood overlay districts can also be considered to promote the qualities unique to that neighborhood.

**Provide examples to encourage developments with neighborhood qualities:** Providing regulations allowing subdivisions with neighborhood qualities does not assure they will be built. Incentives should be incorporated into the zoning regulations that encourage this approach to development over existing development practices. The public should also be educated on the long term benefits of traditional neighborhood developments.

**Provide incentives to encourage infill and redevelopment:** Infill and redevelopment projects provide many benefits to the Community but can often cost more when considering the expense of cleaning up a polluted site or redeveloping a historic structure. Accommodating parking needs is also a challenge in infill and redevelopment projects. Incentive provisions that promote infill and redevelopment should be considered as a built-in component of the development standards. Specifically, minimum lot sizes for the residential districts and parking standards for all districts should be re-evaluated.

**Create new standards that allow for an integrated mix of uses:** The existing zoning standards are a Euclidian framework which dictates predominately single uses and discourages a mix of uses. Existing zoning and subdivision standards need to be re-evaluated, and new districts and design guidelines established that would accommodate mixed-used developments. Likewise, bulk regulations (building height, setbacks, street widths, etc.) and parking standards need to be redefined.

**Modify existing regulations to allow for a mix of housing types with neighborhoods:** The existing residential zones/districts are geared towards single forms of housing. This leads to a homogenous housing product in terms of size, style and cost. Existing zoning districts will need to be re-evaluated to allow for a mix of housing types within neighborhoods.

**Subdivision standards need to require road and pedestrian connections:**

Connectivity among different neighborhoods, districts and corridors is a priority development principle to promote and improve on mobility in the Community. Development regulations need to reflect this principle, and require both automobile and pedestrian connections whenever feasible.

**Provide incentives and programs that will accommodate and promote the redevelopment of underutilized industrial areas:** Traditional zoning and development regulations are not going to facilitate the redevelopment of a number of underutilized or vacant sites. Progressive developments plans will need to be put into place that adequately deal with dilapidated structures, contaminated sites, and neighborhood context issues among other development challenges. New regulations can encourage the redevelopment of these areas by streamlining the approval process and providing taxing incentives that can make these often times “costly” projects more financially feasible.

The results of the “Strong and Weak Places” mapping activity showed the Great Miami waterfront in and around the Downtown as one of the primary strong places. Some participants noted it as a weak place due to the fact that the river is currently underutilized. The results are clear that integrating the river into the community fabric is a desirable development strategy.

Public awareness and education will play a significant role in redevelopment efforts. The public should be made aware that it is the City’s intention to redevelop specific sites. Informal meetings can be held to educate residents on development plans and the City’s intention. This will help to get the public feedback and address their concerns as they relate to future projects.

**Create special overlay districts to accommodate development along the Great Miami River:** Residents have indicated a desire to build on the Great Miami River as a community asset. This includes developing new housing opportunities adjacent to the waterway as well as mixed-use commercial centers with a strong entertainment component. Any building that occurs along the waterway will need to be sensitive to the riparian system and conform to Miami Conservancy District (MCD) standards, as well as the Army Corps of Engineers.

A new overlay district that specifically addresses targeted areas for redevelopment along the river may be necessary. This district should include standards that accommodate new growth while being mindful of MCD and the Army Corps regulations.

#### G. Objectives and Strategies

Outlined below are objectives and strategies intended to guide decisions related to land use. The objectives and strategies were created based on the findings from the existing conditions assessment, public input, and field work. The intent of the objectives and strategies is to achieve the Land Use Goal, and continue to make Piqua an attractive and desirable place to live, work and play. The Implementation Chapter includes a timeframe for implementing each strategy, and identifies a person, department, or organization responsible for implementation.

**Objective 1****Strengthen the sense of place/community identity to engender pride among residents.**

Improving the Community's image is important to residents. To improve the image/identity improvements need to be made to the built environment. These need to be physical changes, at a variety of scales. Landscaping, signage, and improving the streetscape will help to improve the local image; however, much larger improvements need to be made to the built environment.

An update of the zoning code and subdivision regulations should be undertaken consistent with the recommendations of the Plan. The purpose of updated regulations would be to support new commercial and residential development with neighborhood qualities and improve on existing developments to create a sense of place in the Community.

**Strategies****LU 1.1 Create standards that yield commercial and office structures and signs that reflect local culture and history (and minimize franchise/corporate structures).**

Local culture and history plays an important role in creating a sense of community and identity. Current regulations for the City allow franchise architecture and standard signage; these regulations need to be revised. New requirements should be created that require local architectural elements and materials to be used for new construction.

**LU 1.2 Encourage the creation of neighborhood identity programs.**

Neighborhood identity is a way to enhance the sense of community. Unique aspects of a neighborhood should be celebrated. The City should encourage a program where neighborhoods identify their uniqueness and create the means for showcasing that identity.

**LU 1.3 Create regulations that allow appropriately-scaled places for formal and casual interaction.**

Regulations should be created that allow places of interaction throughout the Community. Reduced setbacks, alcoves, and open space should be incorporated into development regulations.

**LU 1.4 Encourage the development of identifiable districts within the Community.**

A community's sense of place can be greatly enhanced by identifying areas with special significance. Identifiable districts in the Community can be the focus of marketing campaigns and can enhance the sense of place in the Community. Districts can be celebrated and should capitalize on the identity, such as the type of place or by capturing historical elements, or commercial

ventures. The focus of this campaign should be on redevelopment areas and commercial districts.

**LU 1.5 Enhance existing gateway/entrances to create an inviting and welcoming appearance when entering the Community.**

The gateways coming into Piqua create a first impression when entering the Community. Targeted entryways need to be improved along North and South Main Street (CR 25-A), and East Ash Street and Covington Avenue (USR 36). These areas and others are noted on the Conservation and Development Map 2.6. Improvements to these areas should include reshaping the built environment beyond signage and landscaping. New mixed-use centers, identifiable districts, and improved streetscape are a number of ways to define a gateway/entryway.

**Objective 2**

**Continue to improve land use management and encourage citizen involvement in City efforts.**

The City should continually strive to improve land use management practices. This involves both regulatory and programmatic changes. Land use management decisions can be made that are regulatory and that identify programs that engage citizens to help with land management decisions and code enforcement.

**Strategies**

**LU 2.1 Update the zoning code, subdivision regulations, and other development regulations consistent with the Comprehensive Plan.**

The key to implementing the Comprehensive Plan is updating certain regulatory tools. An updated zoning code, subdivision regulations, and other development regulations will improve land use management by providing the community with current and consistent regulations. The City should update these regulations per the implementation schedule. The focus of these updates should be incentives to encourage development and redevelopment of commercial and industrial areas and to improve the community’s overall appearance through aesthetic standards.

**LU 2.2 Expand code enforcement by focusing efforts in targeted areas in a comprehensive fashion and providing assistance to resolve violations.**

An important aspect of land management is the enforcement of required standards and practices. City officials often become aware of code violations through citizen complaints. Active citizen involvement at the neighborhood level can provide a valuable and cost effective extension of City enforcement activities. The City should target code enforcement activity in key areas of need, such as areas around the downtown, and residential neighborhoods to the south, and solicit citizen assistance. Enforcement should happen in the most consistent, equitable, and responsible manner possible. In order to make

the process most effective, the City should also focus on problem solving and assist responsible parties in finding ways to resolve non-compliance before issuing violations.

**LU 2.3 Promote a rational land use development pattern and redevelop land in ways that provides a fiscal benefit and enhances City revenues.**

Land development can contribute to the vitality of the whole community when land uses are sited, developed, and serviced in an appropriate and consistent manner. It is critical that the land use development pattern be guided to meet the goals of the Comprehensive Plan. These strategies recommend ways for the City to encourage a development pattern that is equitable, consistent, proactive, and rational.

**LU 2.4 Encourage development to occur concurrently with the supporting infrastructure to maximize the City’s capital investments.**

Future development and the infrastructure necessary to support such development should occur concurrently. Where appropriate, infrastructure investments could occur prior to development as an incentive, if consistent with the Comprehensive Plan.

**LU 2.5 Study annexation potential based on the Comprehensive Plan and development trends.**

Annexation decisions should be based on understanding the benefits and challenges of annexing a particular area. The City should also review the benefits and costs associated with potential annexations.

**LU 2.6 Future developments should mimic the strengths of past development patterns.**

The City’s older neighborhoods originally developed with residences located adjacent to manufacturing facilities because of limited mobility. Commercial uses were found nearby, supporting both the industry and the residences. This mix of uses created an “industrial neighborhood.” As the City develops and redevelops, a more contemporary version of this pattern should be encouraged, where the evolving pattern reflects a similarly close relationship between work, residence, and shopping, as well as other cultural and entertainment facilities.

**Objective 3**

**Encourage redevelopment of underutilized land resources.**

The City has over 2,000 acres of developable land. When considering where future development should occur, these underutilized land resources are a priority. Reducing underutilized land resources is an important step in strengthening the core and older neighborhoods while improving the Piqua’s character. This objective does not discount accommodating growth and appropriate development in suitable areas outside city limits. but should

encourage the City to consider how development of underutilized land resources affects more established areas.

### **Strategies**

#### **LU 3.1 Work with the Community Improvement Corporation to develop programs that promote redevelopment or reuse of existing structures and deal with vacant properties.**

Identifying specific areas in the City for redevelopment and infill will send a clear message to the public that the City intends to strengthen the core, older neighborhoods and existing commercial and industrial districts. Some potential infill and redevelopment areas are identified on the Conservation and Development Map, additional sites should be identified over time as the land use pattern changes.

#### **LU 3.2 Establish priorities for infrastructure investments that favor redevelopment and infill locations over greenfield development.**

The City's capital improvement programs are the place to start when evaluating how and where infrastructure improvements are scheduled. Funds should be earmarked for infill and redevelopment areas to not only correct current deficiencies, but also enhance infrastructure capacity for future development in these areas. This is not to say extension to outlying areas should occur, in particular when desirable development is imminent.

#### **LU 3.3 Modify development regulations to support redevelopment, especially along or near the Great Miami River in and around the downtown.**

The most effective incentives to development available through the Community's development regulations are streamlining the development, review process and increasing development intensities. The Great Miami River waterfront is targeted for redevelopment and could benefit from these incentives, especially if they are tied to inducements that help finance certain capital improvements related to new bridge construction or rehabilitation, environmental conservation, arts and cultural entertainment, and creating quality public spaces such as parks, squares, or pavilions.

#### **LU 3.4 Prepare a marketing program for targeted infill and redevelopment sites.**

The City should assist property owners and developers in promoting their sites for redevelopment. This includes raising awareness in the Community of the potential for redevelopment through publications, speaking engagements and seminars and then reaching out to the larger community.

#### **LU 3.5 Promote infill residential development in appropriate locations, including creating and marketing a land bank of infill building sites.**

It is in the community's best interests to reuse existing but abandoned buildings or sites for new residential development. Often vacant sites or

structures are already inhabitable or require only minimum improvements. The City should create a land bank of appropriate infill building sites and make these available to qualified developers. These developers could be asked to meet requirements, such as facade improvements, historic preservation, landscaping, or pedestrian-friendly design, in return for zoning, economic, or other incentives.

#### **Objective 4**

#### **Enhance opportunities for appropriate housing development and stabilize and improve mature neighborhoods.**

Residential development can help the City address many of the goals of the Comprehensive Plan – for example, affordable housing, a variety of housing types, and increased open space. The City should set specific objectives for new residential developments and assist developers in meeting these objectives.

#### **Strategies**

#### **LU 4.1 Facilitate compatible reinvestment, redevelopment and infill residential development in existing neighborhoods throughout the City.**

Piqua’s existing neighborhoods that are threatened by disinvestment. These neighborhoods should be strengthened to ensure all residents live in acceptable – even outstanding – residential environments. The City should target reinvestment, redevelopment, and infill residential development for the Community’s older neighborhoods, ensuring compatibility with these areas. Investments in open space, pedestrian improvements, landscaping, and safety will also create an atmosphere that encourages concurrent private investment.

#### **LU 4.2 Encourage new residential development to locate adjacent to existing residential developments, where utilities are available – this will build stronger neighborhoods by connecting roads and sidewalks.**

One way to enhance opportunities for appropriate new development is by facilitating compatible new residential development adjacent to existing residential areas throughout the City. These neighborhoods offer existing roads and utilities, as well as access to resources for infrastructure improvements. New subdivisions should connect with existing subdivisions to minimize isolation. This includes roads, sidewalks, and bike path connections.

#### **LU 4.3 Encourage upper story residences in the Downtown.**

Residences in Downtown help to assure a stable market for Downtown businesses. They also enhance the vitality of downtown by putting more pedestrians on the street and in public spaces, which can have compounding economic benefits.

#### **LU 4.4 Continue to improve property maintenance enforcement.**

Property maintenance is a critical component of any community. Residents should be given resources to enable them to identify property maintenance code violations. Representatives from other agencies that frequent neighborhoods, including police and fire personnel, can be trained to recognize potential violations as well.

### **Objective 5**

#### **Preserve natural areas.**

As the Community continues to grow, natural areas, identified in this Plan as greenfield areas, will increasingly become pressured to develop. Natural areas provide a Community identity and should be protected with updated development standards.

### **Strategies**

#### **LU 5.1 Identify and prioritize land for open space preservation.**

Existing riparian corridors, including land within designated floodway and floodplain areas, should be identified as possible locations for greenway enhancements in both greenfield and infill locations. Once this land is identified, the priority areas or the areas most likely to develop in the near future should be reserved through conservation easements, dedication or acquisition.

#### **LU 5.2 Create regulations that allow for conservation subdivisions.**

Conservation subdivisions are planned and developed in such a way as to accommodate housing units under more flexible standards, such as building arrangements and setbacks, than those that would normally apply under single family district regulations. This allows for the creative grouping of housing in order to conserve open space and existing natural resources. Conservation subdivisions are recommended for the Limited Growth Area (See Map 2.3).

#### **LU 5.3 Enhance regulations with environmental mitigation requirements.**

Existing zoning and subdivision regulations should be modified to require replacement of destroyed natural resources during development construction. This involves wetland, woodland, riparian corridors and other areas of environmental significance.

#### **LU 5.4 Prepare educational material on alternative development choices for protecting natural areas—for both the public and developers.**

The City, in conjunction with Miami County, should prepare educational material for the Community detailing the benefits and options of alternative development patterns. Examples include clustering techniques, mixed-use development, and consolidating smaller parcels to be part of a master plan for

an area. This material should be made available at the Municipal Government Complex and local libraries.

**LU 5.5 Conduct coordination meetings with neighboring jurisdictions on protecting and linking open space.**

The City should conduct regular meetings with adjacent communities to coordinate public and private projects (at the edges of the Community) to ensure that open space corridors are extended and retained beyond the Community.

**Objective 6**

**Create and modify land use patterns to support improved transportation choice and efficiency.**

Developing the land in a way that integrates rather than segregates uses and increases development intensities at strategic locations will help reduce the dependence on the auto for work and shopping trips.

**Strategies**

**LU 6.1 Create regulations that allow for shared parking for adjacent development.**

Different uses have different peak parking requirements. Mixing uses with alternate peak parking requirements (e.g. office and residential uses), enhances opportunities for shared parking.

**LU 6.2 Incorporate “park once” site design requirements to support mixed use development.**

Park-once environments typically include a mix of uses surrounding a parking lot or parking structure. This design encourages users to access more than one destination without using their vehicles. This both alleviates traffic congestion and supports retail uses by enticing visitors to walk, spending more time browsing and creating a more vibrant public environment.

**LU 6.3 Expand the local and regional multi-use path system to connect destinations.**

Every effort should be made to connect sidewalks and pedestrian paths to their destinations. For instance, a number of uses within the historic core are located adjacent to sidewalks and trails but are not physically connected. Future developments with neighborhood qualities should also be directly connected to the greenway network that will include multi-purpose trails.

**Objective 7**

**Support appropriate commercial, office and, suitable industrial development.**

Commercial and office development is critical to the Piqua’s economic health. The City should target appropriate and optimal sites and provide

incentives to attract desirable development. At the same time, the City should balance commercial and office development with Downtown revitalization objectives. Finally, commercial and office development should happen in ways that increase quality of life in areas of the City that would most benefit from it – improving access to shops and services, increasing employment opportunity, and encouraging the start of new businesses.

### **Strategies**

#### **LU 7.1 Support neighborhood-scale commercial development where such uses support neighborhoods, meet local needs, and are located at key crossroads, especially major intersections.**

Supporting neighborhood retail in appropriate locations strengthens neighborhoods. Neighborhood retail improves the economic viability of neighborhoods. It makes housing in these areas more marketable. It also reduces the need for residents to travel elsewhere for basic goods and services, promotes active streetscapes and public places, and builds a sense of community. The City should support neighborhood retail through zoning decisions, economic incentives, partnerships, and community participation in development decisions. Village Mixed Use Center locations in the Community are identified on Map 2.3.

#### **LU 7.2 Support office development in existing locations and facilitate corporate offices in the Downtown and adjacent to major freeway interchanges.**

Office development is important to the community's overall economic health. An increased in Downtown offices would provide a workforce-based market to support new downtown shops, services, and housing – creating a dynamic cycle that would support Downtown revitalization objectives.



Vacant land: Land with no existing structures that has never been developed.

Redevelopment sites: Areas that have been cleared for redevelopment, or buildings on an existing site that show potential to be redeveloped. Buildings with the potential to be redeveloped are those that are deteriorating, reflect poorly on the Community, and are not reaching their full economic potential.

## 3. Redevelopment

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### A. Overview

There are a number of neighborhoods and districts in Piqua that are well defined, have strong neighborhood qualities, and are developing independent identities. Within some of these neighborhoods are vacant lots and structures that could be redeveloped to strengthen the neighborhood, and have the potential of serving as new neighborhood centers. There are also significant opportunities for Piqua to develop vacant and underutilized sites. Supporting new growth on infill and underutilized sites is a priority for the City when considering where and how to grow, and is the underlying theme of the Land Use Chapter. In 2007 there were approximately 840 acres of vacant land (11.6 percent of the total developed land area). Some of these vacant areas, as well as identified “redevelopment sites” are addressed in this chapter.

This chapter outlines the recommendations for addressing infill and redevelopment opportunities. Its intent is to be a general framework for where and how infill and redevelopment should occur. Concepts discussed herein should serve as a starting point from which to generate future dialogue and planning initiatives to address the targeted areas and sites. The remaining sections of this chapter include:

- B. Redevelopment Goal
- C. Key Findings
- D. Principles
- E. Targeted Infill and Redevelopment Sites
- F. Objective and Strategies

B. Redevelopment Goal

The Redevelopment goal was developed by the Steering Committee based on citizen’s input.

*Revitalize Piqua through initiatives that encourage redevelopment or reuse of existing structures, and implementation of building codes in an effort to contribute to a reduction in building vacancies.*

E. Key Findings

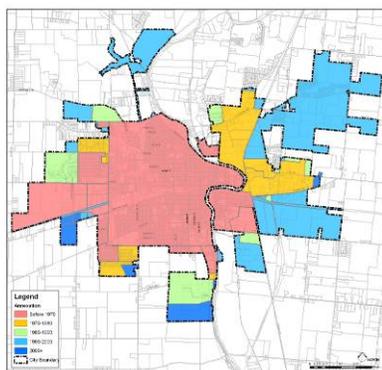
**There is local interest in revitalizing existing neighborhoods and commercial areas:** The general direction for shaping the built environment and overall land use pattern, as indicated by Community input from the public meetings, and reflected in the land use principles, indicates a desire to take advantage of development opportunities on vacant infill and underutilized sites, while supporting new development that reflects elements of traditional neighborhood design, and helps build the local economy. This will enable the City to make more efficient use of land resources while being fiscally responsible through serving new development with existing infrastructure.

**A dramatic increase in land area coupled with stable population growth:** Piqua has grown considerably in land area over the last few decades. The City has annexed 3,897 acres since 1970, most of which has been undeveloped land on the fringe of the Community. Since 1970 Piqua’s population only increased from 20,741 to 20,883; or 0.7 percent.

The growth in land area has created new opportunities for commercial, industrial, and residential growth on the edges of the community. However, some older areas have become abandoned or neglected over time due to functional obsolescence.

The findings in the Housing Chapter indicate there is new residential growth outside the central city. The majority of new residential growth has been to accommodate existing residents moving up and down in the Community. It is estimated that approximately 60 percent of housing sales have been driven by “move-ups,” or existing residents who are moving out of rental properties, parent’s homes, or smaller homes into their own house. About 30 percent of the market seems to be driven by “move-downs” or those who have downsized due to retirement, empty nest, divorce, lifestyle choices, and other reasons. Not more than 10 percent of housing sales appear to be driven by relocations to Piqua from other markets. In the inner neighborhoods from which residents are moving out, housing units are being converted to rental properties. As this trend continues to occur, pockets of rental housing are being clustered together within these older neighborhoods around the downtown.

**Vacant & aging industrial buildings (as quoted from the Economic Development Chapter):** Piqua has only a handful of planned industrial



This map shows annexations in Piqua from 1970 - 2000. A larger version of the map is located in the Land Use Chapter  
 Source: ACP

parcs, with many of the City’s industrial uses located in older mixed-neighborhoods or along City streets. An estimate of total industrial & service building space in Piqua has been calculated at approximately 4.5 to 5.5 million square feet. Of this number, about 970,000 square feet is vacant, yielding a vacancy rate in the range of 18 to 20 percent. The Copperweld and Aerovent structures account for approximately half of the current vacancy rate. If these two buildings are removed from the inventory, then there is approximately 379,000 square feet of available industrial space in dozens of buildings scattered throughout the City. Some of this space is relatively competitive for certain industrial uses, such as three buildings totaling 40,000 square feet available in the Paul Sherry Industrial Park. However, most of the space has low ceiling heights, tight locations in urban neighborhoods, poor accessibility from I-75, or other aspects which make them less marketable.

**There are opportunities to redevelop industrial space within existing neighborhoods:** Piqua is home to a number of older industrial facilities that are located within residential neighborhoods. Historically this pattern was created out of efficiency, in era where people lived where they worked. Today, however, these sites are being abandoned in response to changing economic trends and demands. The facilities present the City with new opportunities to create new neighborhood centers based on a more traditional neighborhood pattern.

**D. Principles**

The full list of principles that describe the direction and form of future development and revitalization efforts in Piqua are listed in the Land Use Chapter. These principles focus on the quality, pattern, form, character, and organization of development and address a desire to strengthen the quality of the physical environment. They were developed through extensive consultations with the public and City staff. Many of these principles relate to redevelopment and infill. These principles were referenced when formulating the objectives and strategies in this chapter. Principles two and three relate directly to redevelopment, however, nearly all the land use principles should be considered when infill and redevelopment occurs. Principle two and three are listed here.

- 2. The entryways into Piqua will be enhanced through improving the existing and newly enhanced environment.**
- 3. Underutilized industrial, institutional, and manufacturing districts and sites will be strategically redeveloped and incorporated back into the Community fabric.**

School facility planning is currently taking place that may result in the consolidation of schools and sites. This may result in the vacancy of up to 7 buildings which presents some redevelopment opportunities and challenges. This issue is addressed in the Community Facilities Chapter.

E. Targeted Infill and Redevelopment Sites

A number of sites were identified in Piqua as areas that show potential for infill or redevelopment. These areas were selected based on an analysis of existing conditions, public input, and input from City Staff. Three different types of areas were identified. These areas are described below and illustrated on the Infill and Redevelopment Areas and Sites (see Map 3.1).

**1. Industrial and Commercial:** These are sites that are currently, or have been, used as commercial or industrial space. These areas are typically located along corridors, or situated with existing neighborhoods. Each category exhibits different forms and types of redevelopment potential.

**2. Neighborhoods:** These areas refer to sections of existing neighborhoods that would benefit from a variety of improvements. This includes physical improvements to the streetscape, public spaces, as well as improving individual structures.

**3. Vacant sites:** Vacant sites refer to parcels that are devoid of an existing structure or use. While a large number of sites are identified on the Existing Land Use Map (Map 2.1 in the Land Use Chapter) as vacant only a few are specifically targeted for redevelopment in this chapter.

There are a number of redevelopment areas identified in this chapter. Three selected areas should be given a higher priority to serve as redevelopment catalyst projects.

1. East Ash Street and improved river access near the East Ash Street Bridge.
2. Redevelop the old hospital site and High and Steele site into new neighborhood centers.
3. Public and private improvements to the Southview Neighborhood.

These sites are described in greater detail in the objective and strategies section.



Not all areas indicated on Map 3.1 have specific strategies.

To the extent possible the public should be involved in the redevelopment of the sites/buildings identified in this chapter. An interactive design charrette would be an ideal process to get citizens involved in the vision and design of these sites. Select members of the public, as well the developer and City Staff should all be included.

## F. Objectives and Strategies

Outlined below are objectives and strategies to guide decisions related to redevelopment. The intent of these objectives and strategies is to achieve the Redevelopment Goal, and enhance the built environment by improving the Community’s image while creating new economic development opportunities.

