City of
PIQUA
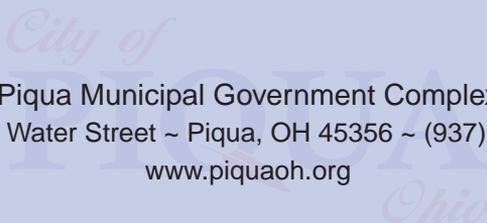### Ohio

STRATEGIC PLAN

2012 - 2016

Piqua Municipal Government Complex
201 West Water Street ~ Piqua, OH 45356 ~ (937) 778-2051
www.piquaoh.org

PRIORITY STRATEGIC GOALS

Category: Quality of Life

1. **Goal: Raise Expectations of the Value of Community Appearance for both Public and Private Properties**

   1.1 Actively participate and encourage community participation in the Piqua Pick It Up & Clean It Up Day
   (Development/Public Works)

   1.2 Organize and facilitate the Housing & Redevelopment Roundtable
   (Administration/Development)

   1.3 Implement a Renter/Tenant Education Program (Health)

   1.4 Utilize City-owned vacant lots to improve neighborhoods (Development)

   1.5 Actively participate in the Ohio Move Forward Program to raze dilapidated structures (Development/Law/Health)

   1.6 Complete Phase I of the East Ash Street Beautification Project (Development/Engineering)

   1.7 Upgrade and improve parks (Public Works)

   1.8 Support partner groups and organizations that coordinate activities in the parks and trails system (Health/Development/Public Works)

   1.9 Promote the Safe Routes to School Program as a way to encourage children to exercise (Health)

   1.10 Serve as a community resource to prevent adverse public health events (Health)

Category: Public Safety and Security

2. **Goal: Promote Proactive Code Enforcement**

   2.1 Participate in the Safe Guard Communities Program (Health)

   2.2 Involve the Neighborhood Associations in encouraging improved property maintenance by property owners and renters (Development)

   2.3 Enhance Citizens Perception of Safety through public information and education (Fire/Police)

   2.4 Reduce risks of injury and crime victimization through training and inspection programs (Fire/Police)

   2.5 Prepare for adequate responses to emergencies by establishing a long-term capital improvement program and staffing (Fire/Police)

   2.6 Establish Intelligence Led Policing (Police)

   2.7 Provide educational and enforcement support for Safe Routes to Schools (Police)

   2.8 Enhance forensic investigation capabilities (Police)

   2.9 Develop strategies that support voluntary compliance to code violations (Health)

Category: Infrastructure

3. **Goal: Improve Infrastructure throughout the City**

   3.1 Update the Capital Improvement Plan (Finance)

   3.2 Apply for available grants to accelerate capital projects (Development)

   3.3 Complete the Final Design for the Water Treatment Plant