### Objective 1

#### Redevelop targeted industrial and commercial sites

A number of industrial and commercial sites/areas have been identified by the public and City Staff as showing redevelopment potential. These areas can be redeveloped to improve the aesthetic appearance of certain areas, while providing new economic development opportunities. There are many industrial and commercial areas that are abandoned, in disrepair, or are underutilized and need to be redeveloped. Some of these areas are indicated on the Redevelopment Map, and specifically mentioned in the following strategies listed.

### Strategies

#### RD 1.1 Inventory all existing vacant industrial and commercial sites and structures.

An inventory of existing vacant industrial and commercial sites/structures will help the City identify areas for priority redevelopment. An effective property inventory and information system is critical to support necessary policy recommendations and actions while providing governmental staff and the community with easy access to critical data. The system will allow the City to maintain current data and monitor progress of redevelopment efforts. The system will also enable staff to graphically illustrate the vacancy/redevelopment situation within the City using a Geographic Information System. The information can also be used in the development of plans for targeted redevelopment sites and can be shared with developers via the City’s website.

#### RD 1.2 Develop a conceptual plan for the Old Hospital site.

The “Old Hospital” as it is known locally, is currently a site that is not reaching its fullest and best use. The site has the potential to serve as a new neighborhood center, and be a cornerstone of the neighborhood.

The City should create a draft plan, which includes a schematic drawing of the site, and identifies preferred future uses. Potential re-use should be a mixed-use neighborhood scale plan that serves as a job center, and neighborhood activity. A neighborhood design charrette could be used that includes residents in the re-design of the site.



The Old Hospital site



Industrial and commercial Corridor located along north CR-25A



The High and Steele area located on the western edge of downtown



The old Kroger site negatively impacts a critical entryway into Piqua.



The Sunset and former Buckeye Mart retail centers located along Sunset Drive.

**RD 1.3 Continue to market the Old Hospital site.**

The City has been working with a number of potential owners/developers of the Old Hospital site. The City should continue to market this site, and proactively work with development community. The City may also consider providing incentives to support the redevelopment of this site through taxing structures, development agreements, or as a Planned Unit Development (PUD).

**RD 1.4 Market industrial and commercial redevelopment opportunities along north CR-25A.**

There are a number of sites and buildings along north CR-25A that could be improved to reach their fullest and best use. The Copperweld site has significant redevelopment potential being that it is already served with infrastructure, and has primary access to I-75. Like the Old Hospital site, the City should consider providing incentives to redevelop the site through taxing structures, development agreements. To redevelop these areas, an overlay district may be necessary to guide development into a mixed-use pedestrian friendly pattern with a well-defined streetscape.

**RD 1.5 Create a redevelopment strategy for the High and Steele Area.**

The High and Steele site is an ideal location to create a new neighborhood center. The redevelopment of this site should expand the existing grid network in the area to improve the street and pedestrian facility connectivity. This improvement would also make the site more marketable to end users.

**RD 1.6 Work with the Township to redevelop the old Kroger site.**

The old Kroger site on Covington Avenue needs to be redeveloped. This large vacant site is the Piqua’s western entry which presents an opportunity to create a more defined gateway. The City should work with the Township and County to develop a redevelopment strategy, which may include annexation. A fiscal impact assessment would help determine how the annexation of this site would impact the City. Like the High and Steele Site, breaking this site up into smaller parcels with a modified grid would better promote future economic development than a large single site with minimal access.

**RD 1.7 Create new mixed-use centers at the Sunset Retail and old Buckeye Mart locations.**

The Sunset and old Buckeye Mart retail centers can be redeveloped to improve the public image, and variety of services that are available to local residents. The City should work with a variety of groups (real estate professionals, Grow Piqua Now, local tenants, and the public) to develop a strategy for these locations. A design charrette could be held with the public and local stakeholders to gather ideas concerning how the site should be

redeveloped. Any future development should be compatible with the surrounding uses, and support the land use principles.

**RD 1.8 Explore opportunities to convert vacant industrial structures into residential dwellings or other viable uses.**

A few industrial structures in and around downtown Piqua may offer the potential to be converted into residential living spaces, office, commercial or mixed use space. This is a creative re-use of the old industrial structures that possess local architectural elements and historical significance. Historic tax credits may be available at both the State and Federal level to convert some of these structures.

Increasing demand for living spaces that are smaller and more efficient to serve an aging population looking to downsize and attract young professionals that drive economic development (see Economic Development Chapter) will support residential conversions. Industrial structures may also be reused as modern office and commercial space or a combination of office commercial and residential.

**RD 1.9 Modify existing zoning districts, or create new overlay districts, that are more flexible, and will better support industrial and commercial redevelopment efforts.**

Some industrial and commercial spaces that are targeted for redevelopment are within existing neighborhoods and districts. These areas have conventional zoning that may not accommodate an adaptive reuse of an industrial or commercial space. Setbacks, parking standards, building heights, lot coverage and floor area ratios are all zoning district standards that may need to be re-evaluated to accommodate redevelopment of older commercial and industrial structures.

**RD 1.10 Work with the Ohio Department of Development (ODOD) to apply for Industrial Site Improvement Funds (ISIF).**

The Industrial Site Improvement Fund (ISIF) program was created in 2004 to assist geographically and/or economically disadvantaged counties around Ohio in the expansion and modernization of buildings, remediation of environmentally contaminated property and completion of other infrastructure improvements at sites used primarily for commercial or industrial activities. Piqua should work with Miami County to ensure local industrial sites are included as a priority for ISIFs. Miami County, is currently a qualified jurisdiction to receive ISIFs from the ODOD.

**RD 1.11 Continue to work with the Ohio Department of Development (ODOD) to apply for Job Ready Site (JRS) Funds.**

The ODOD Job Ready Site funds are an open source of revenue to help fund economic growth around Ohio. The program is designed to stimulate the development of large parcels of land and/or buildings that will be

marketed to attract State economy-shifting development projects. The nature of the program is to build an inventory of sites for large-scale, regional-impacting end-use development. Currently the program is being reworked to include areas that will allow for the program to be more urban friendly allowing for the reuse of existing structures and sites which support Piqua's effort to redevelop underutilized sites.

**RD 1.12 Work with the Ohio Department of Development (ODOD) to apply for Clean Ohio Brownfields Funds.**

The Clean Ohio Revitalization Fund was developed to provide funding for brownfield clean up activities, which are a key component in brownfield redevelopment. Brownfield redevelopment allows a community to reclaim and improve its lands, making previously developed property viable for new development.

The City may consider the application for and utilization of Clean Ohio funds for former industrial sites that were occupied by a noxious use. These funds will help the community leverage private funds to redevelop targeted sites with uses that appropriately fit with the context of the surrounding community.

**Objective 2  
Redevelop targeted older neighborhoods**

The housing market is being driven primarily by people moving around in the Community, not by people moving in (see Housing Chapter). As more residents move to new housing developments on the edges, older neighborhoods will continue to be vacated, or transitioned into rental housing. Some of the older, high-density single-family housing in areas outside of the Downtown Historic District will be increasingly unmarketable. Improving the physical foundation of the older neighborhoods will encourage more residents to remain homeowners in these areas and improve property values as a result of basic infrastructure improvements.

In selected locations the City should establish targeted redevelopment efforts, with the buy-in from property owners and residents, to improve the quality of the housing stock via new infill and redevelopment or vacant and/or deteriorating structures. The redevelopment areas would most likely coincide with a portion of the Neighborhood improvement District (NID), but the NID should be viewed primarily as a rehabilitation and management tool and not as a redevelopment entity (see Economic Development Chapter).

Without an investment in the framework of the older neighborhoods it will be increasingly difficult to improve the public image, which is a necessary component of attracting new businesses. Piqua's policy makers, business leaders, and nonprofit organizations will need to repair the local market by simultaneously attracting more people back to its core neighborhoods communities and decreasing the surplus housing stock and infrastructure.

**Strategies**

**RD 2.1 Inventory all existing vacant residential sites and structures.**

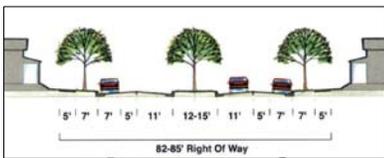
An inventory of all existing vacant residential sites/structures will provide the City with an accurate and up-to-date picture of the vacancy in City neighborhoods. An effective property inventory and information system is critical to support necessary redevelopment and neighborhood improvement policy recommendations and actions. A city-wide vacant property inventory and information system can provide governmental staff and the community with easy access to critical data pertinent to redevelopment, neighborhood improvement, and areas targeted for City resources. The database will allow the City to maintain a current database as well as monitor progress of efforts to address this issue. The system will also enable staff to graphically illustrate the vacancy picture within the City. The information can also be used in the development of plans for targeted redevelopment sites and can be shared with developers. The information can also be made available via the City’s website.



**RD 2.2 Create new redevelopment strategies for Old East Piqua.**

Old East Piqua includes a variety of uses including residential, industrial, and public uses. This neighborhood is a gateway to downtown, and has significance frontage along the Great Miami River which is currently underutilized.

A redevelopment master plan needs to be created for this entire area. The focus of the plan should be to eliminate uses that are not compatible with surrounding single-family neighborhoods, and embrace the river via new residential and mixed-use development. The gateway needs to be strengthened by improving the streetscape with neighborhood scale design elements such as sidewalks, planter strips with street trees, landscaping, and possibly a boulevard. The focus of the streetscape improvements should be to calm the flow of traffic and make the street a public space. This would also be an appropriate location to incorporate new dining and entertainment amenities desired by local residents.



Proposed design for East Ash Street with a planted median and on street parking. The design is intended to calm traffic, create a defined entry, and beautify the surrounding neighborhood.

Source: TND West



The historic Shawnee Neighborhood

**RD 2.3 Identify and implement targeted redevelopment strategies in the historic Shawnee Neighborhood.**

The historic Shawnee Neighborhood is conveniently located to the downtown with prime pedestrian access via a new automobile and pedestrian bridge. This neighborhood has a neighborhood association and has the potential to be a quality first ring neighborhood with quality amenities such as green space and significant riverfront. Working with the neighborhood association the City should identify redevelop opportunities and generate a list of needed private and public improvements. The neighborhood association should manage private improvements in tandem with the public improvements made by the City and in continuing code

enforcement efforts. Properties in a state of decline or disrepair should be evaluated to determine whether they may be suitable for land banking and/or renewal.

**RD 2.4 Identify and implement targeted redevelopment strategies in the Southview neighborhood**

Redevelopment strategies in this neighborhood are slightly different than those for Old East Piqua and the Historic Shawnee neighborhood. This area is a well defined neighborhood with an intact grid system, close proximity to the downtown, and is predominantly residential.

Targeted redevelopment in this neighborhood should focus on public improvements to individual blocks. A neighborhood campaign should be created to inform residents of the City’s intent and identify specific targeted improvements in the neighborhoods. The campaign should be perceived as a cooperative relationship between the City and residents. The City should educate residents on targeted improvements to the public realm such as curb and gutter, street trees, and landscaping. At the same time, individual property owners should be encouraged to simultaneously make improvement to private properties. The improvements should focus on one block at a time to achieve the highest visual impact possible. Again, proactive code enforcement and a land bank/renewal program should be utilized to implement this strategy.



The Southview neighborhood encompasses a large area on the southside of downtown.

These principles should be used as a guide to help the City in evaluating future transportation improvements. Policy decisions, capital improvements, and development applications should consider the Principles, and support their intent. If a project, program or policy does not support the principles it should be reevaluated and made consistent with the intent of the principles.

**RD 2.5 Develop a code enforcement strategy to prevent and stabilize substandard properties within the City’s transitional neighborhoods.**

Transitional neighborhoods benefit from a combination of code-enforcement strategies with rehabilitation resources and repair programs. Strategies include registration ordinances and civil law actions for complex situations requiring immediate action. These resources should be used in combination with funds to upgrade properties to meet property code requirements.

**Objective 3  
Work with local and regional groups to redevelop vacant and underutilized properties, and rehab and/or remove deteriorated structures.**

There are a number of vacant sites in Piqua (many of which are not identified in Map 3.1). Some vacant sites have the potential to be developed without a significant cost, while others require a more significant financial investment, especially historic sites and those with environmental hazards. They are already served by infrastructure and are void of an existing structure which can be costly to remove and/or redevelop. Future plans to develop vacant sites need to be in line with the land use principles.

**Strategies**

**RD 3.1 Redevelop the Great Miami riverfront from Lock Nine Park to the East Main Street Bridge.**

The riverfront is a significant community asset that currently is underutilized. The River presents opportunities for the City (as mentioned in the Land Use Chapter) to invigorate the downtown and connect residents to the river creating new recreational and social experiences. The City should focus redevelopment and infill efforts along the River from Lock Nine Park to the East Main Street Bridge. Future improvements to the riverfront may extend to the power plant.

**RD 3.2 Work with Grow Piqua Now (GPN) and the Chamber of Commerce to create strategies to develop vacant properties.**

As mentioned in the Economic Development strategies, the City should work with GPN and the Chamber to identify redevelopment opportunities. Working with these entities, the City should create small working groups to manage individual projects and seek potential sources of funding to support targeted redevelopment efforts.

**RD 3.3 Explore opportunities locally, and with regional partners, to establish a land bank program.**

Over the past thirty years, land banks have emerged as powerful tools for converting vacant and abandoned properties into assets for community revitalization. Land banks have special powers to acquire and assemble multiple abandoned properties and then legally transfer the land to responsible nonprofit and private developers for redevelopment.

Land banks are often independent, nonprofit, or quasi-governmental entities. They are created to acquire abandoned property through donation, foreclosure, and eminent domain. They can also hold property and assemble it (when possible) into larger development projects and market the land to individuals and nonprofit entities that will redevelop the land, consistent with community-driven neighborhood plans.

Land banks are ideal for redeveloping vacant and/or declining areas as they take on the initial risk of preparing land in uncertain real estate markets. They help developers to establish footholds in transitional neighborhoods, thereby attracting more private investment until the housing market and, ultimately, the neighborhood are rebuilt. Land banks generally target the worst properties within a neighborhood such as those that are blighted, abandoned, and tax-delinquent. They also can engage in strategic planning by working with neighborhoods to devise reclamation plans that fit community visions (this strategy was summarized from the recommendations found in “Reinventing Dayton and the Miami Valley through Vacant Property Revitalization and Reclamation” May 2005).

Ohio law authorizes the creation of land bank authorities (see Ohio Revised Code section 5722.15).

Note: Strategies 3.3 - 3.6 are redevelopment strategies that include working in local and regional partnerships. There is some overlap between these strategies, but they are intentionally kept separate to allow for an elaboration of each strategy in the text. Having these strategies separate also helps call attention to each redevelopment policy.

**RD 3.4 Explore opportunities locally, and with regional partners, to redevelop vacant and underutilized sites.**

Explore opportunities locally and regionally to address revitalization of vacant underutilized and/or deteriorated properties through land banks, land reutilization (ORC 5722), foreclosures, receiverships (ORC 3767.41), CIC purchase/rehab, and other redevelopment strategies identified by Mainstreet Piqua, Grow Piqua Now, and strategies outlined in the *Reinventing Dayton and the Miami Valley Through Vacant Property Revitalization and Reclamation Report*.



## 4. Housing

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### A. Overview

Piqua has many qualities that make it a great place to live, work and raise a family. The Community has a wealth of parks, a regional trail system, an abundance of local festivals, and the presence of the Great Miami River. All of these attributes over the years have attracted families and professionals employed in the manufacturing, transportation and light industry sectors that have defined Piqua.

Today, economic and demographic conditions are changing, and the City faces the challenge of providing appropriate housing options to meet the demands of these new conditions. A diverse range of housing types is necessary to attract and retain industry and young professionals, while providing for the needs of aging residents. The traditional family (households headed by two-parents) is a shrinking demographic. Conversely, singles without children and empty nesters are a growing segment of the population. Singles and empty nesters have distinctively different housing needs than families with children. They prefer housing that offers low maintenance and convenient access to employment centers, entertainment, and retail services. They are also interested in neighborhoods that provide a range of housing options with different amenities, allowing them to move up or down in housing type and size while staying within a neighborhood. The attention given to providing new housing options for these changing demographics will profoundly affect Piqua's future.

Housing is also a key component of the City’s image. Piqua has been characterized by the perception that it has a high percentage of affordable housing. While this perception is generally true, a considerable amount of the City’s housing is over 50 years old and is often difficult and costly to maintain. Also, a growing percentage of this housing is now renter versus owner occupied, which has made code enforcement more challenging. The City is currently working towards improving its older housing stock through better enforcement of regulations and redevelopment efforts. Maintaining the City’s older housing is a fundamental issue that needs to continuously be addressed. It is important that the City maintain a quality stock of affordable housing, including both older units and new homes (both multi-family and single-family). New housing development should occur in targeted infill and greenfield locations in a pattern that will create high-quality neighborhoods.

This chapter outlines recommendations for addressing these and other housing-related issues. The remaining sections of this chapter include:

- B. Housing Goal
- C. Key Findings
- D. Principles
- E. Objective and Strategies

B. Housing Goal

The Housing goal was developed by the Steering Committee based on citizen’s input.

*Promote a diverse and quality housing stock to meet the needs of all residents, and enhance the housing supply through programs and policies that encourage homeownership, promote home maintenance, and support the responsible upkeep of all properties.*

F. Key Findings

As part of this planning process, an extensive analysis of existing conditions and trends was conducted. Listed below are a summary of the key findings related to housing in Piqua. For a more detailed explanation of these findings, see the Housing Chapter in the Existing Conditions report.

**A significant portion of rental housing is located in older single-family neighborhoods near the downtown, which is creating some maintenance and neighborhood appearance issues:** A substantial share of Piqua’s rental housing (35 percent) is located in older, single-family detached homes in neighborhoods surrounding the core. A large number of these rental units are located in aging structures which, in some cases, are deteriorating and difficult to maintain. This, in turn, is driving up vacancy rates and contributing to a negative image of some areas in the Community.

**Piqua’s lower incomes and higher poverty rate have an impact on the housing market:** Housing values were lower while poverty rates were

All of the key findings are addressed in the objectives and strategies section of the report.

Nearly 40 percent of Piqua’s housing was built prior to 1939, with a median age of 50 years.

higher in Piqua than in nearby communities in 2000. Residents and stakeholders questioned whether the availability of low-income housing resources in Piqua has attracted low-income residents from other parts of the region, creating a cycle that further concentrates low-income housing in Piqua. According to City staff, the large number of rental units in aging single-family housing has led to code-enforcement issues and may contribute to a concentration of poverty in these neighborhoods. This is especially true of large older single-family homes that have been converted to multi-family units.

Piqua has accounted for an increasing share of the county's housing sales, from 27.1 percent in 2001 up to 33.6 percent by 2006. Overall, Piqua has accounted for an average of 29.1 percent of Miami County housing sales, but only 14.6 percent of Miami County's new housing construction.

Executive housing is housing that is usually priced above the median home value in a region, and is marketed toward white collar professionals. It is important for Piqua to have an adequate supply of executive style housing to attract new businesses and industries to the area.

**Piqua has not captured its “fair share” of new residential construction in the region:** Miami County saw an average of about 325 housing units permitted since 2000. The number of residential building permits increased since 2000 but has begun to level off. Almost all of these permits were for single-family dwelling units. Piqua permitted 94 units during 2004-05, an average of 47 per year. This represents about 14.6 percent of the average number of units permitted in the County but only 72 percent of Piqua's share of the County's overall housing stock. Thus, the City did not capture its “fair share” of the County's residential construction for the last few years.

One area of the housing market Piqua could expand is in executive housing. For Piqua to expand its share of this market, new housing would have to compete with developments in nearby communities. To differentiate its product, Piqua would need to create more amenity value associated with its housing stock and improve perceptions about the quality of life in the City.

**Piqua's demand for new housing is limited:** Piqua's population base is stable (See Housing Chapter of the Existing Conditions Report), but its number of households is slightly increasing due to a continued decrease in average household size. The current trend of a stable population, coupled with a continued but slowing decrease in average household size, will result in the addition of about 100 households (1.1 percent increase) by 2011. These households translate into an expected demand of approximately 230 housing units by 2011, including 180 owner-occupied units and 50 to 60 rental units. The forecasts are based in part on the assumption that Piqua can work proactively to reduce the vacancy rate in both for-sale and rental housing.

**The housing market in Piqua is driven by people moving up and down in the Community:** It is estimated that approximately 60 percent of housing sales have been driven by “move-ups,” or existing residents who are moving out of rental properties, parent's homes, or smaller homes into their own house. About 30 percent of the market seems to be driven by “move-downs” or those who have downsized due to retirement, empty nest, divorce, lifestyle choices, and other reasons. Not more than 10 percent of housing sales appear to be driven by relocations to Piqua from other markets. Thus,

the market is attracting relatively little in-flow for work or lifestyle reasons. Brokers also estimate that less than 5 percent of the homes they sell are occupied by people who commute to Dayton or other surrounding communities for work.

**Piqua has captured an increasing share of housing sales in the region, but its prices have remained relatively stagnant compared to neighboring communities:** The flat median sale prices in Piqua are cause for concern, especially in light of the generous national and regional appreciation in housing prices over the last decade. One reason for Piqua’s stagnant housing prices is the age of the housing stock and limited new construction as compared with nearby cities. Though the pace of construction has been slow, suburban neighborhoods have seen several new high-quality developments with attractive housing stock.

#### D. Principles

The full list of principles that describe the direction and form of future development and revitalization efforts in Piqua are listed in the Land Use Chapter. These principles focus on the quality, pattern, form, character, and organization of development and address a desire to strengthen the quality of the physical environment. They were developed through extensive consultations with the public and City staff. Many of these principles were used to formulate the objectives and strategies of this chapter. Principles seven and eight relate directly to housing. Please refer to the Land Use Chapter for the complete list of principles with descriptions.

- 7. Residential areas will have strong neighborhood qualities.**
- 8. A broad range of housing types and price levels within neighborhoods will strengthen the community identity, and create new opportunities for residents to find housing.**

#### E. Objectives and Strategies

Outlined below are objectives and strategies to guide decisions related to housing based on the findings from the assessment of existing housing conditions, and demand for new housing in Piqua. The intent of these objectives and strategies is to achieve the Housing Goal and continue to make Piqua an attractive and desirable place to live, work and play.

##### **Objective 1**

**Promote the enhancement and redevelopment of existing neighborhoods.**

Residents of Piqua are interested in creating and maintaining attractive neighborhoods that they can take pride in. The public meetings held as part of this Comprehensive Plan update revealed residents place a high priority on community appearance.

A number of neighborhoods have been identified as needing improvement, especially concerning property maintenance. When properties are cleaned up, they are less likely to fuel deterioration elsewhere in the neighborhood. To improve the appearance of properties requires the ongoing efforts of local area residents, businesses and civic groups. The focus should be on redevelopment, enforcement, education, clean-up, and beautification projects. The following strategies suggest tools and programs which should be considered to implement this objective.



Warehouses (similar to those in Piqua) have been converted into residential or mixed use structures.

Adaptive reuse can be challenging in and around the central city or core. Suburban storm water standards are often unnecessarily applied to urban developments as they are part of the zoning or development regulations.

**Strategies**

**H 1.1 Stabilize existing neighborhoods and districts:** By reinvesting in the downtown and older surrounding neighborhoods Piqua can reinvigorate the core and begin to reverse the development trends that contribute towards deteriorating neighborhoods.

**H 1.2 Identify appropriate locations for compatible infill housing to replace vacant or underutilized sites in existing neighborhoods.**

Architecturally compatible infill housing provides communities with an alternative to continually growing outward. By focusing investment and energy on the downtown and older neighborhoods, infill developments can catalyze revitalization in neglected or abandoned sites and structures. Several strategies should be used to spur infill development, including upgrading core infrastructure and amenities (such as parks and community centers); and modifying zoning standards to permit mixed-use development at higher densities.

**H 1.3 Develop standards to allow for residential adaptive reuse in existing neighborhoods.**

By encouraging residential adaptive reuse through more flexible zoning regulations, jurisdictions can generate more housing, diversify housing stock, offer compatible mixed-use opportunities, preserve historic character, and restore underutilized or deteriorating buildings to a useful purpose.

Many redevelopment projects would require development/zoning standards to be modified. Typically, the same standards that apply to suburban development also apply to urban development. This makes it difficult to redevelop urban areas without development waivers that create time consuming and costly obstacles for developers. Many different kinds of buildings in Piqua can be converted to a residential use. Examples from other communities include old school buildings, hotels, hospitals, warehouses, and factories. Historic preservation tax credits and programs should be considered to help fund conversions of historical or architecturally significant buildings.

**H 1.4 Continue to develop tools and establish standards to ensure new development compliments existing neighborhood character and creates an accessible, pedestrian friendly environment.**

Tools such as architectural design guidelines serve to preserve small-town character, ensure that new development compliments historic buildings, and create an accessible, pedestrian-friendly environment. Besides addressing fundamental issues such as building height, width, and setback, design guidelines can also focus on elements such as signage, materials selection, streetscape improvements, public spaces and landscaping.

#### **H 1.5 Market local neighborhood improvement success stories and communicate techniques.**

By publicizing and promoting neighborhood success stories, Piqua can recognize local leaders and encourage continued revitalization efforts. Recognizing these successes is also a way to share local expertise and innovations with the public and development community.

#### **H 1.6 Continue to promote street tree plantings, as well as community gardens, and similar public landscape features.**

Greening efforts can have profound and positive impacts on a community and the environment. Tree planting improves public spaces and increases property values, while providing shade and reducing water runoff. Pocket parks and community gardens can transform vacant lots into community assets, offering green space and recreational opportunities for neighborhood residents.

#### **H 1.7 Promote beautification efforts to define streetscapes in order to create a distinct sense of place and destination within communities and neighborhoods.**

The establishment of streetscape guidelines and beautification programs can help communities maintain a distinct character, and ensure that new development respects existing historic and natural elements. Regulations regarding building scale and design, sidewalk and bike lane specifications, street lighting, landscaping, public art, and placement of utilities can also help a community define its corridors and create a unique sense of place.

### **Objective H2**

#### **Support homeownership by initiating and supporting public communication and education outreach programs.**

Part of the challenge to increasing homeownership rates is access to information concerning “how to” purchase property efficiently and effectively. Public outreach and educational seminars that address housing options and opportunities would inform residents about residential opportunities. Outreach efforts should address obtaining fiscal incentives and technical assistance for current and potential homeowners.

**Strategies****H 2.1 Organize community forums to address housing strategies and opportunities.**

Community forums provide an excellent opportunity for education and information-sharing regarding programs, policies, and trends in a diverse housing market. Forums also encourage collaboration among stakeholders to come up with new ideas to enhance the local housing market.

**H 2.2 Provide ongoing educational outreach regarding housing market and development trends.**

Piqua can play an important role in creating public awareness about national trends that may impact the local housing market. This educational outreach can also apply to the development community, with an emphasis on housing trends toward urban living and town lifestyles. An emphasis should be placed on managing growth and the benefits of promoting infill and redevelopment of underutilized sites in existing neighborhoods.

**H 2.3 Sponsor homebuyer assistance programs**

Homebuyers sometimes need education and assistance in order to obtain financing to meet their needs. By creating and/or supporting specific financial incentives, such as low interest loans for investment in redeveloped properties, homeownership rates can increase and help revitalize neighborhoods.

**Objective H3****Provide a variety of housing choices.**

As demographics shift and family structures change, communities need housing options that can accommodate a variety of household sizes and types. Housing choices should be available in a range of locations, types, and prices that meet the needs of all local residents. The following strategies suggest providing a variety of housing types in order to diversify the local housing stock to compliment the demographic trends in the Community.

**Strategies****H 3.1 Create programs which provide incentives to developments which provide a diverse supply of housing.**

Communities should encourage diverse housing development. A diversity of housing types include new and rehabilitated detached and attached single family, duplexes, multiple family, cooperatives and condominiums. Incentives can target specific types of development and enhance housing options in many communities. Such incentives may include density bonuses, fee waivers, and a streamlined approval process.

**H 3.2 Explore options for allowing accessory dwelling units.**

Many terms are used to refer to accessory dwelling units – granny flats, garage apartments, carriage house apartments, and ancillary dwelling units (ADU). Accessory apartments and additional single family structures can take a variety of physical forms and offer many benefits. Existing and proposed neighborhoods and zoning districts should be reviewed for the appropriateness of incorporating ADU’s as a permitted or conditional uses. This too, may require a modification to the current codes to permit this accessory use type in the residential districts.

**H 3.3 Expand housing options for “move downs”.**

A variety of senior housing options will become more important as the baby boomers age and change the demographic makeup. About 30 percent of the market in Piqua is driven by “move-downs” or those who have downsized due to retirement, empty nest, divorce, lifestyle choices, and other reasons. It is important that there are a variety of housing types available to this portion of the market to prevent residents from “moving out” to find desirable housing that meets their needs.

**H 3.4 Ensure an adequate supply of executive housing exists to attract new businesses and industries.**

As noted in the market assessment, Piqua will generate demand for some higher-income housing over the next five years and it is assumed that homebuilders will step forward to meet that demand. From an economic development perspective the City should ensure that the housing follows the executives, not the other way around. The City should support new developments that are inline with the Land Use Principles and provide new housing options for the higher-income market.

**Objective H4****Maintain and improve older housing stock.**

Several issues related to Piqua’s older housing stock are impacting the overall image and marketability of existing neighborhoods. Among these issues are the age and design of the housing stock, the high percentage of single-family homes used as rentals (a number of which have been converted to multi-family), relatively high rental vacancy rates in older housing, and an overall concentration of poverty in older housing stock.

**Strategies****H 4.1 Improve single-family rental housing.**

A large percentage of the rental housing stock (approximately 35 percent) is made up of single-family homes in single-family neighborhoods. A number of these properties have fallen into disrepair and create areas that appear abandoned, neglected and can create public safety issues. There is currently

an ongoing effort to work with property owners and neighborhood residents to address this problem. These efforts should continue.

#### **H 4.2 Evaluate the impacts of current code enforcement policies and practices on neighborhood stabilization.**

The City should annually review their code enforcement policies and practices. In doing so, successful policies can be identified and promoted as well as pinpointing problem areas where code enforcement needs to be reassessed or reinforced.

#### **H 4.3 Support neighborhood policing.**

Neighborhood or community policing means being committed to broadly focused, problem-oriented policing and requires that neighborhood residents and police to be responsive to citizen demands when they identify local problems. It is most effective when combined with community development programs.

A Community Oriented Policing program that attempts to empower and encourage citizen participation would be a good example of such a program. This type of program is typically supported by the local policing authority who assigns personnel to provide community oriented policing in their designated neighborhoods and business districts.

#### **H 4.4 Make infrastructure improvements in older neighborhoods.**

Public investment in neighborhoods experiencing physical deterioration can often spur private investment. This includes everything from the resurfacing of streets, providing curbs and gutters, improving sewer and water lines, and providing landscape/beautification improvements. Improving the appearance of neighborhood streets will enhance the overall image of that particular neighborhood.

#### **H 4.5 Create Neighborhood Improvement Districts (NID)**

Within several targeted older residential sections of Piqua, there is the need to encourage pro-active reinvestment in housing for homeownership. A Neighborhood Improvement District (NID) initiative is recommended to accomplish this through stronger regulation and enforcement, as well as through financial and other incentives. The NID is aimed at strengthening, not replacing, existing City staff efforts to improve code enforcement and housing quality in central city neighborhoods.

#### **H 4.6 Develop a rental licensing program.**

Code enforcement and other regulatory tools are being applied to the extent possible to improve targeted neighborhoods in Piqua. In addition to code enforcement, there is the opportunity to develop a rental licensing program that requires landlords to meet certain standards in order to receive renewals on their licensing for rental property. Such programs require

landlords to register and obtain a license for their rental units, allowing for better tracking and verification of rental properties. The property is treated as a business enterprise and is therefore subjected to standards that can be imposed by the City in order for landlords to obtain or renew a license.

#### **H 4.7 Regularly track the licensing program.**

Once a licensing program has been instituted, the City should create a database of rental properties (included those whose households are receiving housing assistance) and track their locations, condition, incentives, and enforcement issues. A portion of the license fee can be used for this administrative purpose, while other portions of the fee may be used to fund a “Paint and Porch Program” (see below) or interim enforcement activities.

### **Objective H5**

#### **Initiate marketing strategies to attract and retain homeowners.**

It is important for Piqua to expand the housing mix and capture a diverse group of residents needed to support the local economic demands. Outlined below in this section are a number of strategies that look at how to effectively promote the Piqua housing market in a regional context.

### **Strategies**

#### **H 5.1 Develop a marketing committee to promote the residential market potential in Piqua**

Piqua should encourage the creation of an informal housing marketing committee to work with brokers and property owners and increase the visibility and enhance the image of the City in the local and regional market.

The Committee can work to improve or create marketing materials that are targeted to a regional Miami Valley audience. The committee can also work with the media to ensure that information is made available on progress that the City is making on numerous fronts as well as housing incentives that may be available. Among the items that the committee might use to help improve perceptions of Piqua in the regional market are improved school performance (see Economic Development Chapter in Existing Conditions Report), new industries, redevelopment efforts, new housing product, etc.

#### **H 5.2 Promote home tours and shows in Piqua.**

A marketing committee may work on establishing or expanding annual home tours for new and historic homes in the Piqua area to attract prospective home buyers from other parts of the region. Agents and brokers along with developers and builders would team with the committee to establish or broaden the home tour. The tour should include the historic core and newly developed projects that meet the intent of the Land Use Principles.

**H 5.3 Work with local business to create relocation home packages.**

A marketing committee might also work with the Chamber of Commerce to package new homes with job offers to relocating professionals. Special builder incentives might be offered to professionals who are relocating from outside of the area. The incentives might be packaged with the benefits offered by the local companies.

**H 5.4 Enhance and create local amenities.**

As noted in the Housing Chapter of the Existing Conditions Report, there is a need to increase the amenity value of housing and neighborhoods if the City is to attract industry and professional workers. The City does have recreational amenities, which are already used to some extent by brokers in their marketing efforts. However, these recreation amenities are not “packaged” and marketed in a comprehensive way (such as through golf club discounts to new homeowners) to appeal to homebuyers. The amenity “package” should also be expanded to include more cultural and entertainment activities that enhance the quality of life for existing and incoming residents.

The market for additional cultural venues, programs, and for downtown retail should be explored further. As discussed in the Economic Development Chapter in Existing Conditions Report such amenities are also important for attracting business and for retaining the City’s “home-grown” professional labor force.



## 5. Transportation

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### A. Overview

Piqua first developed as an outpost along the Miami-Erie Canal and later as cross-roads of north/south and east/west railroad lines. The original settlement grew into a typical grid street system that has expanded over the years in response to population increases and economic stimuli. Around 1950 this pattern began to change as Piqua responded to new housing development and economic realities supported by a boom in industry and population. Around this same time the transportation framework began to be influenced by the automobile as residents became focused on efficient travel across town, and to other more distant destinations.

Today, the City totals approximately 150 miles of streets and 28 miles of alleys. Essentially, the transportation focus is on cars and trucks. Piqua's location on the I-75 corridor continues the tradition of being an important transportation location. Piqua is also well within the economic influence of I-70, another seminal link of the national transportation infrastructure. These highways have significance as a conduit for the movement of vast quantities of commodities and people.

No single transportation factor has impacted Piqua more than I-75. The I-75 segment in Piqua and Miami County was completed in 1958. Sections connecting the Dayton area to the south and the Sidney area to the north were added in the early 1960s. The completion of the entire Ohio link and regional portion of I-75 significantly changed the growth pattern of the City over the

past four decades. The east corporation boundary has reached further and further east, to the Interstate and beyond, as a result of the I-75. Over time, this artery has been enveloped by a nucleus of commercial, institutional, and residential development. The land area around I-75 now contains a variety of local businesses, and a number of national and regional retailers and restaurants located in the area.

Aside from automobile travel, Piqua is also served by Class A rail service, Hartzell Field – a municipal airport located within an hour drive of Dayton International Airport, and is served by the Miami County Transit system. Piqua has a number of local multi-use trails that are part of the Miami Valley Recreational Trails Network, one of the most extensive networks of non-motorized, multi-use trails in the Country.

This chapter outlines the recommendations for addressing Transportation related issues in Piqua. The remaining sections of the chapter include:

- B. Transportation Goal
- C. Key Findings
- D. Principles
- E. Objective and Strategies

#### B. Transportation Goal

The Transportation goal was developed by the Steering Committee based on citizen's input.

*Develop and maintain a convenient, safe and efficient transportation system that effectively accommodates pedestrians, bicyclists, automobiles and public transportation.*

#### G. Key Findings

As part of this planning process, an extensive analysis of existing conditions and trends was conducted. Listed below are a summary of the primary key findings related to transportation in Piqua. For a more detailed explanation of these findings, see the Transportation Chapter in the Existing Conditions report.

**Growth is trending towards the Interstate 75 corridor, a sign that transportation access is an important precursor shaping local land use decisions:** The growth in traffic (both car and truck) on I-75 over the last 30-40 years has brought growth to Piqua. Truck traffic on I-75 has increased nearly five-fold since around 1970. The City has grown considerably around I-75 corridor. While this growth has brought significant economic opportunities, it also presents the City with the challenge of serving growing areas with adequate transportation infrastructure in a way that is safe, efficient, and fiscally responsible.

All of the key findings are addressed in the objectives and strategies section of the report.

**Unwarranted traffic signals are generating public concern:** The public perception is that there are a number of non-warranted traffic signals in town. This concern was raised by members of the public during the planning process.

Unwarranted traffic signals can cause excessive delay, disobedience of signals, an increase in accident rates, and diversion of traffic to inadequate alternate residential routes around Piqua. Aside from the public safety issues there is also the inconvenience to the public and perpetual cost in operating a signalized intersection which cost on average \$1,500 per year depending on location and the number of signal heads involved. This figure does not include the fiscal impacts caused by the diversion of traffic and increased accident rates due to disobedience.

**Car traffic has increased on state routes while truck traffic has decreased. Both car and truck traffic has increased on I-75 through Piqua:** Traffic counts suggest the federal and state routes serving Piqua (36, 66, and 185) have handled more car traffic over the last fifty years (see sidebar). Corresponding semi-truck traffic on the same routes over the same time period show a marked decline in volume (55-60 percent).

While truck traffic on federal and state routes has declined, truck volumes through Piqua traveling on I-75 have increased nearly five-fold. Car traffic has also been growing on I-75 with an increase of approximately 200 percent during the analysis period (see sidebar).

**Potential industrial development along the I-75 corridor will generate significant traffic flows when fully developed:** There are a number of existing, and potential, industrial sites along the I-75 corridor in Piqua. In total, there are approximately 705 acres of industrial land currently available for development through this corridor, with the potential for more.

The Institute of Traffic Engineers (ITE) has published threshold traffic levels relative to industrial types. The data provides information on the number of trips generated by different types of industrial uses. Applying the ITE averages to the total industrial acreage (see sidebar) generates average daily traffic volumes (ADT) estimates: 7,300 peak hour trips and 47,000 ADT. The final figures may be 20-40 percent lower depending on the specific land use, as these are gross figures, based on the total development potential of the land.

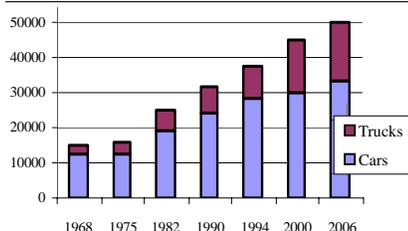
**Access to I-75 is considered adequate but some industrial pockets of land near the Interstate are isolated:** With an understanding of the potential industrial development along the I-75 corridor it is critical to understand the capacity of existing access points and the need for future improvements. Proposed industrial and commercial development has the potential to overwhelm the local street network in the future if transportation improvements do not keep pace. For example, the existing interchange at I-75

ADT TRENDS 1968-2006

Route	Cars	Trucks
US 36	75%	-22%
SR 66	3%	-69%
I-75	1029%	11%
SR 185	25%	-76%

Source: ODOT 2007

ADT I-75 THROUGH PIQUA 1968-2006



Source: Floyd Browne

DEVELOPMENT SITES ALONG I-75

Name	Acres
GMS	5
Cromes	85
Innovation Parkway	62
JEB Development	101
Wyndham Ind. Park	108
Enos/Pautsch	312
PIC-114-SCR	25
PIC-100-JD	7
<b>Total Acres</b>	<b>705</b>

Source: Floyd Browne Group 2007

and US 36 is already operating near capacity, but is also targeted to absorb new traffic from at least four nearby proposed industrial sites. With half of these sites developed the projected traffic volumes would exceed the design capacity of the interchange (see Tables 3.4 and 3.5 in the Transportation Chapter in the Existing Conditions Report).

**There are some traffic related issues on state routes in Piqua due to truck traffic:** Truck traffic is a concern of local residents. Bottlenecks in the City primarily involve semi-truck traffic trying to maneuver through tight turns on US route 36 and state routes 66 and 185. Multiple turns are required on each of these routes to traverse the City. Residents are also concerned about the noise generated from the truck traffic on these routes.

**The City has a well established network of multi-use pathways, and a number of defined neighborhoods and districts with sidewalks and pedestrian amenities:** Piqua has a number of multi-use trails that serve local residents. There are three primary multi-use trails in Piqua: the River’s Edge trail which extends 3.5 miles along the Great Miami River, the P.A.T.H which runs east/west for 5.5 miles, and the Canal Run trail which runs north/south for 2.3 miles. Overall these pathways are in good condition.

Residents have expressed concerns about sidewalk conditions and connectivity. Neighborhoods and districts can be better connected to each other in certain areas, as well as the River’s Edge Trail, Canal Run, and the P.A.T.H. being better connected to the residential neighborhoods.

These principles should be used as a guide to help the City in evaluating future transportation improvements. Policy decisions, capital improvements, and development applications should consider the Principles, and support their intent. If a project, program or policy does not support the principles it should be reevaluated and made consistent with the intent of the principles.

#### D. Principles

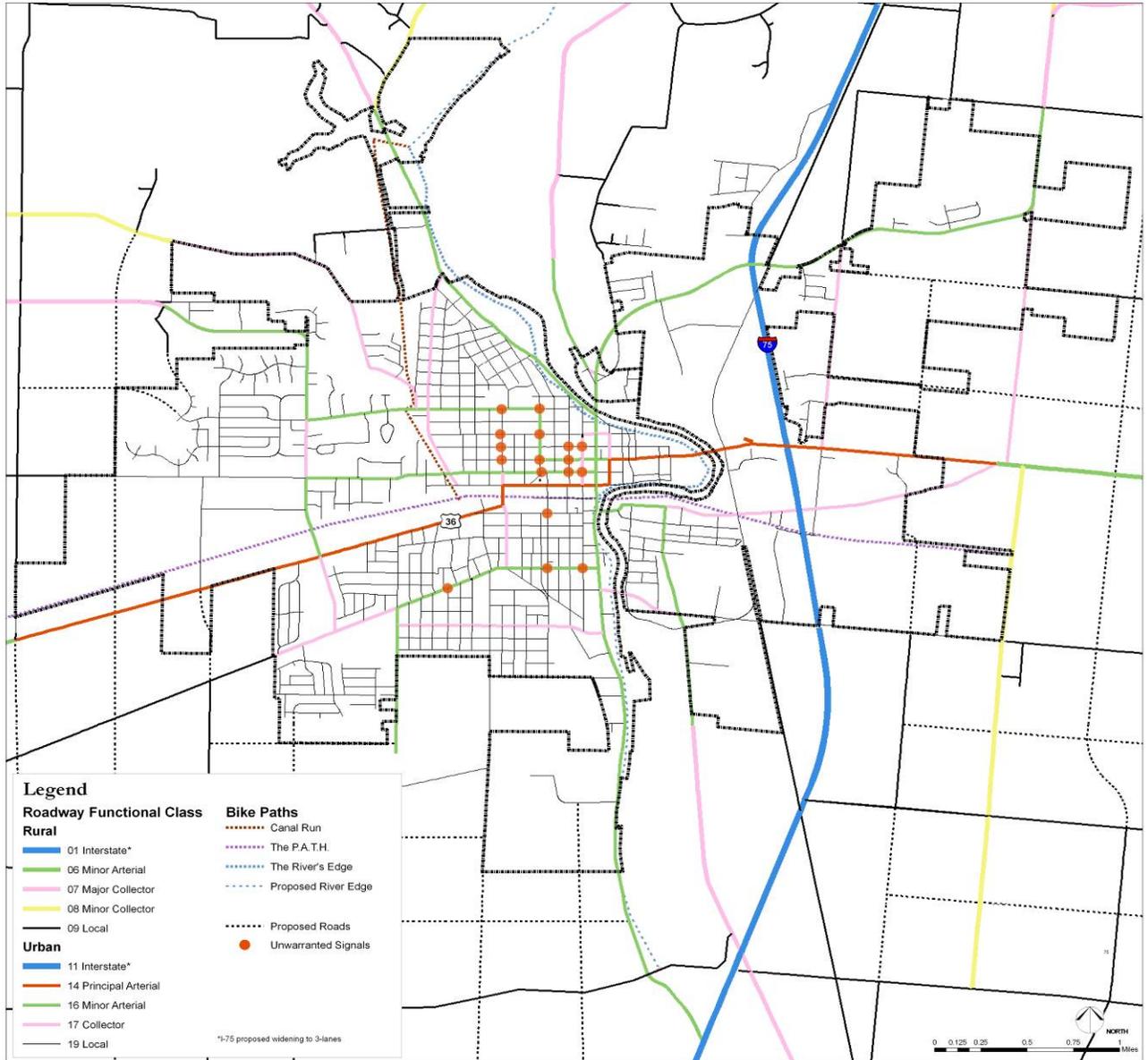
The full list of principles that describe the direction and form of future development and revitalization efforts in Piqua are listed in the Land Use Chapter. These principles focus on the quality, pattern, form, character, and organization of development. Specific Land Use Principles related to transportation include:

- 2. The entryways into Piqua will be enhanced through improving the existing and newly enhanced environment.**
- 9. Streets will create an attractive public realm and be exceptional places for people.**
- 10. Places will be better connected, to improve the function of the street network and facilitate pedestrian mobility; better opportunities will be created to walk and bike to and from the Miami Valley Trails.**

E. Objectives and Strategies

Outlined below are objectives and strategies intended to guide decisions related to transportation. The objectives and strategies were created based on the findings from the existing conditions assessment, public input, and field work. The intent of the objectives and strategies is to achieve the Transportation Goal. Map 5.1 below illustrates the physical transportation improvements discussed in the strategies

MAP 5.1 - TRANSPORTATION MAP



Source: ACP - Visioning & Planning

Notes:

- Roadway classification based on ODOT Classification and Staff input.
- Unwarranted signals identified by the Piqua Planning Department, Mainstreet Piqua, and the general public. Any changes to these intersections should be warranted by a study using ODOT criteria from the Ohio Manual of Uniform Traffic Control Devices.

**Objective 1**

**Improve the local transportation network.**

Traffic congestion and flow are both typically connected to roadway design and the accessibility to and from adjacent properties. As the volume of vehicles on the road has increased over the past few decades, the infrastructure used to support vehicles (roadways) has become strained and in certain areas unable to handle the increased loads or in some cases is no longer serving a purpose (i.e. traffic signals). In other areas of the Community there is a need for improvements to the transportation network, specifically in aging neighborhoods and areas targeted for economic development along the I-75 corridor.

**Strategies**

**T 1.1 Improve street thoroughfare signage.**

Several generations of sign types and sizes are in use, especially in the downtown. The City should adopt a uniform signage policy. This would help the City present a cleaner more defined public image.

**T 1.2 Study and identify targeted infrastructure improvements along the I-75 commercial corridor to support future economic development.**

As development occurs along the interstate corridor, the City should monitor traffic flows to determine when additional infrastructure will be needed. For example, the Looney Road/Patrizio Place/Cromes Drive/Statler Road link cuts through the heart of the proposed industrial sites. It has several existing capacity challenges and should be upgraded with a combination of off-site developer contributions and public funds.

**T 1.3 Continue to review traffic signal timing, and coordinate signals along major corridors.**

Coordinated traffic signal systems assist with alleviating congestion and improving traffic operation and safety of a corridor. Frequently, shifting traffic volumes cause signal timings to get out of synchronization with actual traffic loads, especially protected left turning movements. Traffic studies should be conducted along major arterials to determine the proper signal coordination for peak hour traffic volumes. This is particularly important in the downtown grid and a few selected intersections outside the downtown on state routes, and US 36. Special attention needs to be given to the state and federal routes with regards to the high number of left/right turns required to traverse through town.

**T 1.4 Remove unwarranted traffic signal locations in town.**

The public perception is that there are a high number of unwarranted traffic signals in town. A formal technical study should be conducted to properly identify these signals and determine what traffic control features

may be better suited for these locations, or if a change in the signal’s operation would improve the level of service provided.

To assist in evaluating unwarranted signals, the Ohio Department of Transportation (ODOT) has grant programs that seek to study the signals in a given community and identify those that have outlived their legitimate value. The signals found at the following locations are suspected of being unwarranted:

Seventeen intersections have been identified as being unwarranted by the Piqua Planning Department, Mainstreet Piqua, and the general public. Any changes to these intersections should be warranted by a study using ODOT criteria from the Ohio Manual of Uniform Traffic Control Devices.

A series of “warrants” has been established to define the minimum conditions under which a traffic signal is appropriate. Simply meeting the warranting criteria does not mean that a signal is justified at a given location. If an existing traffic signal no longer meets any of the warrants, it should be removed but this decision matrix goes well beyond simple traffic congestion or lack of it. The traffic signal warrants currently contained in the national Manual on Uniform Traffic Control Devices (MUTCD) are summarized below.

- Minimum Vehicular Volume
- Interruption of Continuous Traffic
- Minimum Pedestrian Volume
- School Crossing
- Progressive Movement
- Accident Experience
- System Warrant (volumes)
- Combination of Warrants
- Four Hour Volume
- Peak Hour Delay
- Peak Hour Volume

Wayne & High	Wayne & Greene
Downing & High	Downing & Ash
Downing & Greene	College & Ash
College & Greene	College & North
College & Park	South & Brice
South & Roosevelt	South & Wayne
Broadway and Park	Broadway & North
Broadway & Ash	Broadway & High
Roosevelt & Wood	

In addition, the geometrics of the intersections and the pedestrian movements should also be reviewed to evaluate what if any improvements should be made to the characteristics of the intersection (See Map 5.1). Any traffic signal that is targeted in this strategy should be studied carefully, and removed if they are no longer warranted as identified by the Manual of Uniform Traffic Control Devices (see sidebar).

**T 1.5 Address capacity issues with US 36, especially at the two lane segments near the stadium on East Ash Street.**

Ash Street narrows to two lanes at the noted location with wider segments immediately east and west of this location. This narrowing of the roadway creates capacity issues especially with the high volume of slower moving trucks through this area. Further, traffic is momentarily stopped in one direction for any left turns along this segment. This segment of roadway should be widened and enhanced with streetscape amenities as Piqua’s signature ingress/egress corridor for both through and local traffic.

**T 1.6 Support the development of Hartzell Field**

The City of Piqua should follow the lead of the Ohio Department of Transportation (ODOT) and other aviation indicators relative to its airport. ODOT periodically offers funding programs in response to market conditions. The City should be aware of these funding sources to get its fair share of aviation funds. Projects such as protected safety zones, drainage improvements, installation of a lighting assisted landing system, and rehabilitation/expansion of the runway to accommodate small corporate jets should be pursued.

**Objective 2**

**Improve the physical appearance of roads and streets to compliment the built environment.**

The physical appearance of roadways can have far reaching effects on the Community, from impacting economic development opportunities, to creating place making elements. Roadways serve as more than a mode to transport vehicles, and should be integrated with the surrounding environment so as to compliment the public and private realm. Piqua would benefit most from improving the streetscape at targeted gateways to help shape the Community’s identity and create a quality image when entering and leaving the City.

**Strategies**

**T 2.1 Create and enforce regulations that build high quality streets.**

Standards that require high quality streets should be adopted by the City. Criteria for establishing high quality streets may include such elements as a connected sidewalk system, tree lawns, street trees, lighting, and travel ways that are directly linked to neighborhood-scale development patterns.

**T 2.2 Make improvements to identified roadway sections to upgrade landscaping, pedestrian facilities and general aesthetics, especially at targeted gateways.**

Some important roadway corridors in Piqua may benefit from a plan to achieve a specific goal or theme for landscaping, pedestrian facilities and general aesthetics. Creation of such a plan would involve identifying details regarding items such as types of trees and shrubs, paving and lighting materials.

As part of the planning process, members of the public identified specific gateways that would benefit from targeted improvements. These gateways include CR 25A north of downtown, Main Street/CR 25A from downtown south to I-75, Ash Street from the downtown to I-75, and beyond, and Covington Ave. from Sunset Dr. west, and the College Street corridor.

**T 2.3 Modify the development regulations to guide future subdivisions to create block lengths and streets at neighborhood scales.**

The existing development regulations require that blocks shall not exceed 1,600 feet in length. Future development would benefit from a more specific standard that encourages shorter block lengths. Block lengths of 300-500 feet create better connections within development and accommodate pedestrian and bicycle mobility better than neighborhoods with longer block lengths. Shorter blocks also improve Police, Fire, and EMS response times by improving access.

In addition, the street width standards for new local and collector streets should be at a neighborhood scale that promotes activities by calming traffic,

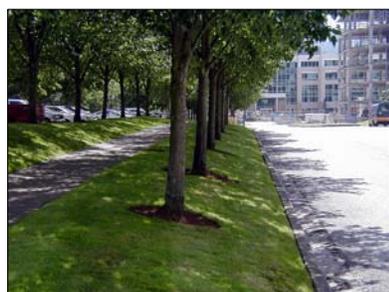


Examples of how thoroughfares incorporate civic spaces (Image: Burden 2003).

while reducing long term infrastructure and maintenance cost of the roadways.

**T 2.4 Physically define thoroughfares as civic spaces through building placements and landscaping.**

Harmony should be created between buildings, landscaping and roadways by coordinating aesthetic efforts. Thoroughfares do not have to be barriers between land uses or pedestrian interaction. Standards defining the placement of buildings, parking, open space, landscaping, and seating, as well as the texture of pavement, can help to create civic space where vehicular traffic is in harmony with the adjacent environment. This strategy would be particularly useful on Ash Street, Covington Avenue, and on Main Street.



These images are examples of traffic calming features that could be implemented on streets in Piqua. From top to bottom: Street trees, bulb-out, and planted median. All of these traffic calming features, as well as others, can be combined to to slow the seed of traffic through a neighborhood, district or corridor (Image: www.walkable.org).

**T 2.5 Initiate an “Adopt a Road” project to encourage businesses to contribute funds for landscaping and maintenance along sections of roadways.**

Support should be solicited from area business owners and civic groups to assist with the cost and continual effort to beautify and maintain the aesthetic quality of roadways in the Community. This program could be specifically applied to businesses that front a particular corridor. Efforts could be coordinated for the removal of trash/litter, installment and maintenance of landscaping and sidewalk treatments, and the activities of block watch organizations. The project should be supported and publicized locally, in newspapers and business journals. To create a sense of pride, plaques or signs could be presented by the City and incorporated into an annual award program.

**Objective 3  
Improve traffic safety.**

Traffic safety is a function of many factors, such as the weather, speed of individual vehicles, and the physical condition of roadways. Historical crash data should be analyzed to determine areas in need of safety improvements. Other historical traffic trends such as continual cut through traffic in residential areas, and speeding in specific locations, can also be analyzed. Engineering standards and policy recommendations should be considered to alleviate any identified problem areas.

**Strategies**

**T 3.1 Create and adopt traffic calming guidelines for local Community streets.**

In reaction to traffic on major through routes (specifically truck activity), traffic sometimes diverts to local residential streets, which provide attractive “short cuts” (currently the result of unwarranted signals). It has been noted by some members of the public that car traffic sometimes is diverted off Ash Street, Park Avenue and Main Street.

Establishing traffic calming guidelines responds to public concerns about speeding and cut-through traffic on neighborhood streets. The intent of traffic calming is to reduce the speed and volume of traffic to levels acceptable for the functional class of the street and the nature of the neighborhood. Traffic calming measures are meant to be self-enforcing as opposed to traffic control devices such as stop signs and speed limit signs, which are regulatory and require enforcement.

**T 3.2 Reroute SR 185 to Sunset Drive.**

This is an appropriate realignment for the purpose of consolidating state routes through Piqua. State Route 185 would connect with US 36 via Sunset Drive and reduce the state route lane-miles in Piqua. Since SR 185 begins/ends in Piqua, county-wide continuity is less important. One downside to realignment of SR 185 is the potential to increase traffic on Sunset Drive. However, Park Avenue (currently carrying much of SR 185 in Piqua and home to a well maintained residential neighborhood) would see a reduction in traffic. ODOT should be consulted on the concept.

**T 3.3 Lessen the impact of semi-trucks through the central business district (CBD).**

Trucks detract from the desired pedestrian scale and ambiance of the downtown. The City of Piqua should work towards the elimination of truck traffic through the downtown. Likewise, a number of tight turns through the downtown cause slow traffic as semi-trucks maneuver, especially the left turning movements. Alternate routes for truck traffic and/or intersection improvements at turn locations should be implemented. Implementing this strategy is not simply a matter of changing the signage but should be a priority in the Miami Valley Regional Planning Commission Long Range Transportation Plan as monies are earmarked for future projects.

**T 3.4 Address congested traffic circulation patterns around elementary and intermediate schools.**

Citizen concerns were voiced during the public meetings relative to inadequate vehicular circulation patterns around the older school buildings in the mature parts of town. Many of these complexes were designed and constructed before the advent of a highly mobile society evolved. In contrast, newer school campuses are laid out with both vehicular and student foot traffic in mind. To further aggravate this matter, several of the schools are located on busy thoroughfares. This makes the implementation of safety enhancement initiatives even more of a challenge.

To remedy the problem in the short term the City may consider school start/dismissal times by grade to reduce the peak demands, car pooling, and strict enforcement of school zone safety rules.

**T 3.5 Improve signage in the central business district (CBD).**

Consistent looking signage will help to enhance the profile and image of the CBD and the entire community. Further, pedestrians will feel more comfortable with well marked and protected cross-walks. All signs should be consistent with the requirements of the Ohio Manual of Uniform Traffic Control Devices (OMUTCD) document published by ODOT to maintain the city’s legal requirements. A consistent theme or style of sign should be utilized, and older generations of sign types that exist should be updated to reflect a cohesive style.

**Objective 4**

**Improve opportunities for pedestrians and bicyclists.**

Piqua is fortunate to have sidewalks and pathways that facilitate pedestrian and bicycle mobility in many parts of the Community. Pedestrian and bicycle activity is important to maintaining a livable community, and are attractive amenities that will attract new residents and businesses. Increased opportunities for walkers and bikers should be a priority as the Community continues to grow. By increasing opportunities for pedestrian activity, reliance on the automobile is reduced and healthy lifestyles are promoted.

**Strategies**

**T 4.1 Create regulations that require pedestrian facilities and multi-use path systems along new streets and during street upgrade projects.**

Sidewalks and crosswalks, or other facilities meeting pedestrian needs, should be incorporated in all new developments and in locations which are lacking existing pedestrian facilities. Bicycle paths and lanes should also be considered as part of all new and redeveloped roadways.

**T 4.2 Expand the multi-use path system to connect destinations.**

Gaps in the multi-use path system should be joined to improve connectivity and to provide pedestrians and bikers with a variety of destinations. Creating continuity in the multi-use path system will encourage day to day as well as recreational use of the facility, and place less emphasis on vehicular travel as a sole source of transportation in the City.

The downtown and surrounding neighborhoods should be a primary target for improvements. The existing trail and right-of-way along the Great Miami River is underutilized, in part because of limited access. Improving access will increase activity in the area and support other objectives of the Plan (i.e. Redevelopment)

**T 4.3 Incorporate multi-use paths in new and redeveloped areas.**

Encouraging all modes of transportation is becoming increasingly important as growth creates additional demands on already congested street systems, and fuel prices continue to rise. Providing pedestrian and bicycle connections in new developments between residential, commercial and/or

office areas creates new opportunities for pedestrian and bicycle mobility, while building community assets for the future.

**T 4.4 Support future improvements and connections to the Miami Valley Trails.**

The completion of the Piqua to Troy sections of the Miami Valley Trail network will leave only the Piqua to Shelby County section to be planned and funded. Once completed the trail network will provide 22 miles of connected trails from Shelby County to Montgomery County's Five Rivers Metro Parks trails.

**Objective 5**

**Maintain and pursue funds for transportation improvements.**

Piqua should continue to aggressively pursue Ohio Public Works Commission (OPWC) funds and ODOT funding sources, as well as other infrastructure funding opportunities as they materialize. The City should create a transportation maintenance strategy, which identifies city funds and funds from outside sources.

**T 5.1 Fund projects with 101 and 103 City funds, and supplement with state Issue 2 Funds and other external resources.**

Overall, Piqua recognizes the need for both capital and operating funds to support its surface transportation network. The 103 fund is an excellent source of dedicated transportation funds, wherein one-quarter percent of the City income tax goes to transportation uses. Meanwhile, the 101 fund is earmarked for maintenance items.

**T 5.2 Cooperate with other entities in Miami County on public transit services.**

It is important to maintain public transportation to support low and moderate income families and disabled and senior citizens. The City should continue to participate on the 2007 Public Transit Steering Committee and the Miami County Transit Advisory Committee to advise the Miami County Commissioners on the issue of long-term funding of public transit in Miami County.

**T 5.3 Expand I-75 to 3 lanes both directions**

The City should support the future expansion of I-75 to three lanes both directions. This expansion should improve traffic flow through the Piqua corridor and safety at local access point to I-75. This expansion will also support future economic development efforts along the I-75 corridor in Piqua (see Map 5.1).

**T 5.4 Develop future streets as the City grows to establish a neighborhood scale to the transportation network.**

Future road expansions are planned to create a framework for a well connected road network that supports future growth and development. Future roadways should form a modified grid network with cross streets to accommodate the development of mixed use neighborhood centers that support future residential growth (see Map 5.1 and the Conservation and Development Map 2.3).



## 6. Economic Development

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### A. Overview

As part of this Plan an economic assessment was conducted. A key component of this analysis was to identify relative strengths in the regional economy which suggest opportunities for Piqua, and weaknesses that the City can improve. The information from this analysis can be used to help refine targeted economic development, marketing and long-term planning & recruitment efforts.

Piqua's competitive position must be understood in the regional context, since many business decisions affecting Piqua are made from within the Dayton region. Overall trends in Dayton's economic base have had an impact on the health of Piqua's economy and communities. Thus, the analysis and recommendations in this chapter focuses on Piqua's role within Miami County's and the regional economy.

The Dayton regional economy faltered from 1998 to 2004 largely because of its dependence on declining manufacturing industries. Even so, there were small gains in professional & technical services and information industries within the region, mirroring the growth of those industries nationwide. Miami County's economy fared somewhat better than the region as a whole with its manufacturing base actually increasing in number of establishments during this same period. Piqua has a long history as a manufacturing center and its dependence on this sector has impacted its

current economic situation as manufacturing has been declining nationwide.

Today Piqua is poised to strengthen the City’s competitive position to attract new industry and diversify the local economic base so that it is not dependent on any one sector of the economy. This chapter outlines the recommendations for addressing economic development in the Community. The remaining sections of this chapter include:

- B. Economic Development Goal
- C. Key Findings
- D. Principles
- E. Objective and Strategies

B. Economic Development Goal

The Economic Development goal was developed by the Steering Committee based on citizen’s input.

*Enhance Piqua’s local economy through policies and programs that attract progressive new industries, increase the number of high paying jobs with benefits, retain existing small businesses, develop a strong workforce, increase the number of quality of life amenities, and contribute to a vibrant downtown.*

C. Key Findings

As part of this planning process, an extensive analysis of existing conditions and trends was conducted (see Chapter 5 Economic Development in the Existing Conditions Report). Listed below is a summary of the primary key findings related to economic development in Piqua.

Several key issues have been identified that are driving the need for targeted economic development efforts. These issues were identified by examining existing data, as well as field reconnaissance and interviews with business leaders in the community.

**Declining regional manufacturing base:** The Dayton Region, including Piqua, like many “rust-belt” regions, has been impacted by the decline in heavy manufacturing. However, while cities like Pittsburgh or Milwaukee have had some success in attracting white-collar professional and technical services jobs, the Dayton region has continued to lose employment and businesses across almost all sectors, particularly the manufacturing sector.

Over the past decade the region has declined in manufacturing employment. The highest rates of decline were in furniture (57.2 percent), apparel & textiles (46.7 percent), transportation equipment (42.8 percent), and industrial machinery (32.0 percent). The largest absolute numbers of losses were seen in transportation equipment (13,100 jobs), followed by machinery (4,400), fabricated metals (2,400), printing (1,100), and furniture (1,000).

**Limited economic base (lack of economic diversity):** Piqua has a long history as a manufacturing center and its dependence on this sector has impacted its current economic situation. Retail is the leading sector in terms of the number of businesses (22 percent of the total), but retail has not generated significant employment. Other large numbers of businesses are found in manufacturing (13 percent), administration services (12 percent), construction (9 percent), real estate (9 percent), health care (8 percent), and finance (6 percent).

Manufacturing is still the most important private employer in Piqua. Major employers include Hartzell Propellers, Crayex Corporation, Miami Valley Steel, Evenflow, Retterbush Fiberglass, among others. Companies which have been in Piqua for a number of years like Jackson Tube, Hartzell Industries, Orr Felt Company, and French Oil Mill Machinery have been joined by relative newcomers like B&L Labels.

The number of manufacturing businesses in Piqua fell by three between 1998 and 2004. The City, like Miami County and the region as a whole, lost a high number of fabricating industrial machinery and equipment businesses. Piqua also lost two of its four food manufacturers. At the same time, the City gained textile, fabricated metal, electronics, and transportation equipment manufacturing firms, contrasting with regional trends.

**Competition with neighboring communities:** An analysis of the manufacturing sector in the four cities along the I-75 Corridor north of Dayton, (Piqua, Troy, Sidney, and Tipp City), reveals that they have strikingly similar dependencies on several individual industries. The largest share (about 30 percent) of manufacturing business in each of the four cities is in metal fabrication.

The four cities also share a similar dependency on machinery manufacturing, at around 15 percent of the total manufacturing base in each City. The only significant difference in the manufacturing base of the four cities is where Tipp City has a somewhat smaller share in plastics, wood products, and several other industries. This data suggest that the four cities, being equally dependent on the same manufacturing industries, are more likely to compete with one another for this same industrial base. If there was more diversity between the cities with respect to their industrial base, then they would be less likely to compete directly.

**A need for additional local amenities and improved public image:** Both the public meeting results and stakeholder interviews revealed that some Piqua residents have a negative perception of the Community. This perception was primarily of the economy, as well as other indicators that affect local economic performance such as the built environment, public services, and local amenities.

Some businesses noted that negative perceptions of the local schools (regardless of their improving standards and qualities) had impacted their

ability to attract professional workers to live in Piqua. Piqua and its school system have made significant progress in recent years with respect to amenities, school performance, and other factors. However, there is a need to change lingering negative perceptions that permeate the regional conscience among real estate professionals, area residents, returning young professionals, businesses, and others inside and outside of Piqua.

Some residents made the connection between a lack of amenities (e.g., restaurants, nightlife, cultural and entertainment amenities, shopping) to the challenges in recruiting professionals. There was also a feeling that some in Piqua are living in the past and not thinking pro-actively about the City's potential.

**Vacant & aging industrial buildings:** Piqua has only a handful of planned industrial parks, with many of the City's industrial uses located in older mixed-use neighborhoods or along City streets. An estimate of total industrial and service building space in Piqua has been calculated at approximately 4.5 to 5.5 million square feet. Of this number, about 970,000 square feet is vacant, yielding a vacancy rate in the range of about 18 to 21 percent. The Copperweld and Aerovent structures account for approximately half of the current vacancy. If these two buildings are removed from the inventory, then there is approximately 379,000 square feet of available industrial space in dozens of buildings scattered throughout the City. Some of this space is relatively competitive for certain industrial uses, such as three buildings totaling 40,000 square feet available in the Paul Sherry Industrial Park. However, most of the space has low ceiling heights, tight locations in urban neighborhoods, poor accessibility from I-75, or other aspects that make them less marketable.

**Lack of targeted marketing strategy:** Piqua is in need of an up-to-date marketing strategy and campaign to help shape the local economic future. Piqua's efforts at external industrial marketing should focus on accommodating key industries that help build Piqua's internal strengths as a way of establishing a *reputation* that attracts these (and other) industries and encourages their development. Key industries have been identified as targets for marketing in Piqua.

- Plastic Packaging Materials
- Plastic Pipe & Plumbing Fixtures
- Specialty Plastic Components (e.g., medical, transportation equipment)
- Dyes, Inks (specialty chemicals)
- Metal Stampings, Fittings & Hardware
- Computer Hardware
- Wood Cabinets, Doors, & Furnishings

**Impact of industrial base on residential market:** Piqua has a large stock of older, single-family frame homes. Many of these homes were built more than fifty years ago to house workers who relocated to Piqua during an economic boom in industrial activity. Today, many of these houses are quickly deteriorating, and have been converted to rental properties which is causing additional problems in the Community and local housing market.

The housing market is also being shaped by economic growth creating a new demand for executive housing. Future high-tech industrial growth will bring a number of professional jobs. The City lacks sufficient housing that would appeal to managers and professionals filling these positions. However, there is new “executive housing” currently under development in the City that is targeted toward this sector of the market (see the Housing Chapter for more details).

**A strong local work ethic and low cost of labor give Piqua a competitive edge:** Many area employers specifically mentioned the strong work ethic of the local labor force as a key selling point for Piqua. Whereas employers in other parts of the country have difficulty in finding hard-working employees for basic low- and moderate-skilled jobs, some of Piqua’s employers seem to have more success in locating such workers.

#### D. Principles

The full list of principles that describe the direction and form of future development and revitalization efforts in Piqua are listed in the Land Use Chapter. These principles focus on the quality, pattern, form, character, and organization of development and address a desire to strengthen the quality of the physical environment. They were developed through extensive consultations with the public and City staff. Many of these principles relate to economic development and were utilized in formulating the objectives and strategies of this chapter. Principles three and five refer directly to industrial development. Please refer to the Land Use Chapter for the complete list of principles

- 3. Underutilized industrial, institutional, and manufacturing districts and sites will be strategically redeveloped and incorporated back into the Community fabric.**
- 5. Future industrial development on the edges of the Community will be compatible with the surrounding areas, and not burden the existing transportation infrastructure.**

#### E. Objectives and Strategies

Outlined below are objectives and strategies intended to guide decisions related to marketing Piqua for targeted industries, industrial real estate, intra-regional marketing, public relations, amenity development, small business assistance, and joint regional marketing efforts.

These recommendations were developed based on the findings from Chapter 5, Economic Development in the Existing Conditions Report. The intent of these objectives and strategies is to achieve the Economic Development Goal.

### **Objective 1**

#### **Support local business development.**

Most jobs are created by small businesses, and Piqua has the opportunity to establish a niche among its neighbors with an emphasis on small business development. Piqua currently has fiscal incentives for industrial businesses, but relatively few financial incentives or services oriented to encouraging entrepreneurship and the growth of small businesses. New incentives need to be explored to support small businesses.

New economic growth and marketing also begins with an intensive effort to assist businesses that already exist locally and to understanding their specific needs and how to help their companies grow. Working closely with local businesses will help identify any potential synergies between existing businesses, and identify new businesses that might be attracted from within their respective industry.

### **Strategies**

#### **ED1.1 Explore opportunities to create working capital loans for small businesses.**

Many small businesses suffer from growing pains, where they have insufficient stock to meet the needs of the market. Working capital loans through a loan pool created by local government, in concert with local banks, would be one approach to meeting this need.

#### **ED 1.2 Create a regional venture capital fund.**

Dayton was once known as one of the entrepreneurial capitals of the country. However, there are very few venture capital funds in the Dayton region oriented to small businesses. Establishing a Miami Valley Venture Capital Fund, based in Piqua, may succeed in attracting entrepreneurs. Piqua should explore opportunities state funding opportunities for the creation of a venture capital fund.

#### **ED 1.3 Support small business training assistance.**

Regional education resources, as well as SBA and other agencies, provide small business training. There may be opportunities to supplement these resources with contracts for specialized training as necessary. More formal business incubators would also serve a role in helping to grow emerging businesses.

**ED 1.4 Develop office space that can accommodate shared administrative functions.**

In addition to the incubator model, there are opportunities to redevelop existing space for small business units with shared administrative and meeting spaces.

**ED 1.5 Develop insurance co-operatives.**

In an effort to reduce costs, small businesses often form co-operatives for insurance, health care, etc. Encouraging the development of such co-operatives, by providing access to information, legal advice, or seed funding can be a role for local government.

**ED 1.6 The City should provide more resources and incentives to Edison Community College to help train the workforce and attract higher end employment.**

Training new workers from the local area is critical to support the future of Piqua’s economy. Working with the Chamber and local educational institutions the City can take a proactive role in shaping the local workforce to meet the demand of targeted businesses and industries.

**ED 1.7 Work with Edison Community College/Joint Vocational School(JVS)/Piqua High School in order to develop and expand education and training in entrepreneurial development.**

Piqua already benefits from the presence of regional vocational education programs, and there is a need to expand the components of these programs that are oriented to entrepreneurship. Working closely with the Edison Community College, JVS, and Piqua High School to further focus programs where there is a need in the local business base is essential. Sharing the target industry information with these institutions and encouraging further program development within these industries is also helpful.

**Objective 2  
Initiate and support economic marketing strategies.**

The City of Piqua is refining its long-term marketing strategy, informed in part by the results of this analysis. However, the City should remain mindful that only a small share of business development and job growth is actually attributable to relocations of large companies. Most growth will remain internal to existing businesses or encouraged through entrepreneurship and small business development at the local and regional level.

Nevertheless, Piqua’s external industrial marketing should focus on attracting and assisting target industries to locate to the area. As mentioned earlier, the “marketing” approach should focus on building Piqua’s internal strengths as a way of establishing a reputation that attracts targeted industries (see sidebar) and encourages their development.

Targeted industries for marketing and development:

- Plastic Packaging Materials
- Plastic Pipe & Plumbing Fixtures
- Specialty Plastic Components (e.g., medical, transportation equipment)
- Dyes, Inks (specialty chemicals)
- Metal Stampings, Fittings & Hardware

## Strategies

### ED 2.1 Initiate and/or support regional marketing campaigns.

Many issues impacting Piqua's economic growth and diversification potential are common to Miami County and the Dayton region. Piqua should continue to take a leadership role within the region to bring local economic development agencies and officials together to discuss opportunities for Miami Valley regional marketing. If resources can be shared and specialized niches developed, then the region and the individual communities all stand to benefit.

### ED 2.2 Promote the local labor force as an economic asset when conducting marketing campaigns.

Area businesses have identified a real strength in Piqua's and the area's labor force work ethic. Given the labor challenges facing industrial businesses nationally, especially in times of economic expansion and immigration controls, Piqua should focus its outward promotional effort and advertising efforts on promoting the Community's work ethic as well as its vocational education and training resources. This can be accomplished best through extensive testimonials from existing businesses. The definition of "work ethic" needs to be explored further with local companies so that the actual benefits are easily communicated.

### ED 2.3 Create "Centers of Excellence" and "Industry Hubs".

The City should participate in concert with local industries in establishing "centers" or "hubs" for certain industry clusters. By facilitating the creation of such centers or hubs, the City is in effect creating a marketing tool for attracting more businesses that would benefit from this effort.

For example, a Transportation Equipment Components Hub might be established that includes existing local businesses in the *plastic molding, metal stamping, and electronics industries*. This "hub" might only consist of a roundtable discussion at first to explore synergies, challenges, and opportunities between the companies within this component cluster. Over time, the "hub" might be encouraged to develop its own structure, with an elected Board (like a Chamber) to oversee programs that might include:

- Liaison with Edison Community College / JVC
- Regional networking functions (Miami Valley / Dayton)
- Joint contract marketing & development
- Lobbying of State / Federal agencies
- Entrepreneurship development / incubator for small business suppliers
- Recruitment effort pooling
- Other resource pooling (e.g., to write down health care costs)
- Joint marketing programs
- Attracting local, state, or federal incentives for the cluster
- New product development & intra-hub synergies

- “Center of Excellence,” joint R&D effort for attracting federal or institutional research funding to the area.

Piqua’s economic development division would have the ability to market the City’s hub and its overall efforts to enhance the business environment for businesses within this transportation equipment components cluster and its specific industries (metal stamping, plastic molding, and electronics, for example). More importantly, the hub offers an opportunity for diversification of industries within the cluster, by attracting new types of manufacturers or service providers to the area. Other possible hubs or centers might include a hub for the *Furnishings Materials Industries* (e.g., plastic & wood cabinet, door, & furniture manufacturers) or might be oriented specifically to one industry, i.e., *plastics* for example.

**ED 2.4 Support and encourage Grow Piqua Now in order to achieve the economic development goal, objectives and strategies.**

Piqua is currently involved in an active marketing campaign called Grow Piqua Now which is working to build the local economic base. This is a well-defined marketing effort that should continue to be supported by the City. Grow Piqua Now, together with the City, can actively work to accomplish the strategies outlined in this and other chapters.

**Objective 3**

**Create and market competitive Industrial real estate.**

One way in which Piqua can improve its competitive edge is by creating a new supply of marketable industrial space. Piqua is somewhat deficient in the availability of competitive, new industrial building stock. Sidney has been successful in attracting new industry in large measure due to its active local development community and their creation of large and competitive new industrial buildings available at affordable rates. While Piqua has several very large available industrial buildings, they are substantially larger than the average building requirement for most light manufacturing firms. Some of the smaller available buildings are competitively constructed but are located away from the major transportation corridor in the area (e.g. I-75). Where industrial land is available and proximate to I-75, there is comparatively little building product to attract potential users.

**Strategies**

**ED 3.1 Create a marketing tour of Piqua’s industrial sites and buildings.**

As Part of Grow Piqua Now there could be a semi-annual tour of selected industrial sites for industrial and commercial brokers from throughout Dayton and the Miami Valley. The purpose of this strategy would be to raise the visibility of industrial space in Piqua and build relationships with regional brokers and agents.

**ED 3.2 Determine the viability of speculative industrial and commercial space.**

Working with Grow Piqua Now and local real estate professionals, the City should continue to examine and determine the viability of vacant industrial and commercial space. Appropriate building types, sizes, features, and locations should be identified relative to market demands.

**ED 3.3 Encourage master planned industrial development.**

Identify land or sites where master-planned industrial development should be encouraged, collaborate with private land owners to assemble the necessary tracts of land, and establish the controlling interests necessary to successfully develop the project. The land should be located with easy access and good visibility from I-75. The industrial park would have the full marketing strategy in place to encourage long-term development in a high-value location for attracting light industry.

**ED 3.4 Generate a request for proposals to attract industrial developers.**

A request for proposal (RFP) to develop master planned industrial properties can be an effective way to stimulate new development. Using controlled land, while actively acquiring new parcels (for areas that need tube redeveloped, see Redevelopment Chapter) and creating incentives to leverage private development interest will generate new interest in the local real estate economy. The City may also provide incentive funding for a public-private partnership in development of initial speculative industrial building.

**ED 3.5 Undertake infrastructure improvements that support economic development efforts that are fiscally positive for the community.**

The City should be committed to making infrastructure improvements that grow the locally economy. Priority should be given to making improvements to the existing infrastructure that supports infill and redevelopment projects.

**ED 3.6 Plan and implement Grow Piqua Now (GPN) program focused on acquisition and development or redevelopment of business/industrial sites.**

Grow Piqua Now is a valuable community asset that the City should consult when considering future economic development programs and new development. Grow Piqua Now resources will be valuable when considering the recommendations in the Redevelopment Chapter.

**Objective 4**

**Support intra-regional public relations.**

Piqua has made significant progress in recent years with respect to creating new amenities, improving school performance, and improving the overall quality of life. The City should continue to work and improve the

quality of life in Piqua and market local successes to regional community members such as real estate professionals, area residents, returning students, businesses, and others inside and outside Piqua. Efforts should be oriented to changing the overall perceptions of Piqua as a place to live, work, and grow a business within the Miami Valley.

### **Strategies**

#### **ED 4.1 Integrate public relations regarding positive changes in Piqua into marketing campaigns.**

A public relations campaign is recommended that focuses on changing perceptions first “at home” in Piqua, secondly in Miami County, and finally in the Dayton Metropolitan Area and Miami Valley Region. This campaign may target three groups: entrepreneurs & small/growing businesses, white-collar professionals with families, and returning students (or graduating seniors).

#### **ED 4.2 Develop local amenities to attract and retain young professionals.**

The City needs to focus on efforts to reduce the “brain drain” and attract young professionals back to the City, especially industrial engineers and others that are needed by local businesses. Targeting students, entrepreneurs, and white-collar professionals will require a complete package that must include added and enhanced amenities. The planning process has identified certain amenities that could appeal to and encourage more college graduates to return home to Piqua. Downtown and its nightlife, retail, cultural venues, entertainment facilities, and restaurants, should play a key role in this effort. The City should explore market potentials for development downtown and along the riverfront to identify viable opportunities (this issue is addressed in part in the Redevelopment Chapter).

#### **ED 4.3 Diversify the housing stock to attract new employees.**

The City should work with developers and builders to diversify the housing mix and provide new housing options for young professionals and executives (this concept is explored further in the Housing Chapter).

#### **ED 4.4 Develop and enhance recreational facilities as amenities to support future economic growth.**

Existing recreation facilities, trails, parks and other amenities should be expanded and enhanced. New recreation facilities should be developed that appeal to the target market. Recreational opportunities that connect residents to the Great Miami River and the downtown waterfront should be explored.



Parks and recreation are also addressed in the Community Services and Facilities Chapter.

## 7. Natural Environment

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### A. Overview

The natural environment serves a variety of functions in Piqua ranging from habitat, rural agrarian uses, recreation, and tranquil environments for peaceful retreat.

The City has a number of opportunities to protect, conserve and enhance both rural and natural open spaces to maintain and improve the quality of life for residents. This chapter outlines the recommendations for addressing the natural environment. The remaining sections of this chapter include:

### B. Natural Environment Goal

### C. Key Findings

### D. Principles

### E. Objective and Strategies

### B. Natural Environment Goal

The goal for Natural Environment was developed by the Steering Committee based on citizens input.

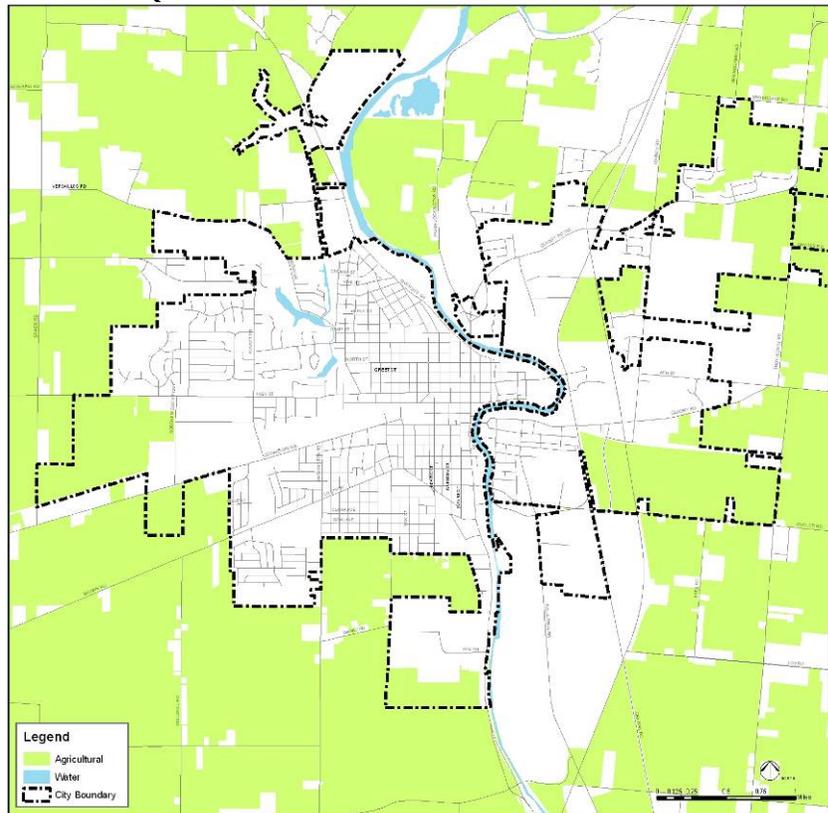
*Celebrate Piqua's natural amenities by developing the waterfront and enhancing public access to the river corridor, and work to create new parks, trails, and tree planting initiatives throughout the City to further contribute to the community's quality of life.*

C. Key Findings

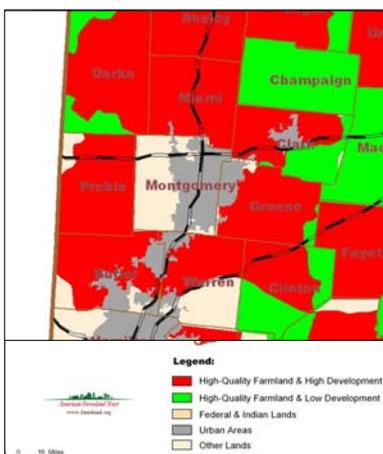
As part of this planning process, an extensive analysis of existing conditions and trends was conducted. Listed below are a summary of the primary key findings related to the natural environment in Piqua. For a more detailed explanation of these findings, see the Natural Environment Chapter in the Existing Conditions report.

**Agricultural land is a major land use type in the City:** Agricultural land accounts for 1,449.7 acres or 20.0 percent of the total land area within the City. (See map 7.1)

MAP 7.1 - PIQUA AGRICULTURAL LAND



Source: ACP - Visioning & Planning Ltd.



Source: American Farmland Trust

**Prime farmland continues to be lost at a considerable rate throughout Piqua and Miami County:** According to the American Farmland Trust (AFT), between 1987 and 1997 the State of Ohio lost 363,100 acres of prime farmland to development (see sidebar). The State of Ohio ranked second in the nation in the loss of prime agricultural land during this period. Although there is no data that describes the loss of prime farmland during this time within Piqua, the present patterns of development encouraged by current zoning laws would likely result in the loss of more agricultural land. Map 7.1 shows agricultural lands in Piqua.

**Protected and unprotected open spaces make up approximately twenty-one percent of the total land area.**

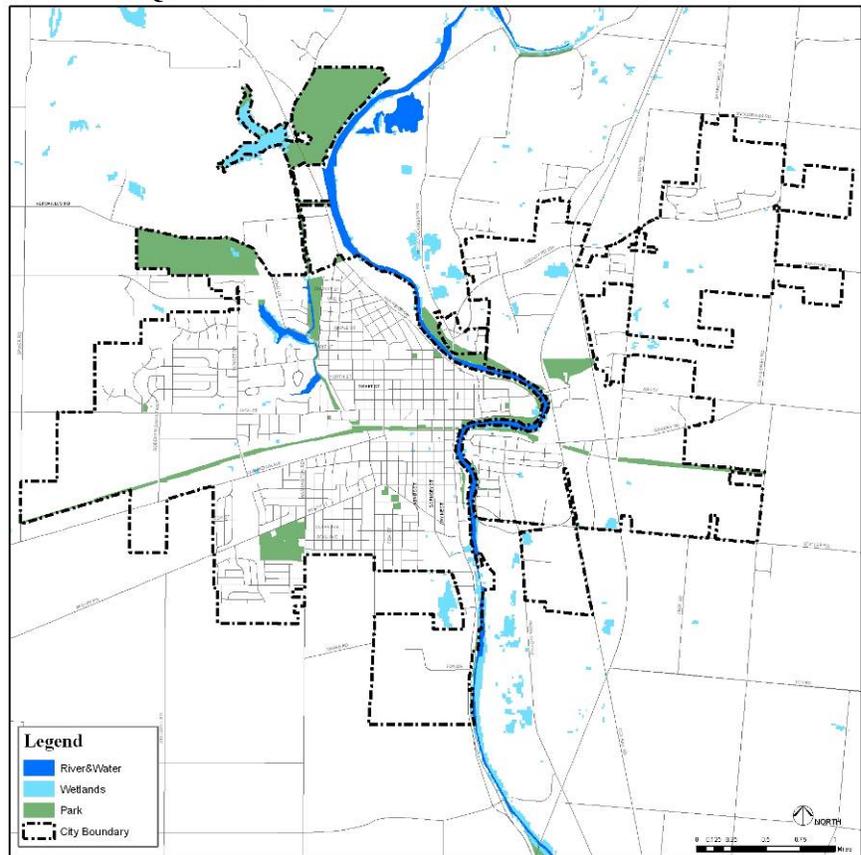
**Preserve lands:** Permanently protected by federal, state, and local regulations. These lands include nature preserves, parks, and outdoor recreation areas. Preserve lands amount to 731 acres or 10.1 percent of the total land area within the City of Piqua.

**Reserve lands:** Lands that are not part of the preserve, but due to their environmental constraints and limitations their development potential should be considered for future preservation. These include floodplain areas, hydric soils with steep slopes (over 12 percent) and wetlands, all of which could be developed, but not without additional effort or cost. The amount of land in reserve status amounts to 811 acres or 11.2 percent of the total land area within the City.

For the purpose of this analysis, undeveloped land (excluding agricultural land) has been classified into two groups: preserve lands and reserve lands. Preserve and reserve areas account for 1,542, or 21.3 percent of the total land area within Piqua.

Not all agricultural and vacant land, or that land which is available for development, is entirely suitable for being built upon. Preserve lands are permanently protected by federal, state, and local regulations. These lands include nature preserves, parks, and outdoor recreation areas. Preserve lands amount to 731 acres or 10.1 percent of the total land area within the City of Piqua. Map 7.2 illustrate the areas designated as preserve.

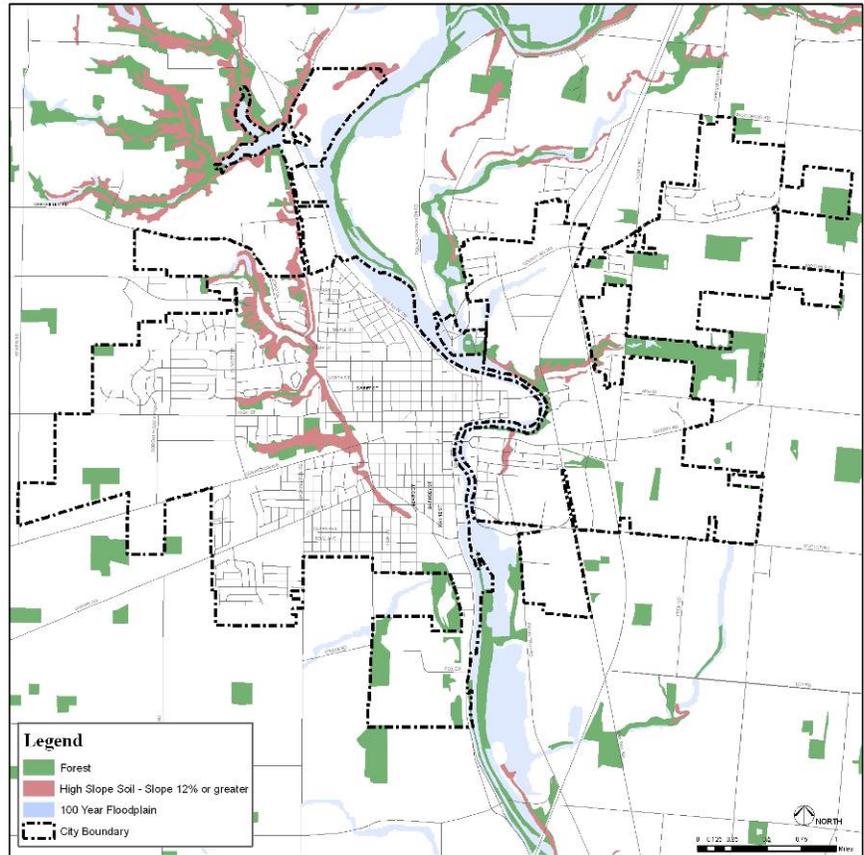
**MAP 7.2 - PIQUA PRESERVE LAND**



Source: ACP - Visioning & Planning Ltd.

Reserve lands are defined as lands that are not part of the preserve, but due to their environmental constraints and limitations their development potential should be considered for future preservation. These include floodplain areas, hydric soils with steep slopes (over 12 percent) and wetlands, all of which could be developed, but not without additional effort or cost. The amount of land in reserve status amounts to 811 acres or 11.2 percent of the total land area within the City. Map 7.3 illustrate the areas designated as reserve.

MAP 7.3 - PIQUA RESERVE LAND



Source: ACP - Visioning & Planning Ltd.

#### D. Principles

The full list of principles that describe the direction for future development and revitalization efforts in Piqua are listed in the Land Use Chapter. These principles focus on the quality, pattern, form, character, and organization of development and address a desire to strengthen the quality of the physical environment. They were developed through extensive consultations with the public and City staff. Many of these principles relate to the natural environment, as well as the built environment in terms of how it affects the natural environment. The principles were utilized in creating the objectives and strategies contained in this chapter. Principle eleven relates directly to the natural environment.

#### **11. Better opportunities will be created to connect people to the Great Miami River.**

#### E. Objectives and Strategies

Outlined below are objectives and strategies intended to guide decisions related to the natural environment. The intent of these objectives and strategies is to achieve the Natural Environment Goal.

**Objective 1**

**Celebrate Piqua’s natural amenities.**

Celebrating local natural amenities can foster awareness and appreciation of the environment and stimulate the City’s economy. The following strategies outline ways in which to promote and support local events celebrating the natural environment.

**Strategies**

**NE 1.1 Support local seasonal and cultural events that build and promote environmental awareness.**

The City should support local events that promote awareness of the local environment. Such events may include farmers markets, seasonal festivals, and activities that celebrate the Great Miami River. Building environmental awareness in the Community will help to create an appreciation for local environmental features, and serve as an economic catalyst.

**NE 1.2 Integrate Piqua’s natural features into marketing material.**

Environmental features are an attractive amenity for both residents and businesses seeking to locate in Piqua. The City in conjunction with the Chamber of Commerce and Grow Piqua Now, should use Piqua’s environmental assets such as the Great Miami River, Johnson Farm and local rural heritage when creating marketing materials. These and other environmental features can also be used on community branding materials such as light pole banners/flags and gateway signage to enhance Piqua’s identity.



Residents enjoy a variety of recreational opportunities on the Great Miami River (source: City of Piqua).

**Objective 2**

**Enhance public access to the river.**

Piqua’s location along the Great Miami River is one of the City’s assets. Currently there is access to the river, however, residents and businesses have voiced a strong interest in improving access, and developing additional amenities and events along the river.

**Strategies**

**NE 2.1 Organize recreational activities on the river.**

A number of residents voiced an interest to create new recreational opportunities on the river. The Community Facility Chapter further addresses this issue in strategy CFS 3.2.

**NE 2.2 Purchase substandard riverfront properties and facilitate redevelopment to improve riverfront access and aesthetics.**

See Redevelopment Chapter strategy RD 3.1

**NE 2.3 Add access points to the Rivers Edge Trail to enhance accessibility.**

Working in tandem with Miami Valley Regional Planning Commission (MVRPC) and the Miami Valley Conservancy District (MVCD), the City should establish additional access points to the Rivers Edge Trail. New access points could also serve as new social gathering nodes, and river overlooks.



**NE 2.4 Build an aesthetically pleasing access to Linear Park to enhance public accessibility to the river corridor between Riverside & Lock Nine Park.**

See Redevelopment Chapter strategy RD 3.1



Additional access to the river along the trail system would better serve residents.

**Objective 3**

**Create new areas of open space in the Community.**

Piqua has a high quality park system that serves residents. As the City grows there will be a need to acquire new parklands and open space areas to serve residents. Additionally, there is a need to acquire and conserve open space areas in and around Piqua in their native state. Preserved open space areas can provide natural habitat, environmental educational opportunities, and areas for retreat to nature.

**Strategies**

**NE 3.1 Refine open space requirements as part of new developments.**

The City should revisit subdivision standards that address the dedication of public open space. Existing and new policies should be developed that puts great importance on natural resource amenities as part of future developments & re-development projects.



Natural open spaces serve as a break from the urban and suburban environments (source: City of Piqua).

**NE 3.2 Work with local, regional, and national conservation organizations to permanently protect environmentally sensitive lands.**

As shown on Map 7.3 there are a number of areas in the Community that have environmental significance. These areas should be considered for conservation and open public access. As these areas are developed or redeveloped the City should facilitate their protection by working with developers, conservation organizations, and the Community at large to ensure environmentally sensitive or significant lands are protected.



The aesthetic appeal of Piqua could be improved through the addition of streetscape and landscape features such as planters. (source: City of Piqua).

**Objective 4**

**Work to beautify the City.**

As both an aesthetic and economic development strategy, the City should work to beautify the City. The following strategies suggest ways in which the City can independently and cooperatively beautify the built environment in Piqua.

**Strategies**

**NE 4.1 Identify areas in the Community in need of beautification.**

The City should work with the Piqua Tree Committee to identify areas in the Community in need of beautification. These areas may include parks, gateways, boulevards, municipal sites and buildings, and streetscape features such as light poles and sidewalks. The City may also consider a program that provides financial and physical resources to encourage local businesses in the downtown to beautify storefronts with planter boxes and other natural features such as seasonal trees and vegetation.

**NE 4.2 Continue to work with and support the Piqua Tree Committee.**

The City has landscaped and planted trees in an effort to beautify/green the City. Piqua’s Tree Committee was established to facilitate tree planting and has made a substantial difference in a variety of districts, corridors and neighborhoods throughout the Community. These efforts should continue, and be enhanced to improve the aesthetic appeal of the Community.

**NE 4.3 Cooperate with local groups to assist in landscaping and tree planting initiatives.**

The City should work with other local groups to “green” the City. The Green Leaf Garden Club and Four Seasons Garden Club are two examples of local groups with whom City can cooperate to enhance the built environment. These groups can provide a valuable service to the Community by providing knowledge and labor on targeted projects (targeted projects as described in Strategy 4.1).



## 8. Community Services and Facilities

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### A. Overview

The City of Piqua provides or supports a wide range of community services and facilities. This chapter provides general guidance for maintaining and developing facilities, as well as delivering high quality, cost-effective services.

Most residents in the Community place a high importance on the quality and level of City services. The majority of comments gathered from the public as part of the Plan Update process pertained to community services. As demographics within the community change it is necessary to continually assess resident satisfaction and adjust to these changes. The City of Piqua's aging population will require that the City services adjust to meet the demands of this segment of the population.

The City provides and maintains a full range of community services and facilities including fire, police, parks, and recreation. In addition, new services are needed to attract and retain young professionals. This chapter also provides guidance to enhance important community services such as the school system, libraries, lifelong learning programs and care providers. This chapter outlines the recommendations for addressing these and other

community service and facilities related issues. The remaining sections of this chapter include:

- B. Community Services and Facilities Goal
- C. Key Findings
- D. Principles
- E. Objectives and Strategies

B. Community Services and Facilities Goal

The goal for Community Services was developed by the Steering Committee based on citizen’s input.

*“Support community improvements that build strong family neighborhoods and community pride and maintain high quality community services and facilities, including its school system, public safety services, health care, recreational opportunities, cultural activities, technology and youth and senior services.*

J. Key Findings

As part of this planning process, an extensive analysis of existing conditions and trends was conducted. Listed below is a summary of the key findings related to community services and facilities. For a more detailed explanation of these findings, see the Community Chapter in the Existing Conditions Report.

All of the key findings are addressed in the Objectives and Strategies section of the report.

**There is a perceived crime problem in the City according to some residents.** In recent years, Piqua has had a higher overall *reported* crime rate than neighboring communities. In 2002, Piqua’s overall uniform crime rating was 47 percent higher than Troy and 104 percent higher than Tipp City. It is important to note that Piqua’s crime rate is primarily property crimes, rather than violent crimes. Piqua’s violent crime rate is only 45 percent of the national average, which is relatively low.

There is a perceived crime problem; however Piqua’s violent crime rate is only 45 percent of the national average.

**Fire services are facing increased pressure to adequately meet the demands of the Community.** There has been a significant increase in the number of EMS runs (170 percent), and a slight increase in fire runs (9 percent) over the last 25 years, while personnel has remained unchanged (see Chart 4.4).

Piqua has seen a steady increase in EMS and fire runs over the past 5 years without a corresponding increase in staff or facilities.

**The City provides residents with significant recreational amenities.** The City maintains more than 260 acres of parkland in addition to popular bicycle routes throughout the community and a municipally owned golf course. The City provides approximately 12.5 acres of parkland per 1,000 people, which exceeds the target of excellence (6.25 to 10.5 per person) established by the National Recreation and Parks Association (NRPA).

The amount of the City’s parkland exceeds the target of excellence established by the National Recreation and Parks Association (NRPA).



Heritage Green Park is located on the corner of North Downing Street and Riverside Drive, the site of the former Medalist Industries (Source: Piqua Chamber of Commerce). Between 1990 and 2000, the community experienced a 46 percent increase in the 45 to 64 age group.

**A variety of cultural activities are offered by the City.** Piqua offers a number of cultural activities including the Piqua Players, the ballet program and the Piqua Heritage Festival. However, the City does not have a modern entertainment facility or cultural arts facilities which were mentioned by some residents as being important community amenities. Some residents also noted they would like to have more entertainment and cultural opportunities.

**Community composition is changing.** Between 1990 and 2000, the community experienced a 46 percent increase in residents in the 45 to 64 age group. As this population continues to age, the City will need to alter services to meet the demands of this population by increasing and improving the senior services within the community.

**Diverse educational opportunities are offered in Piqua.** In addition to the nine schools in the City's School District, the City is also home to the Upper Valley Joint Vocational School and Edison Community College. Recently, the Piqua City Schools have seen a steady increase on state achievement test scores and are continuing to improve. The Joint Vocational School offers technical and vocational training to high school students and adult training programs relevant to current workforce needs. Edison Community College provides residents with a local opportunity for a college education. The City is also in the process of creating a new library facility in the former Fort Piqua Hotel which will be home to a variety of learning opportunities for all ages.

**Limited access to the Great Miami River around downtown was noted.** There is currently a lack of quality access and recreational opportunities on the Great Miami River via the area surrounding downtown. The public would like to see river access improved.

#### D. Principles

The full list of principles describing the direction and form for future development and revitalization efforts in Piqua are listed in the Land Use Chapter. The principles which follow focus on the quality, pattern, form, character, and organization of development. They address a desire to strengthen the quality of the physical environment. They were developed through extensive consultation with the public and City staff. Several of these principles relate to community services and facilities and were utilized in formulating the objectives and strategies in this chapter. Principles 7 and 11 relate directly to community services and facilities.

**7. Residential areas will have strong neighborhood qualities.**

**11. Better opportunities will be created to connect people to the Great Miami River.**

E. Objectives and Strategies

Outlined below are objectives and strategies to guide decisions related to community services and facilities. They are based upon the findings from the assessment of existing conditions. The intent of these objectives and strategies is to achieve the Community Services and Facilities Goal noted previously and to continue to make Piqua an attractive and desirable place to live, work, and play.

**Objective 1**

**Understand service needs.**

Understanding the community’s service needs comes from being involved in the day-to-day procedures, processes, and delivery of services. Service providing departments and agencies should communicate regularly to fully understand the needs of the Community. The following strategies suggest actions that can be taken in order to understand the service needs of the Community.

**Strategies**

**CFS 1.1 Create and implement a community survey as a means to monitor satisfaction with the level and types of services provided.**

Customer service should be monitored on a regular basis to gauge whether service delivery is meeting the needs of residents. Where necessary, service delivery should be adjusted to ensure higher customer satisfaction. A community survey is a mechanism that should be used to determine effectiveness in meeting residents’ needs.

**CFS 1.2 Monitor development and population trends to anticipate and plan for changes in the community’s service needs.**

Demographic data reveals that the population is aging. The City needs to ensure that services are aligned with these changing demographics.

Development trends also impact community service needs. Location of new development may also necessitate further changes in the provision of community services and facilities.

**Objective 2**

**Enhance public safety services, reduce crime, and improve perceptions of public safety.**

Residents of Piqua have a perception of a lingering crime problem within the City. The public meetings held as part of this Comprehensive Plan update revealed that residents place a high priority on improving safety and on changing the misperception about the level of crime in the community.

Public safety affects the quality of life in homes, neighborhoods, business districts, parks and elsewhere in the City of Piqua. The perception of public safety is important as it relates to attracting new businesses and residents, and impacts the retention of current residents and businesses. The following



Piqua police cruisers outside of City Hall (Source: City of Piqua).

strategies suggest ways in which the City of Piqua can enhance the provision of public safety services, reduce crime, and improve the overall perception of public safety.

### **Strategies**

#### **CFS 2.1 Provide adequate police and fire equipment, facilities and personnel to meet the needs of the population (e.g. minimize response times).**

The City should require the provision of police and fire services that adequately meet the needs of the community. The City should undertake a Public Safety staffing and utilization study to determine the level of service desired and personnel, equipment and facilities needed to maintain that level of services now and into the future.

#### **CFS 2.2 Encourage neighborhood design that can help deter crime. (Crime Prevention Through Environmental Design).**

The City of Piqua should work with neighborhood associations and developers to promote improved safety and quality of life through the implementation of Crime Prevention Through Environmental Design (CPTED) Principles. The four basic strategies of CPTED address natural access control (involving the movement of people), natural surveillance (including window placement, lighting and landscaping), territorial reinforcement (using sidewalks, landscaping, and porches to distinguish between public and private spaces and promote stewardship), and maintenance. The utilization of these principles will help to decrease the number of property crimes by creating a thoughtfully constructed environment that accommodates and facilitates neighborhood policing.

#### **CFS 2.3 Endorse and support community maintenance efforts that help to improve the citizen's view/perceptions of safety.**

In addition to providing required public safety services, Piqua can support certain maintenance activities that improve the public's perceptions about safety. Code enforcement, maintenance of public spaces, neighborhood clean up programs and the redevelopment of vacant properties will help to create a better sense of public safety. It can also support the development of a more vibrant community life by attracting additional residents, businesses, shoppers and visitors, and deterring criminal activities by creating environments that exhibit community pride.

#### **CFS 2.4 Encourage, strengthen, and improve Community-Oriented Policing as a way to reduce crime and increase communication and cooperation between residents and public safety agencies.**

The City of Piqua Police Department should continue to engage neighborhood associations and residents in Community-Oriented Policing

(COP). Utilizing the Community-Oriented Policing method, citizens are actively involved in determining how to improve their neighborhoods.

**Objective 3**

**Sustain and improve high quality parks and provide/support recreational opportunities throughout the community.**

The City of Piqua has more than 260 acres of parkland and bicycle routes that serve the residents of the community. Parks and recreational services increase the level of activity in the community’s indoor and outdoor spaces, as well as provide activities for important segments of the population, such as children, teenagers, and senior citizens. The following strategies recommend ways to maintain, improve and expand park and recreational opportunities throughout the community.

**Strategies**

**CFS 3.1 Expand and enhance existing parks.**

The City should undertake measures to expand parks, greenways, and open space areas. The City should also investigate strategic opportunities to use existing utility and transportation corridors and acquire additional lands through donation or purchase. The City should seek to enhance existing parks through capital improvements related to landscaping, equipment, and recreational facilities.

**CFS 3.2 Develop a partnership with the Miami Conservancy District to increase accessibility and further integrate the Great Miami River into the Community.**

The Great Miami River Corridor is an important open space resource with significant scenic and recreational value. Efforts should be made to improve access and better integrate the River into the fabric of the community. The Miami Conservation District (MCD) owns a significant amount of land along the river. Efforts should be made by the City and MCD to expand the amount of land along the river that is accessible to the public. The City should also consider the creation of a new riverside park in the downtown area that offers the opportunity for water recreation activities on the river – e.g. canoeing and kayaking. These improvements should be integrated with redevelopment strategies outlined in the Redevelopment Chapter.

**CFS 3.3 Develop a bicycle facilities plan for the creation of a fully connected bicycle network.**

Piqua should consider the development of a bicycle facilities plan that builds off of the existing bicycle routes. The plan should identify further linkages between Piqua’s parks, open spaces, neighborhoods, schools, and the Great Miami River. The plan should also identify funding and feasibility for the future expansion of the bicycle network within the community in



The Miami Valley Conservancy District promotes recreational opportunities along the Great Miami River. Since its inception, The Miami Conservancy District (MCD) has actively preserved land for recreational use. Of the 44,000 acres of land MCD bought for flood protection, it retained about 3,300 of these acres to be “reserved” for recreation areas upstream (behind) the dams. MCD also planted about 410,000 trees between 1927 and 1944.



Canal Run portion of the Piqua Bike Path System (Source: Miami Valley Trails)

conjunction with the Miami Valley Regional Planning Commission (MVRPC).

**CFS 3.4 Develop a dog park.**

A number of citizens mentioned the need to create a dog park in Piqua. This is a specific need that is not currently being served. Dog parks are controlled recreation environment for people and their pets . These areas are often fenced, have dog facilities such as water dispensers, and are equipped with disposal receptacles. Dog parks are not only attractive to dog owners, but also create opportunities to avoid conflict with other park users who are not dog owners.

**CFS 3.5 Create recreational and entertainment opportunities on the Great Miami River.**

The Great Miami River is a significant community asset that is currently underutilized. Members of the public have shown an interest as part of the Plan Update to create new opportunities to enjoy the river. New recreational and entertainment opportunities should be explored by the City of Piqua in conjunction with the Miami Valley Conservancy District and the Ohio Department of Natural Resources.

**Objective 4**

**Celebrate, promote, and enhance arts, cultural, and historical facilities, events, and encourage increased tourism.**

Residents have expressed the desire to foster arts and culture in the Community. Art and cultural events can touch almost every aspect of Piqua’s community life – from concerts, programs and exhibits, to streetscapes, institutions and education. The Community can draw upon many resources such as the Piqua Arts Council and other organizations to continue to promote and enhance cultural opportunities. The following strategies identify ways to celebrate and enhance arts and cultural opportunities, while increasing opportunities for local entertainment and tourism.

**Strategies**

**CFS 4.1 Encourage the further development of the Piqua Arts Council.**

The Piqua Arts Council should continue to bring together members of the arts and cultural community to work together and pool resources. Working with members of the community to identify needed programs and resources the Arts Council should pursue additional funding opportunities.

**CFS 4.2 Continue to support major cultural events.**

Major cultural events provide the community with a boost in economic revenue from the people attending the events. The City should continue to collaborate with organizations to encourage and promote such events. The City’s participation could come in the form of creative, in-kind support that

provides resources and locations for arts and cultural events within the community. Examples include information regarding arts and cultural events on the City's website, newsletters, donation of public facilities for events and closing streets for festivals.

**CFS 4.3 Develop a plan for the construction of a modern entertainment and arts/cultural facility.**

Piqua would benefit greatly from a modern entertainment/theatre facility. The facility would provide for an increase in the amount, type, and quality of arts and cultural events available to the community. The facility would also provide additional revenue for businesses that would be frequented by theater patrons. The City should study the feasibility and funding of such a facility. An ideal scenario would be to build the facility as part of a public/private partnership along the river in the downtown.

**CFS 4.4 Support efforts to recognize diversity and the variety of cultures that exist in the community.**

Piqua should celebrate the diversity of its residents and increase public awareness of this diversity by supporting cultural festivals as well as ethnic shops, restaurants, and groups.

**Objective 5**

**Support the expansion of services for older adults.**

The quality of senior life – the extent to which senior citizens are valued and served – is an important part of any community. The City of Piqua has a growing senior population, and the full range of services for this group needs to be enhanced and supported. The community should strive to be a full service provider for the senior population. The following strategies identify ways to support, enhance, and expand senior services within the community.

**Strategies**

**CFS 5.1 Establish services that will allow seniors to remain independent.**

Service needs must change along with the changing demographics of the community. As Piqua's population continues to age, the needs of this senior population should be reexamined. The necessary programs, funding mechanisms and facilities should be expanded, and partnerships should be explored for the further provision of senior services. Services that will allow seniors to enjoy an independent lifestyle should be supported. These services include transportation, housing, and health care.

**CFS 5.2 Develop of a Senior Center.**

A Senior Center would provide a central location for programs, service delivery and a gathering place for the senior community. Piqua should work with local organizations to establish such a facility. The Senior Center would

provide seniors with an increased opportunity for recreational and social activities and events.

**CFS 5.3 Support the provision and expansion of adult care services.**

Adult care services, such as those supplying medical attention, providing supervision as required, offering housekeeping assistance, and facilitating shopping are critical to a community with growing senior needs. Opportunities to expand existing services or provide new services should be supported by accommodating such services in the City's code.

**Objective 6**

**Expand youth services in the Community.**

Some residents in the community indicated a lack of youth services. The youth population has specific needs in terms of recreation, entertainment and transportation. The following strategies identify ways to expand and enhance youth services in the community.

**Strategies**

**CFS 6.1 Establish a Community Youth Resource Clearinghouse to assemble and distribute lists of programs and activities.**

A Community Youth Resource Clearinghouse could be established for the benefit of the youth residents in the community. The Clearinghouse would assemble and distribute lists of programs and activities with their location, and to identify youth service needs throughout the community

**CFS 6.2 Consider the creation of a part-time position directed toward organizing youth activities within the City's Parks and Recreation Department.**

The City should consider hiring an individual who would be made responsible for coordinating youth programs that would take place at City facilities, especially during the summer months. The activities should be directed toward younger children and to older high school aged students/adolescents. These may include existing organized athletic leagues, outdoor plays, canoeing, fishing, golf, and nature walks.

**Objective 7**

**Support an outstanding educational system.**

The Piqua City School District is a foundation of the community. The local educational resources benefit not only the students who attend school, but also residents who use school facilities for activities and programs, businesses that need to hire skilled members of the work force, and the larger community which is enriched by well-educated citizens. The following strategies identify ways to support and improve the local educational system and institutions.

**Strategies**

**CFS 7.1 Continue to build upon the City’s relationship with the Piqua City School District, Joint Vocational School, Edison Community College and private schools.**

The City and local educational institutions should remain in strong communication. The relationship between the City and these organizations will continue to be enhanced and ways to further collaborate on mutual objectives will be sought. The City will encourage the maintenance of school buildings.

**CFS 7.2 Work with the school district to plan for the appropriate location of new school sites.**

The City should work with the school district to identify appropriate building renovation and replacement projects and should assist with site selection and acquisition projects. The City and School District should work together to integrate new school facilities into the fabric of existing neighborhoods. Future school sites should be located in existing neighborhoods when possible to promote the redevelopment of these areas. Neighborhood schools also add to the sense of community and promote walkability, easy student access, and neighborhood identity and stability.

**CFS 7.3 Work with the school district to plan for the appropriate adaptive reuse of school buildings in areas where the school system has eliminated the need for certain facilities.**

School facilities and the land they are on represent important assets for existing neighborhoods. If these facilities and sites are abandoned in the future, they should be converted to community centers, or sold to commercial developers for adaptive reuse as educational facilities, residential, commercial, or mixed-use facilities. Site plans for vacant school buildings should incorporate public input to best meet the needs of existing neighborhood residents.

**CFS 7.4 Support the Public Library.**

Good libraries complement a strong educational system and enhance community-wide access to learning resources. The City should continue to support the library system and to help to raise awareness of the resources it offers to residents and businesses in the community. The City should continue to coordinate with the Public Library on growth and development issues. The Fort Piqua Hotel project is an example of the success of cooperation between the City and library.

**Objective 8**

**Support quality local health care**

Excellent quality of life depends on access to high quality health care and is greatly enhanced when these services are conveniently located. Community access to healthcare providers should be enhanced to ensure that all residents of the community have access to needed health care and facilities.

**Strategies**

**CFS 8.1 Bring together all health and wellness agencies located in Piqua to develop an improved overall healthcare plan and delivery system for the community.**

The City should facilitate the collaboration of local health and wellness agencies to develop a plan for the improvement of healthcare in the community. Local health and wellness agencies should work together to address the healthcare needs of the community and the development of a system that meets those needs.

**CFS 8.2 Attract necessary medical professionals, offices and clinics to the City.**

Piqua should work to recruit medical professionals and facilities to both enhance community access to healthcare services and promote the community as a good location for a medical industry business cluster.

**CFS 8.3 Promote existing health and wellness resources within the community.**

The community should be made aware of existing wellness resources and healthcare programs available to them. Successful programs in need of expansion should also be noted.



## 9. Utilities

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### A. Overview

The City owns and operates many of the Community's utilities including wastewater, stormwater, water, and electric distribution facilities, which are all critical components of the Community's viability and attractiveness for both residents and businesses. Utilities impact factors such as the natural environment, economic development, and community health. The use of community funds for utilities should be done with a clear understanding of how it will affect land use policies and vice versa.

The utility systems maintained by the City are generally in good to fair condition. The Water Treatment Plant located on State Route 66 North is the only municipally held facility with pressing needs. The privately held utilities operated within the City of Piqua are well maintained and generally in good to excellent condition. Many of the utilities within Piqua have excess capacity capable of handling future development without major improvements. As the City's utility infrastructure ages, necessary upgrades and improvement should be planned and coordinated.

This chapter addresses the role the City plays in ensuring adequate utility service to the Community. It provides recommendations for provision of utility services that are reliable, safe, minimally impacts the environment, and addresses capacity to ensure the needs of residents are considered and planned for.

The remaining sections of this chapter include:

- B. Utilities Goal
- C. Key Findings
- D. Principles
- E. Objectives and Strategies

#### B. Utilities Goal

The following goal for Utilities was developed by the Steering Committee based on citizen input.

*Provide cost effective, customer responsive and reliable municipal utilities with a focus on improving aesthetics and promoting responsible use of energy resources, while planning for the future.*

#### C. Key Findings

As part of this planning process, an extensive analysis of existing conditions and trends was conducted. Listed below is a summary of the primary key findings related to utilities in Piqua. For a more detailed explanation of these findings, see the Community Chapter in the Existing Conditions Report in the Appendix.

**The City of Piqua provides and maintains the majority of utility services in the community:** The City of Piqua provides water, wastewater, stormwater and electric service to its residents. The City provides the utilities at affordable rates and generally keeps them maintained in good condition. Gas, cable and telephone service are provide to the community by private service providers.

**The Water Treatment Plant is in relatively good condition, but in need of some improvements:** The Water Treatment Plant (WTP) was identified in the existing conditions analysis as being in need of improvement. Detailed improvements and upgrades to the facility have not been identified and the facility is still meeting water quality standards.

The city would like to perform a study to determine how long it can operate off of elevated tanks if the plant were to shut down. Most future studies, however, would focus around the WTP since it is generally in poor condition. The future needs of the WTP were not included in the water master plan of 2000 and therefore have not been evaluated in recent years. There is concern about the plant's ability to meet regulations regarding disinfection by-products (DBPs). The Ohio Department of Natural Resources (ODNR) also has concern about a flood topping of the dam that creates Echo Lake, Swift Run Lake, and Franz Pond. There is an ongoing study to determine the risk associated.

The City of Piqua provides water, wastewater, stormwater and electric service to residents.

**Approximately 25 to 29 percent of the water pumped into the water distribution system is unaccounted for:** Between 2003 and 2006, approximately 25 to 29 percent of the water pumped into the water distribution system was not accounted for in customer meter readings. This indicates here are leaks in the water distribution system that have not been located.

**Current water and wastewater rates are not adequate to properly maintain and improve the systems:** Piqua's current water and wastewater rates are not sufficient to provide for the proper maintenance and upgrades of the water and wastewater infrastructure, especially without the influx of new cash flows as a result of new development. A six percent rate increase is planned to take effect in 2007 to supplement the financial stability of these two utilities.

**Current maintenance of the stormwater system is minimal, and improvement funds are lacking:** The stormwater system is not a separate enterprise fund utility; instead, it is operated as part of the Street Department. Storm sewers are generally filled with debris and in poor condition. The stormwater system is maintained with money from the City's general fund, which is not adequate to provide proper maintenance.

**The electric power system is in excellent condition:** The electric power system is regularly monitored and maintained. Capital improvements are scheduled regularly to improve and maintain the quality of the system. The current rate plan is adequate for continued maintenance of the system. This highly accessible low-cost power has been a valuable economic development asset attracting and retaining businesses that rely on low-cost power.

**The gas system is in excellent condition:** The gas system is owned and operated by the Vectren Corporation. The system is well maintained and rates are adequate for the continued maintenance of the system. The gas system has sufficient excess capacity to service future development.

**Communication utilities are provided through several providers:** Time Warner Cable provides Piqua residents with cable television, digital phone, and internet services. Verizon Wireless and Sprint/Nextel provide the community with wireless phone service and AT&T provides the community with phone, television, and internet services. These utility systems are all well maintained and have the capacity to handle future development.

#### D. Principles

The land use principles impact different elements (chapters) of the Plan. While no land use principle specifically relates to Utilities, the general future land use framework as recommended in the land use chapter is for balanced

growth with infill and redevelopment. This implies the City will need to make reinvestment within existing neighborhoods to support infill and redevelopment, while strategically planning future infrastructure improvements in areas of new development.

#### E. Objectives and Strategies

Outlined below are objectives and strategies to guide decisions related to utilities. These policy statements are based on the findings from the assessment of existing conditions and public input. The intent of these objectives and strategies is to achieve the Utilities Goal and continue to make Piqua an attractive and desirable place to live, work and play.

##### **Objective 1**

##### **Provide and maintain high quality services.**

City infrastructure should be operated and maintained in order to ensure a high level of service delivery in a cost efficient manner. Infrastructure improvements infrastructure can require major investments by the Community. The City needs to budget and schedule regular maintenance to ensure the base infrastructure remains in excellent condition.

##### **Strategies**

**U 1.1 Update the Capital Improvement Plan (CIP):** The City's Capital Improvement Plan (CIP) should be updated annually, and incorporate the necessary utility infrastructure improvements. The plan should be projected over a five year period and include estimates for construction and total project costs. Annual review of the CIP will ensure funding for future projects is available and necessary projects are scheduled to be completed.

##### **U 1.2 Ensure infrastructure maintenance and replacement projects have adequate and stable funding sources.**

The City should work to identify stable funding sources and secure funding that can adequately handle the revenue needs for the construction, replacement, maintenance, and operation. This effort should occur concurrently with economic strategies to develop new revenue sources for the City. The rates charged to customers for utility services should be reviewed on a regular basis. Operational and maintenance expenditure should be recorded, allowing for appropriate adjustments each year.

##### **U 1.3 Continue programmed operation, maintenance and replacement of the existing infrastructure.**

City owned utilities should be maintained and monitored regularly to ensure the integrity of the utility infrastructure. The City should consider the implementation of a GIS-based inventory and data management system for City owned and operated utilities. The database would allow the City to record the system improvements as well as identify the location of future

needs and improvements. The system can be continually updated to provide an accurate picture of the utility infrastructure conditions at any given time. This system can also be used to prioritize future projects in the annual review process of the Capital Improvements Plan.

#### **U 1.4 Place utilities underground.**

Existing above-ground utilities should be considered for placement underground or in the rear of properties out of the fronting street right-of-way. This will improve services and enhance the aesthetics of the Community. Electric and telecommunication lines should be placed underground to improve service. The City should also continue to guide the placement of utilities in new developments underground.

### **Objective 2**

#### **Maintain and enhance the water system.**

Ongoing maintenance and improvement of aging water infrastructure is necessary to maintain a high quality water system. The water system should also work to enhance the quality of drinking water through the protection of water resources in the Community. The following strategies suggest ways to enhance and maintain the water system (See Map 9.1).

### **Strategies**

#### **U 2.1 Perform a water audit to identify water loss.**

A water audit should be performed on the water system to identify leakage sites throughout the water distribution system. The identification of leakage points will allow the Water Department to fix the leaks and replace pipes, creating a more efficient and cost effective system.

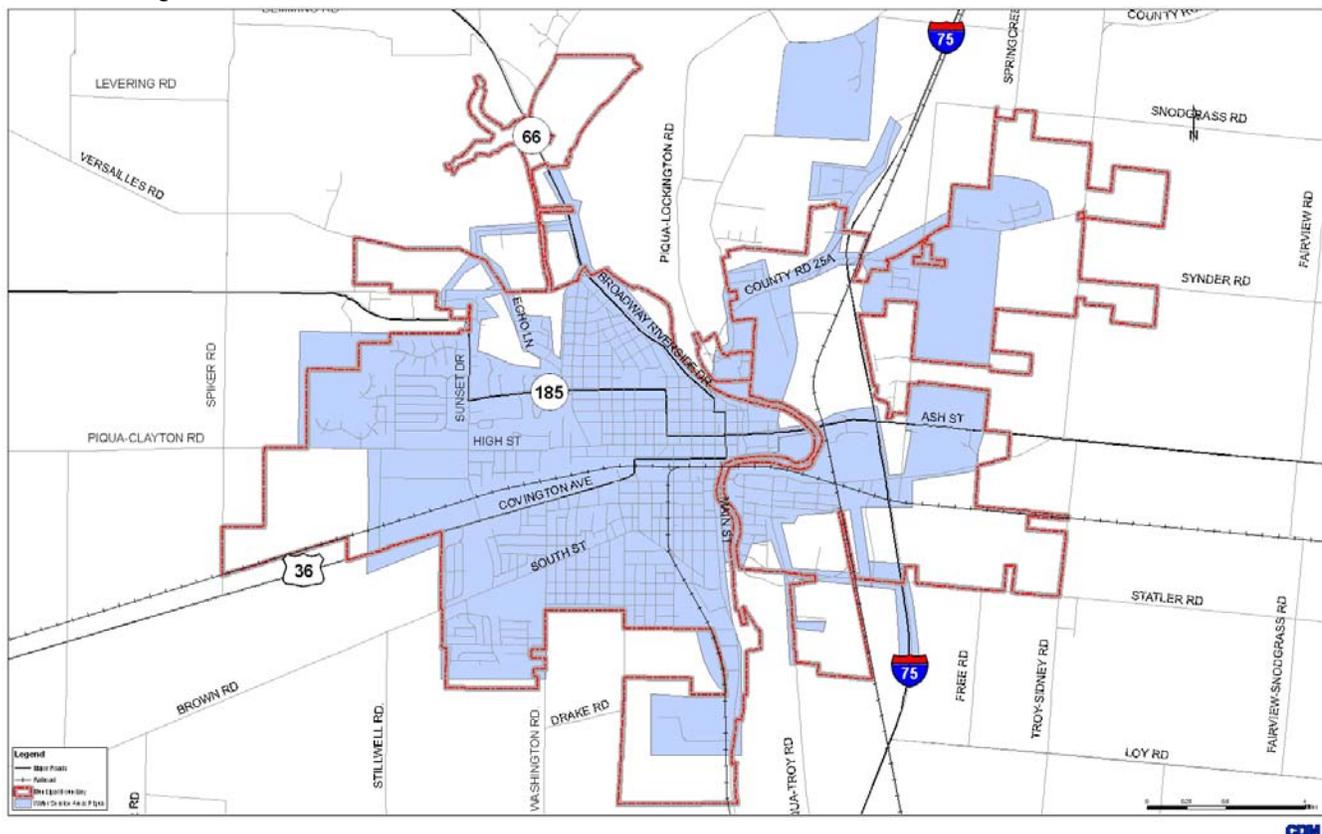
#### **U 2.2 Develop a plan for the improvement of the Water Treatment Plant.**

The Water Treatment Plant located on State Route 66 North is the lone facility that was assessed to be in poor condition in the existing conditions analysis. There is concern about the plant's ability to meet regulations regarding disinfection-by-products (DBPs). The City should work to develop a plan that will identify the necessary improvements and funding sources to improve the facility.

#### **U 2.3 Develop a detailed maintenance plan for the water system.**

In addition to the water audit, a series of studies should be completed to develop a plan to better maintain and monitor the water system. The new maintenance program should include an aggressive flushing schedule and program for a higher level of overall maintenance.

MAP 9.1 – PIQUA WATER DISTRIBUTION SERVICES



Source: Camp Dresser & McKee Inc. 2007

#### U 2.4 Perform an elevated tank study.

The City should perform a study to determine the amount of time the system could operate off of elevated tanks if the plant were shut down. This study would allow the City to know how long normal water service could be provided to customers if the plant were rendered inoperable for a period of time.

#### U 2.5 Develop a surface water protection plan.

The City should consider the development of a plan to protect its surface water sources to ensure the drinking water supply is of the highest quality.

#### U 2.6 Maximize usage of the existing infrastructure by promoting infill development.

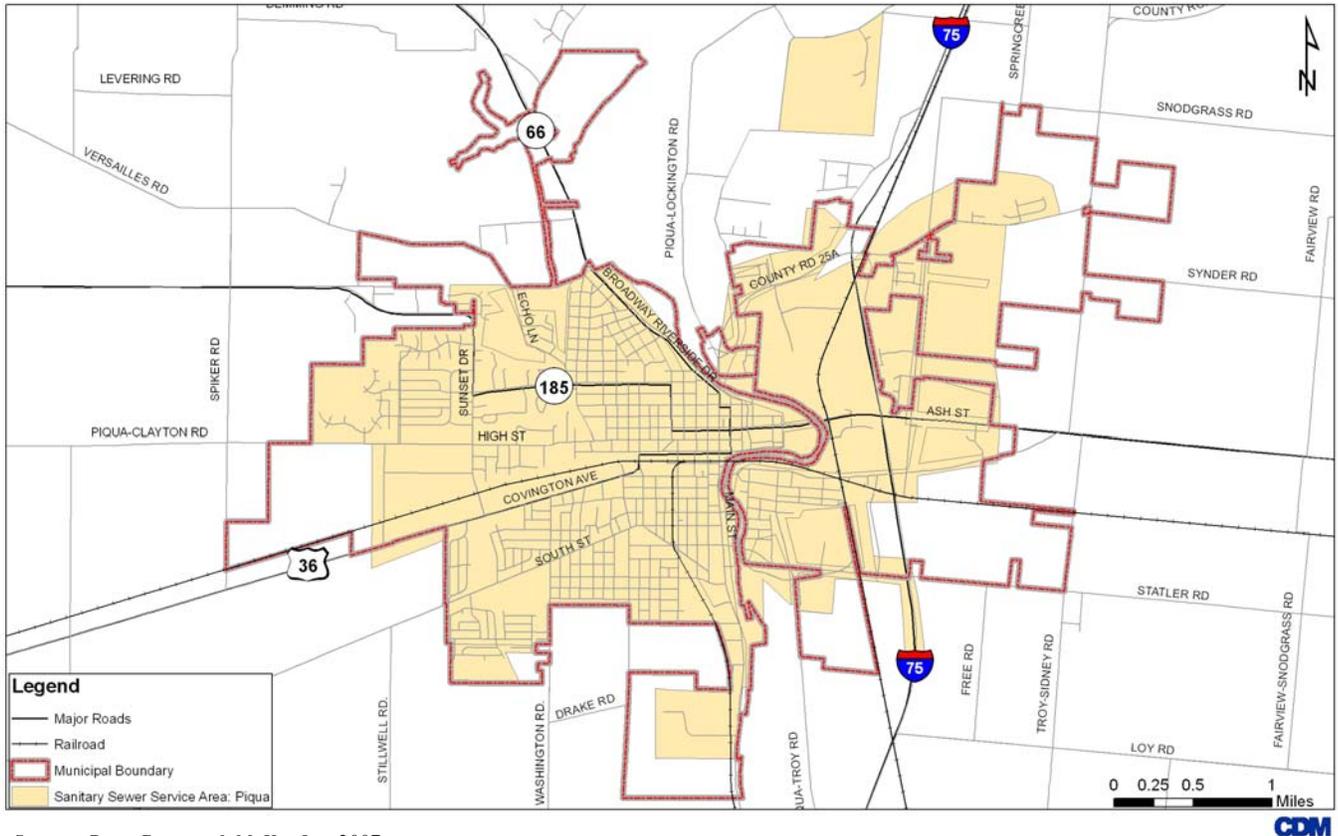
Particular areas of the water system may have existing infrastructure and sufficient excess capacity to support infill and redevelopment. Water service areas with excess capacity should be identified and future development should be channeled to areas with infrastructure capacity minimizing the need for additional infrastructure improvements.

**Objective 3**

**Maintain and enhance the wastewater system.**

The ongoing maintenance and improvement of the aging wastewater infrastructure is necessary to maintain a high quality of life for reinvestments. The following strategies suggest ways the community can enhance and maintain the wastewater system (See Map 9.2).

**MAP 9.2 – PIQUA SANITARY SEWER SERVICE AREA**



Source: Camp Dresser & McKee Inc. 2007

**Strategies**

**U 3.1 Encourage improvements to the existing wastewater system to resolve and eliminate wastewater overflow.**

Some portions of the wastewater system operate at full capacity during rain events due to inflow and infiltration (I/I). Sources of inflow and infiltration are primarily groundwater and direct stormwater connections. One overflow site has been identified. The City should perform the necessary infrastructure improvements in order to eliminate the overflow and be in compliance with Ohio Environmental Protection Agency (OEPA) regulations.

**U 3.2 Develop a Wastewater System Master Plan.**

The development of a master plan would create detailed documentation of necessary improvements to the system. The master plan should consider

the wastewater treatment biosolids process needs for enhancing the plant's capabilities of proper disposal.

### **U 3.3 Maximize usage of the existing infrastructure by promoting infill development.**

Particular areas of the wastewater system may have existing infrastructure and excess capacity that is capable of supporting infill and redevelopment. Wastewater service areas with excess capacity should be identified and future development should be channeled to areas with existing infrastructure capacity minimizing the need for additional infrastructure improvements.

## **Objective 4**

### **Maintain and improve the stormwater system.**

The stormwater system is currently not a separate enterprise fund utility, and is now being maintained and operated as part of the Street Department. The stormwater system is lacking regular maintenance. As a result the system is full of debris and is noted as being in poor condition. The following strategies suggest ways the community can enhance and maintain the storm water infrastructure.

## **Strategies**

### **U 4.1 Encourage the development of a stormwater utility.**

The current stormwater system is not an enterprise fund utility and is therefore unable to generate revenue. Creation of a future storm water utility would generate a source of revenue that would enable the City to provide proper maintenance to storm sewers.

### **U 4.2 Develop a plan for the replacement of the Shawnee Pump Station.**

The Shawnee Pump Station, constructed in the 1920s, is in poor condition and in need of repair. The City should develop a plan for the renovation or replacement of the Shawnee Pump Station. Funding sources for the project also need to be identified.

### **U 4.3 Develop a stormwater master plan.**

Piqua should develop a stormwater master plan. The primary purpose of a stormwater master plan is to identify stormwater infrastructure in areas of the City that require storm sewers and areas where capacity of the existing storm sewers is inadequate to eliminate flooding. The master plan would identify short-term and long-term capital

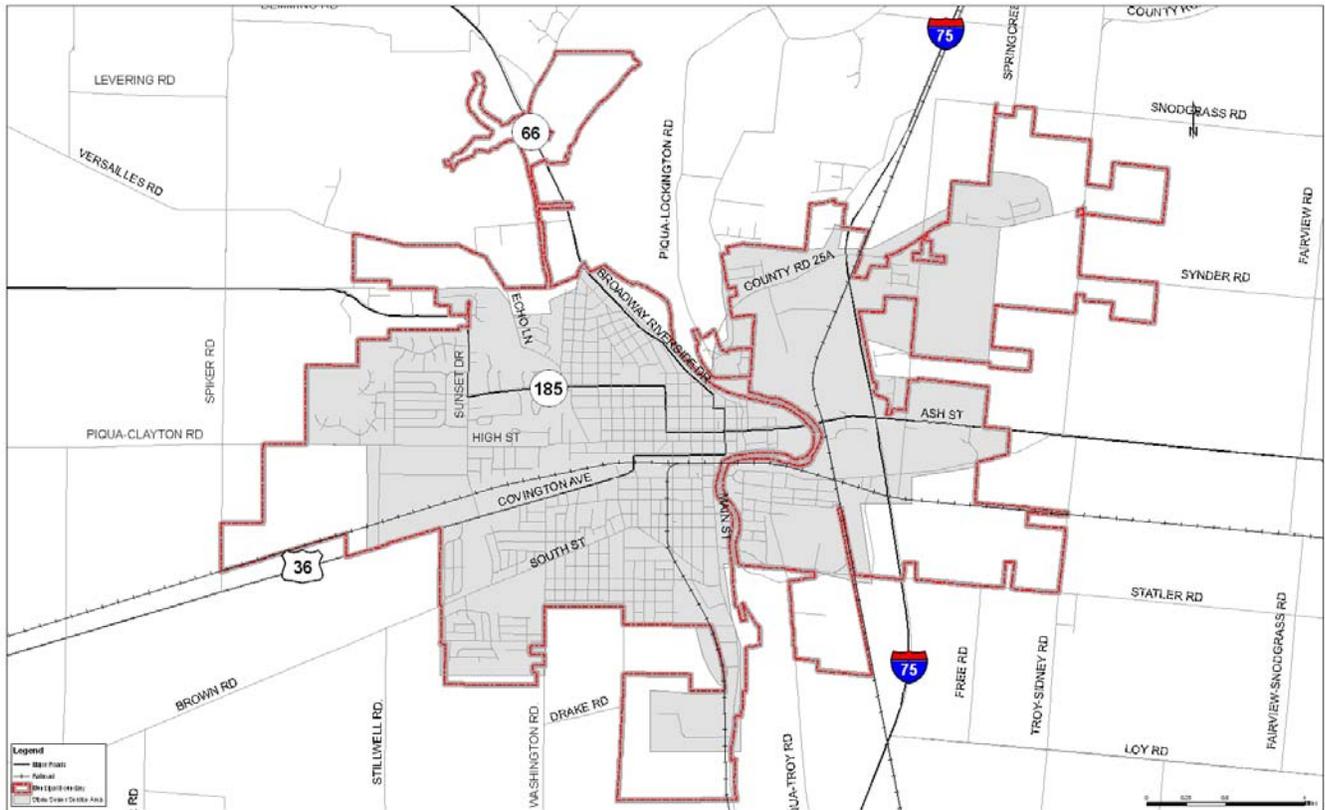
### **U 4.4 Develop and implement a stormwater management plan.**

Piqua should develop and implement a stormwater management plan. The primary purpose of preparing a stormwater management plan is to improve the health and quality of the Great Miami River. The management

An enterprise fund utility is a utility in which rates are charged to customers and used to finance operations.

plan should include actions that improve the quality of the Great Miami. These actions may include expanding green infrastructure to filter contaminants, reduce pollution sources, and encourage appropriate land use and development guidelines that will reduce river contamination.

MAP 9.3 – STORM SEWER SERVICE AREA



Source: Camp Dresser & McKee Inc. 2007

Piqua Storm Sewer Service Area





## 10. Implementation

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### A. Introduction

The plan implementation provides guidance for maintaining accountability, undertaking monitoring activities, creating appropriate development regulations and procedures, and involving residents, businesses, and other stakeholders in implementing of the Plan.

This chapter recommends six key objectives and supporting strategies to guide effective implementation. These recommendations are summarized in the following statements.

1. Residents and other stakeholders should be actively involved with implementing the Plan.
2. Implementation should be monitored and evaluated on a regular basis, including evaluating, reporting results, promoting successes, and maintaining public and media relations.
3. The Community should secure and allocate the necessary funding to implement objectives and strategies in the Comprehensive Plan, this should be done in conjunction with the update of the Capital Improvements Plan.
4. The Community should update key development regulations based on the recommendations in the Plan.

5. The Community should require concurrence with The Comprehensive Plan in rezoning or development approvals, and call for written interpretations of these plans in order to create a public record for consistency.
6. The City should develop a process to update the Plan at a minimum of every ten years.

#### B. How to Use the Plan

The Plan is to be used on a regular basis to guide public and private decisions concerning development, redevelopment, capital improvements, economic incentives, and other matters affecting the Community. The following is a summary of how it should be used.

#### **1. Annual Work Programs and Budgets**

Individual departments and administrators should be cognizant of the Plan's recommendations when preparing annual work programs and budgets. Likewise the City Commission should review the Plan on an annual basis when setting the City's budget.

#### **2. Development Approvals**

Administrative and legislative approvals of development proposals, including rezoning and subdivision plats, should be a central means of implementing the Plan, especially as these decisions relate to the land use principles. Zoning codes can and should be updated in response to regulatory strategies and development strategies discussed in the Plan.

#### **3. Capital Improvement Plans**

Piqua's capital improvement plans (CIPs) should be prepared/updated consistent with the Plan's land use and infrastructure recommendations. New improvements that are not reflected in the Plan – and which could dramatically impact the Plan's land use recommendations – should necessitate at least a minor update to the Plan.

#### **4. Economic Incentives**

Economic incentives should be reviewed in light of recommendations of the Plan, specifically the Conservation and Development Map. These incentives should be integrated with other Plan policies to ensure consistency, particularly with the recommendations in the Land Use Chapter.

#### **5. Private Development Decisions**

Property owners and developers should consider the recommendations of the Plan in their planning and investment decisions. Public decision-makers will use the Plan as a guide when reviewing/considering development request, especially zoning matters and infrastructure requests. Development

request and land use applicants should be consistent with the Plan's recommendations.

## **6. Future Interpretation**

The City Commission should provide an interpretation of major items that are unclear or are not fully addressed in the Plan. The Commission may call upon outside experts and other groups for advice. Minor items that require interpretation should be handled by City Staff.

### **C. Implementation Goal**

The following Implementation goal was developed by the Steering Committee based on citizen input.

*Support neighborhood associations, widespread civic involvement, good communication between citizens and local government, and encourage strong leadership and effective inter-government cooperation to engender pride among Piqua residents.*

### **Objective 1**

#### **Involve a wide variety of stakeholders in implementation**

As implementation of the Comprehensive Plan gets underway, the Community will collaborate with a host of community groups. This will include community organizations, and other parties with an interest in a specific strategy. These partnerships will be critical to successful implementation of the Plan.

### **Strategies**

#### **I 1.1 Engage non-government partners to assist with implementation.**

Support from citizens, civic organizations, neighborhood associations, institutions, and businesses will be critical to implement the Plan. Piqua should identify and engage these non-governmental partners to assist in implementing key strategies of the Plan. On particular strategies, the City Commission may decide to appoint a public-private task force to lead implementation.

#### **I 1.2 Cooperate with adjoining cities, townships, Miami County, and MVRPC.**

Inter-governmental cooperation will help to promote positive economic development for the region, and facilitate cohesive land use planning. The City should engage neighboring jurisdictions on significant, land use, infrastructure and economic development initiatives.

#### **I 1.3 Establish a program to provide ongoing public education on the Community Plan.**

Due to the significant role of public participation in the development of the Plan, a public outreach and education program should be created to

provide residents with ongoing opportunities to learn about the Plan and their role in achieving its objectives. This strategy may include preparing promotional brochures and information packets.

**I 1.4 Provide ongoing educational opportunities on innovative planning and development for the Commission and City Departments.**

The Comprehensive Plan recommends some innovative development concepts. City staff should organize educational programs and materials of built examples from other communities as they relate to Plan. Staff, commission members, and appointed officials may consider conducting site visits to communities and or projects to observe examples firsthand.

**I 1.5 Provide final copies of the Comprehensive Plan on the City web site and at libraries.**

Upon completion and approval, final copies of the Plan will be available via the City website as part of the education and outreach process. Making the Plan available on the website will also help developers become familiar with the Plan and understand their purpose when developing in the Community.

**Objective 2**

**Monitor and evaluate implementation**

Implementation of the Comprehensive Plan will be monitored and evaluated on an ongoing basis. This will ensure that the Plan is successfully followed and will result in desired changes in the Community.

**Strategies**

**I 2.1 Establish an implementation task force.**

Piqua should consider establishing a community-based task force to assist with implementation of the Plan. City Commission, together with the City Admin Team will establish the membership and specific responsibilities. Possible roles include meeting on an annual basis to monitor implementation and issue an annual report, and providing ongoing input to the City Commission.

**I 2.2 Prepare an annual report that summarizes the status of all strategies.**

An annual report should be prepared by City Staff, or a taskforce as described in I 2.1, which summarizes the implementation status of all strategies on an annual basis.

**I 2.3 Issue a summary of the annual report to the media and public.**

The annual report should be issued to the media and general public in a summary form. This may include preparing promotional brochures and/or information packets.

**I 2.4 Present the annual report at a public meeting.**

The completed annual report should be presented at a public meeting (City Commission), and focus on the accomplishments, as well as, any changes and additions that have been made to the Plan.

**Objective 3****Provide resources for implementing the Plan**

The Comprehensive Plan identifies the resources needed to implement certain strategies. For some strategies new resources will be required and for others, existing resources may need to be reallocated.

**Strategies****I 3.1 Regularly update the Capital Improvement Plans (CIPs).**

The Capital Improvement Plans should be updated in accordance with The Comprehensive Plan. The CIP is a fundamental management document that outlines projected capital needs, funding estimates and sources, and timeframes for completion.

**I 3.2 Prepare annual departmental work programs and budgets with awareness of the Comprehensive Plan.**

Departmental work programs and budgets will demonstrate consistency with the Comprehensive Plan's recommendations.

**I 3.3 Identify and secure funds for prioritized initiatives (This could include grants, tax measures, bonds, private investments, etc.).**

Priority strategies should be the focus of raising funds. This may include City funds, other governmental sources, tax measures, private sector investment or a combination thereof. The Community should maximize other non-municipal governmental resources to help with implementing the strategies in the Plan. This strategy should occur in line with the City's annual budget cycle.

**I 3.4 Award economic and regulatory incentives based on consistency with Comprehensive Plan and Study Area Plans.**

The City will determine appropriate economic and regulatory incentives that could be provided to achieve critical development and redevelopment objectives. These incentives will promote implementation of the Plan, and may include such items as development waivers, taxing incentives, and expedited approvals.

**Objective 4****Develop appropriate regulatory tools to implement the Plan (see also Land Use chapter)**

Successful implementation of the Plan may require updating certain regulations to implement key objectives and strategies. These changes include updates to the City zoning code and subdivision regulations. The necessary regulatory foundation will be put in place to implement the Plan.

**Strategies****I 4.1 Update City regulations as recommended in the Plan.**

The development regulations will be updated to reflect the recommendation of the Plan. Specifically, the land use principles should be reflected in the development regulations.

**I 4.2 Monitor the implementation of new regulations and correct as needed.**

As new regulations are used, the outcomes will be monitored to determine if they are resulting in the expected results as recommended by the Plan. If the outcomes are not as expected, the regulations should be modified appropriately.

**Objective 5****Require concurrence with Comprehensive Plan.**

Future decisions in Piqua regarding development, capital improvements and budgeting will concur with the Comprehensive Plan and budgeting and development issues.

**Strategies****I 5.1 Require concurrence in rezonings and other major development approvals.**

Major development approvals and rezonings will concur with the applicable policies of Plan. Actions by City boards, commissions and staff will document such concurrence in all decisions. A summary of development approvals will be prepared at the end of each year.

**I 5.2 Require formal amendment of the Comprehensive Plan if necessary to support a rezoning or major redevelopment (if change has merit).**

Where major development approvals and rezonings may deviate from the recommended policies of the Comprehensive Plan, the City Commission should require formal action to amend the applicable plan. Such amendment should be approved only if unexpected or changing circumstances are sufficient to warrant a deviation in the original intended policy, and be sited in the decision.

**I 5.3 Require staff reports to reference the Comprehensive Plan.**

All staff reports related to development applications, code amendments, policy recommendations, annual work programs and budgets shall reference relevant Comprehensive Plan recommendations.

**Objective 6**

**Update the Comprehensive Plan at least every ten years**

The Comprehensive Plan will be updated on a 10-year basis. This is a sufficient timeframe to consider major changing conditions that may affect the Plan’s policies. If circumstances in the Community change, an update could be initiated in a shorter time frame. The City Commission will initiate the Plan update process.

**Strategies**

**I 6.1 Design the planning process.**

The City Commission, in conjunction with the Community Development Department, will create a citizen committee to design the planning process. The committee will work with staff to determine the necessary resources for undertaking the update and recommending it to the City Commission. The Commission will allocate the resources as necessary.

**I 6.2 Prepare an updated Community Plan.**

A citizen committee will lead the process to update the Comprehensive Plan. The process should incorporate public involvement similar to the effort to prepare this Plan. Other aspects of the process shall be defined as well. The total process for completing and adopting the update should take less than 18 months.

**D. Summary of Objectives and Strategies**

The table beginning on the following page (Table 10.1) summarizes the objectives and strategies that are used in each element of the Plan. The table provides a reference for each objective and strategy (by chapter), the parties responsible for implementation, and the recommended timeframe as follows:

- Immediate: 2008
- Short-term: 2009-2010
- Mid-term: 2011-2013
- Long-term: 2014-2018
- Ongoing: Currently in progress and/or to be continued once initiated.

Where strategies have both “Immediate” and, for example, “Short Term” timeframes for implementation, the strategy will be initiated in 2008 but may not be completed until the 2008-2010 timeframe.

Time Frame Legend:

I = Immediate: 2008  
 S = Short-term: 2009-2010  
 M = Mid-term: 2011-2013  
 L = Long-term: 2014-2018  
 O = Ongoing: Currently in progress and/or to be continued once initiated.

Responsibility Legend:

CITY = All Departments  
 PL = Planning  
 ENG = Engineering  
 NIT = Neighborhood Improvement Team  
 HS = Health and Sanitation  
 ED = Economic Development  
 CD = Community Development  
 PW = Public Works  
 LD = Legal Department  
 PD = Police Department  
 FD = Fire Department  
 HR = Human Resources  
 PS = Power System  
 REC = Recreation

TABLE 10.1 – IMPLEMENTATION MATRIX

Policy	Action	Time Frame	Responsibility
<b>Land Use: Preserve Piqua's small town feel through well balanced growth that mixes land uses, retains open space, and creates an inviting appearance using landscaping, attractive entrances, and community landmarks.</b>			
<b>Objective 1: Strengthen the sense of place/community identity to engender pride among residents.</b>			
LU 1.1	Create standards that yield commercial and office structures and signs that reflect local culture and history (and minimize franchise/corporate structures).	S	PL
LU 1.2	Encourage the creation of neighborhood identity programs.	O	NIT
LU 1.3	Create regulations that allow appropriately-scaled places for formal and casual interaction.	S	PL
LU 1.4	Encourage the development of identifiable districts within the Community.	O	NIT
LU 1.5	Enhance existing gateway/entrances to create an inviting and welcoming appearance when entering the Community.	S	PL,ENG
<b>Objective 2: Continue to improve land use management and encourage citizen involvement in City efforts.</b>			
LU 2.1	Update the zoning code, subdivision regulations, and other development regulations consistent with the Comprehensive Plan.	S	PL
LU 2.2	Expand code enforcement by focusing efforts in targeted areas in a comprehensive fashion and providing assistance to resolve violations.	I	HS
LU 2.3	Promote a rational land use development pattern and redevelop land in ways that provides a fiscal benefit and enhances City revenues.	O	PL,ED,CD
LU 2.4	Encourage development to occur concurrently with the supporting infrastructure to maximize the City's capital investments.	O	PL,ED,CD
LU 2.5	Study annexation potential based on the Comprehensive Plan and development trends.	I	PL,ED,CD
LU 2.6	Future developments should mimic the strengths of past development patterns.	O	PL,ED,CD
<b>Objective 3: Encourage redevelopment of underutilized land resources.</b>			
LU 3.1	Work with the Community Improvement Corporation to develop programs that promote redevelopment or reuse of existing structures and deal with vacant properties.	I	PL,ED,CD
LU 3.2	Establish priorities for infrastructure investments that favor redevelopment and infill locations over greenfield development.	I	PL,ED,ENG,PW
LU 3.3	Modify development regulations to support redevelopment, especially along or near the Great Miami River in and around the downtown.	S	PL
LU 3.4	Prepare a marketing program for targeted infill and redevelopment sites.	I	PL,ED
LU 3.5	Promote infill residential development in appropriate locations, including creating and marketing a land bank of infill building sites.	I	PL,ED,CD,NIT
<b>Objective 4: Enhance opportunities for appropriate housing development and stabilize and improve mature neighborhoods.</b>			
LU 4.1	Facilitate compatible reinvestment, redevelopment and infill residential development in existing neighborhoods throughout the City.	O	PL,ED,CD
LU 4.2	Encourage new residential development to locate adjacent to existing residential developments, where utilities are available – this will build stronger neighborhoods by connecting roads and sidewalks.	O	PL,ED,CD
LU 4.3	Encourage upper story residences in the Downtown.	S	PL,ED,CD
LU 4.4	Continue to improve property maintenance enforcement.	O	HS
<b>Objective 5: Preserve natural areas.</b>			
LU 5.1	Identify and prioritize land for open space preservation.	S	PL, ENG

Policy	Action	Time Frame	Responsibility
LU 5.2	Create regulations that allow for conservation subdivisions.	S	PL, ENG
LU 5.3	Enhance regulations with environmental mitigation requirements.	S	PL,ENG
LU 5.4	Prepare educational material on alternative development choices for protecting natural areas—for both the public and developers.	S	PL,ENG
LU 5.5	Conduct coordination meetings with neighboring jurisdictions on protecting and linking open space.	S	PL,ENG
<b>Objective 6: Create and modify land use patterns to support improved transportation choice and efficiency.</b>			
LU 6.1	Create regulations that allow for shared parking for adjacent development.	S	PL
LU 6.2	Incorporate "park once" site design requirements to support mixed use development.	S	PL
LU 6.3	Expand the local and regional multi-use path system to connect destinations.	O	PL,ENG,PW
<b>Objective 7: Support appropriate commercial, office and, suitable industrial development.</b>			
LU 7.1	Support neighborhood-scale commercial development where such uses support neighborhoods, meet local needs, and are located at key crossroads, especially major intersections.	O	PL
LU 7.2	Support office development in existing locations and facilitate corporate offices in the Downtown and adjacent to major freeway interchanges.	O	PL,ED,CD
<b>Redevelopment: Revitalize Piqua through initiatives that encourage redevelopment or reuse of existing structures, and implementation of building codes in an effort to contribute to a reduction in building vacancies.</b>			
<b>Objective 1: Redevelop targeted industrial and commercial sites.</b>			
RD 1.1	Inventory all existing vacant industrial and commercial sites and structures.	I	PL,ED,CD
RD 1.2	Develop a conceptual plan for the Old Hospital site.	O	PL,ED,CD
RD 1.3	Continue to market the Old Hospital site.	O	ED
RD 1.4	Market industrial and commercial redevelopment opportunities along north CR-25A.	O	ED
RD 1.5	Create a redevelopment strategy for the High and Steele Area.	M	PL,ED
RD 1.6	Work with the Township to redevelop the old Kroger site.	M	PL,ED
RD 1.7	Create new mixed-use centers at the Sunset Retail and old Buckeye Mart locations.	M	PL,ED
RD 1.8	Explore opportunities to convert vacant industrial structures into residential dwellings or other viable uses.	M	PL,CD
RD 1.9	Modify existing zoning districts, or create new overlay districts, that are more flexible, and will better support industrial and commercial redevelopment efforts.	S	PL,ED,CD
RD 1.10	Work with the Ohio Department of Development (ODOD) to apply for Industrial Site Improvement Funds (ISIF).	O	ED,CD
RD 1.11	Continue to work with the Ohio Department of Development (ODOD) to apply for Job Ready Site (JRS) Funds.	O	ED,CD
RD 1.12	Work with the Ohio Department of Development (ODOD) to apply for Clean Ohio Brownfields Funds.	I	ED,CD
<b>Objective 2: Redevelop targeted older neighborhoods.</b>			
RD 2.1	Inventory all existing vacant residential sites and structures.	S	PL,HS
RD 2.2	Create new redevelopment strategies for Old East Piqua.	S	PL,ED,CD
RD 2.3	Identify and implement targeted redevelopment strategies in the historic Shawnee Neighborhood.	S	PL,ED,CD
RD 2.4	Identify and implement targeted redevelopment strategies in the Southview neighborhood.	S	PL,ED,CD
RD 2.5	Develop a code enforcement strategy to prevent and stabilize substandard properties within the City's transitional neighborhoods.	O	HS,LD
<b>Objective 3: Work with local and regional groups to redevelop vacant and underutilized properties, and rehab and/or remove deteriorated structures.</b>			

Policy	Action	Time Frame	Responsibility
RD 3.1	Redevelop the Great Miami riverfront from Lock Nine Park to the East Main Street bridge.	S	PL,ED,CD
RD 3.2	Work with Grow Piqua Now (GPN) and the Chamber of Commerce to create strategies to develop vacant properties.	S	PL,ED,CD
RD 3.3	Explore opportunities locally, and with regional partners, to establish a land bank program.	O	NIT
RD 3.4	Explore opportunities locally, and with regional partners, to redevelop vacant and underutilized sites.	O	NIT
<b>Housing: Promote a diverse and quality housing stock to meet the needs of all residents, and enhance the housing supply through programs and policies that encourage homeownership, promote home maintenance, and support the responsible upkeep of all properties.</b>			
<b>Objective 1: Promote the enhancement and redevelopment of existing neighborhoods.</b>			
H 1.1	Stabilize existing neighborhoods and districts.	O	NIT
H 1.2	Identify appropriate locations for compatible infill housing to replace vacant or underutilized sites in existing neighborhoods.	S	PL,CD
H 1.3	Develop standards to allow for residential adaptive reuse in existing neighborhoods.	S	PL,CD
H 1.4	Continue to develop tools and establish standards to ensure new development compliments existing neighborhood character and creates an accessible, pedestrian friendly environment.	S	PL,ENG
H 1.5	Market local neighborhood improvement success stories and communicate techniques.	S	PL,CD
H 1.6	Continue to promote street tree plantings, as well as community gardens, and similar public landscape features.	O	PL,PW,ENG
H 1.7	Promote beautification efforts to define streetscapes in order to create a distinct sense of place and destination within communities and neighborhoods.	O	PL,ENG
<b>Objective 2: Support homeownership by initiating and supporting public communication and education outreach programs.</b>			
H 2.1	Organize community forums to address housing strategies and opportunities.	I	PL,CD
H 2.2	Provide ongoing educational outreach regarding housing market and development trends.	I	PL,CD
H 2.3	Sponsor homebuyer assistance programs	I	CD
<b>Objective 3: Provide a variety of housing choices.</b>			
H 3.1	Create programs which provide incentives to developments which provide a diverse supply of housing.	I	CD
H 3.2	Explore options for allowing accessory dwelling units.	I	PL
H 3.3	Expand housing options for "move downs".	S	PL
H 3.4	Ensure an adequate supply of executive housing exists to attract new businesses and industries.	S	PL,ED
<b>Objective 4: Maintain and improve older housing stock.</b>			
H 4.1	Improve single-family rental housing.	O	NIT
H 4.2	Evaluate the impacts of current code enforcement policies and practices on neighborhood stabilization.	S	PL,CD
H 4.3	Support neighborhood policing.	O	NIT
H 4.4	Make infrastructure improvements in older neighborhoods.	O	PL,PW,ENG
H 4.5	Create Neighborhood Improvement Districts (NID).	S	PL,CD
H 4.6	Develop a rental licensing program.	S	HS,LD,PL
H 4.7	Regularly track the licensing program.	S	HS
<b>Objective 5: Initiate marketing strategies to attract and retain homeowners.</b>			
H 5.1	Develop a marketing committee to promote the residential market potential in Piqua	S	PL,ED,CD
H 5.2	Promote home tours and shows in Piqua.	S	PL,ED,CD
H 5.3	Work with local business to create relocation home packages.	S	ED,CD
H 5.4	Enhance and create local amenities.	M	PL,ED,CD

Policy	Action	Time Frame	Responsibility
<b>Transportation:</b> <i>Develop and maintain a convenient, safe and efficient transportation system that effectively accommodates pedestrians, bicyclists, automobiles and public transportation.</i>			
<b>Objective 1: Improve the local transportation network.</b>			
T 1.1	Improve street thoroughfare signage.	S	ENG,PW
T 1.2	Study and identify targeted infrastructure improvements along the 1-75 commercial corridor to support future economic development.	M	PL,ENG,ED
T 1.3	Continue to review traffic signal timing, and coordinate signals along major corridors.	O	ENG,PW
T 1.4	Remove unwarranted traffic signal locations in town.	S	PL,ENG,PW
T 1.5	Address capacity issues with US 36, especially at the two lane segments near the stadium on East Ash Street.	M	ENG,PW
T 1.6	Support the development of Hartzell Field	L	PL,ED,CD,PW
<b>Objective 2: Improve the physical appearance of roads and streets to compliment the built environment.</b>			
T 2.1	Create and enforce regulations that build high quality streets.	I	PL,ENG
T 2.2	Make improvements to identified roadway sections to upgrade landscaping, pedestrian facilities and general aesthetics, especially at targeted gateways.	S	PL,ENG
T 2.3	Modify the development regulations to guide future subdivisions to create block lengths and streets at neighborhood scales.	I	PL,ENG
T 2.4	Physically define thoroughfares as civic spaces through building placements and landscaping.	O	PL,ENG
T 2.5	Initiate an "Adopt a Road" project to encourage businesses to contribute funds for landscaping and maintenance along sections of roadways.	I	ENG,CD
<b>Objective 3: Improve traffic safety.</b>			
T 3.1	Create and adopt traffic calming guidelines for local Community streets.	I	PL,ENG
T 3.2	Reroute SR 185 to Sunset Drive.	I	PL,ENG
T 3.3	Lessen the impact of semi-trucks through the central business district (CBD).	I	PL,ENG
T 3.4	Address congested traffic circulation patterns around elementary and intermediate schools.	O	PL,ENG
T 3.5	Improve signage in the central business district (CBD).	S	PL,ENG
<b>Objective 4: Improve opportunities for pedestrians and bicyclists.</b>			
T 4.1	Create regulations that require pedestrian facilities and multi-use path systems along new streets and during street upgrade projects.	I	PL,ENG
T 4.2	Expand the multi-use path system to connect destinations.	M	PL,PW
T 4.3	Incorporate multi-use paths in new and redeveloped areas.	O	PL,ENG
T 4.4	Support future improvements and connections to the Miami Valley Trails.	O	PL,ENG,PW
<b>Objective 5: Maintain and pursue funds for transportation improvements.</b>			
T 5.1	Fund projects with 101 and 103 city funds, and supplement with OPWC Funds and other external resources.	O	PL,ENG,PW
T 5.2	Cooperate with other entities in Miami County on public transit services.	O	CD
T 5.3	Expand I-75 to 3 lanes both directions	M	PL,ENG,PW
T 5.4	Develop future streets as the City grows to establish a neighborhood scale to the transportation network.	O	PL,ENG
<b>Economic Development:</b> <i>Enhance Piqua's local economy through policies and programs that attract progressive new industries, increase the number of high paying jobs with benefits, retain existing small businesses, develop a strong workforce, increase the number of quality of life amenities, and contribute to a vibrant downtown.</i>			
<b>Objective 1: Support local business development.</b>			
ED 1.1	Explore opportunities to create working capital loans for small businesses.	I	ED,CD
ED 1.2	Create a regional venture capital fund.	I	ED,CD

Policy	Action	Time Frame	Responsibility
ED 1.3	Support small business training assistance.	I	ED,CD
ED 1.4	Develop office space that can accommodate shared administrative functions.	S	ED,CD
ED 1.5	Develop insurance co-operatives.	O	ED,CD
ED 1.6	The City should provide more resources and incentives to Edison Community College to help train the workforce and attract higher end employment.	I	ED,CD
ED 1.7	Work with Edison Community College/Joint Vocational School/Piqua High School in order to develop and expand education and training in entrepreneurial development.	O	ED,CD
<b>Objective 2: Initiate and support economic marketing strategies.</b>			
ED 2.1	Initiate and/or support regional marketing campaigns.	O	ED,CD
ED 2.2	Promote the local labor force as an economic asset when conducting marketing campaigns.	O	ED,CD
ED 2.3	Create "Centers of Excellence" and "Industry Hubs".	M	ED,CD
ED 2.4	Support and encourage Grow Piqua Now in order to achieve the economic development goal, objectives and strategies.	O	ED
<b>Objective 3: Create and market competitive Industrial real estate.</b>			
ED 3.1	Create a marketing tour of Piqua's industrial sites and buildings.	I	ED,CD
ED 3.2	Determine the viability of speculative industrial and commercial space.	I	ED,CD
ED 3.3	Encourage master planned industrial development.	O	ED
ED 3.4	Generate a request for proposals to attract industrial developers.	I	ED
ED 3.5	Undertake infrastructure improvements that support economic development efforts that are fiscally positive for the community.	O	ED
ED 3.6	Plan and implement Grow Piqua Now (GPN) program focused on acquisition and development or redevelopment of business/industrial sites.	S	ED
<b>Objective 4: Support intra-regional public relations.</b>			
ED 4.1	Integrate public relations regarding positive changes in Piqua into marketing campaigns.	I	ED,CD
ED 4.2	Develop local amenities to attract and retain young professionals.	S	PL,ED,CD
ED 4.3	Diversify the housing stock to attract new employees.	M	PL,ED,CD
ED 4.4	Develop and enhance recreational facilities as amenities to support future economic growth.	M	PL,ED,PW
<b>Natural Environment: Celebrate Piqua's natural amenities by developing the waterfront and enhancing public access to the river corridor, and work to create new parks, trails, and tree planting initiatives throughout the City to further contribute to the community's quality of life.</b>			
<b>Objective 1: Celebrate Piqua's natural amenities.</b>			
NE 1.1	Support local seasonal and cultural events that build and promote environmental awareness.	S	PL,PW
NE 1.2	Integrate Piques natural features into marketing material.	S	ED,CD
<b>Objective 2: Enhance public access to the river.</b>			
NE 2.1	Organize recreational activities on the river.	S	PW
NE 2.2	Purchase substandard riverfront properties and facilitate redevelopment to improve riverfront access and aesthetics.	M	PL,ED,CD,ENG
NE 2.3	Add access points to the river trail to enhance accessibility.	S	PL,ENG,PW
NE 2.4	Build an aesthetically pleasing access to Linear Park in order to enhance public accessibility to the river corridor between Riverside & Lock Nine Park.	S	PL,ENG
<b>Objective 3: Create new areas of open space in the Community.</b>			
NE 3.1	Refine open space requirements as part of new developments.	I	PL
NE 3.2	Work with local, regional, and national conservation organizations to permanently protect environmentally sensitive lands.	L	PL

Policy	Action	Time Frame	Responsibility
<b>Objective 4: Work to beautify the City.</b>			
NE 4.1	Identify areas in the Community in need of beautification.	I	PL
NE 4.2	Continue to work with and support the Piqua Tree Committee.	O	ENG
NE 4.3	Cooperate with local groups to assist in landscaping and tree planting initiatives.	O	ENG,PW
<b>Community Facilities Services: Support community improvements that build strong family neighborhoods and community pride and maintain high quality community services and facilities, including its school system, public safety services, health care, recreational opportunities, cultural activities, technology and youth and senior services.</b>			
<b>Objective 1: Understand service needs.</b>			
CFS 1.1	Create and implement a community survey as a means to monitor satisfaction with the level and types of services provided.	M	CD
CFS 1.2	Monitor development and population trends to anticipate and plan for changes in the community's service needs.	O	CD
<b>Objective 2: Enhance public safety services, reduce crime, and improve perceptions of public safety.</b>			
CFS 2.1	Provide adequate police and fire equipment, facilities and personnel to meet the needs of the population (e.g. minimize response times).	O	PD,FD
CFS 2.2	Encourage neighborhood design that can help deter crime. (Crime Prevention Through Environmental Design).	O	PL,PD
CFS 2.3	Endorse and support community maintenance efforts that help to improve the citizen's view/perceptions of safety.	O	NIT
CFS 2.4	Encourage, strengthen, and improve Community- Oriented Policing as a way to reduce crime and increase communication and cooperation between residents and public safety agencies.	O	NIT
<b>Objective 3: Sustain and improve high quality parks and provide/support recreational opportunities throughout the community.</b>			
CFS 3.1	Expand and enhance existing parks.	L	PL,PW,ENG
CFS 3.2	Develop a partnership with the Miami Conservancy District to increase accessibility and further integrate the Great Miami River into the Community.	O	PL,PW,ENG
CFS 3.3	Develop a bicycle facilities plan for the creation of a fully connected bicycle network.	S	PL,PW,ENG
CFS 3.4	Develop a dog park.	L	PL,PW
CFS 3.5	Create recreational and entertainment opportunities on the Great Miami River.	S	PL,PW
<b>Objective 4: Celebrate, promote, and enhance arts, cultural, and historical facilities, events, and encourage increased tourism.</b>			
CFS 4.1	Encourage the further development of the Piqua Arts Council.	O	ED,CD
CFS 4.2	Continue to support major cultural events.	O	NIT
CFS 4.3	Develop a plan for the construction of a modern entertainment and arts/cultural facility.	M	PL,PW,CD
CFS 4.4	Support efforts to recognize diversity and the variety of cultures that exist in the community.	O	CD
<b>Objective 5: Support the expansion of services for older adults.</b>			
CFS 5.1	Establish services that will allow seniors to remain independent.	S	CD
CFS 5.2	Develop of a Senior Center.	S	PL,CD
CFS 5.3	Support the provision and expansion of adult care services.	M	ED,CD
<b>Objective 6: Expand youth services in the Community.</b>			
CFS 6.1	Establish a Community Youth Resource Clearinghouse to assemble and distribute lists of programs and activities.	S	CD,REC
CFS 6.2	Consider the creation of a part-time position directed toward organizing youth activities within the City's Parks and Recreation Department.	I	PW
<b>Objective 7: Support an outstanding educational system.</b>			

Policy	Action	Time Frame	Responsibility
CFS 7.1	Continue to build upon the City's relationship with the Piqua City School District, Joint Vocational School, Edison Community College and private schools.	O	ED,CD
CFS 7.2	Work with the school district to plan for the appropriate location of new school sites.	M	PL
CFS 7.3	Work with the school district to plan for the appropriate adaptive reuse of school buildings in areas where the school system has eliminated the need for certain facilities.	M	PL,CD
CFS 7.4	Support the Public Library.	O	CITY
<b>Objective 8: Support quality local health care</b>			
CFS 8.1	Bring together all health and wellness agencies located in Piqua in order to develop an improved overall healthcare plan and delivery system for the community.	M	CD,HR
CFS 8.2	Attract necessary medical professionals, offices and clinics to the City.	O	ED
CFS 8.3	Promote existing health and wellness resources within the community.	O	ED,CD
<b>Utilities: Provide cost effective, customer responsive and reliable municipal utilities with a focus on improving aesthetics and promoting responsible use of energy resources, while planning for the future.</b>			
<b>Objective 1: Provide and maintain high quality services.</b>			
U 1.1	Update the Capital Improvement Plan (CIP)	O	PL,ENG,PS,PW
U 1.2	Ensure infrastructure maintenance and replacement projects have adequate and stable funding sources.	O	PW,PS
U 1.3	Continue programmed operation, maintenance and replacement of existing utility infrastructure.	O	PW,PS
U 1.4	Work to place utilities underground.	O	PS
<b>Objective 2: Maintain and enhance the water system.</b>			
U 2.1	Perform a water audit to identify water loss.	S	PW
U 2.2	Develop a plan for the improvement of the Water Treatment Plant.	S	PW
U 2.3	Develop a detailed maintenance plan for the water system.	I	PW
U 2.4	Perform an elevated tank study.	I	ENG,PW
U 2.5	Develop a surface water protection plan.	S	ENG,PW
U 2.6	Maximize usage of the existing infrastructure by promoting infill development.	O	PL,ED,CD,PW
<b>Objective 3: Maintain and enhance the wastewater system.</b>			
U 3.1	Encourage improvements to the existing wastewater system to resolve and eliminate wastewater overflow.	O	ENG,PW
U 3.2	Develop a Wastewater System Master Plan.	I	PW
U 3.3	Maximize usage of the existing infrastructure by promoting infill development.	O	PL,ED,CD,PW
<b>Objective 4: Maintain and improve the stormwater system.</b>			
U 4.1	Encourage the development of a stormwater utility.	I	ENG,PW
U 4.2	Develop a plan for the replacement of the Shawnee Pump Station.	I	ENG,PW
U 4.3	Develop a stormwater master plan.	I	PL,ENG,PW
U 4.4	Develop and implement a stormwater management plan.	S	PL,ENG,PW
<b>Implementation: Support neighborhood associations, widespread civic involvement, good communication between citizens and local government, and encourage strong leadership and effective inter-government cooperation to engender pride among Piqua residents</b>			
<b>Objective 1: Involve a wide variety of stakeholders in implementation.</b>			
I 1.1	Engage non-government partners to assist with implementation.	O	ED,CD
I 1.2	Cooperate with adjoining cities, townships, Miami County, and MVRPC.	O	CITY

Policy	Action	Time Frame	Responsibility
I 1.3	Establish a program to provide ongoing public education on the Community Plan.	O	PL
I 1.4	Provide ongoing educational opportunities on innovative planning and development for City Commission and Departments.	O	PL
I 1.5	Provide final copies of the Comprehensive Plan on the City web site and at libraries.	O	PL
<b>Objective 2: Monitor and evaluate implementation.</b>			
I 2.1	Establish an implementation task force.	I	PL,CD,ED
I 2.2	Prepare annual report that summarizes the status of all strategies.	O	PL
I 2.3	Issue summary of the annual report to the media and public.	O	PL
I 2.4	Present the annual report at a public meeting.	O	PL
<b>Objective 3: Provide resources for implementing the Plan.</b>			
I 3.1	Regularly update the capital improvement plans (CIPs).	O	PL,ENG
I 3.2	Prepare annual departmental work programs and budgets with awareness of the Community Plan.	O	CITY
I 3.3	Identify and secure funds for prioritized initiatives (This could include grants, tax measures, bonds, private investments, etc.).	O	CITY
I 3.4	Award economic and regulatory incentives based on consistency with Comprehensive Plan and Study Area Plans.	I	ED
<b>Objective 4: Develop appropriate regulatory tools to implement the Plan (see also Land Use chapter).</b>			
I 4.1	Update City regulations as recommended in the Plan.	I	PL
I 4.2	Monitor the implementation of new regulations and correct as needed.	O	PL
<b>Objective 5: Require concurrence with Comprehensive Plan.</b>			
I 5.1	Require concurrence in rezonings and other major development approvals.	O	PL
I 5.2	Require formal amendment of the Comprehensive Plan if necessary to support a rezoning or major redevelopment (if change has merit).	O	PL
I 5.3	Require staff reports to reference the Comprehensive Plan.	O	CITY
<b>Objective 6: Update the Comprehensive Plan at least every ten years.</b>			
I 6.1	Design the planning process.	L	PL
I 6.2	Prepare an updated Community Plan.	L	PL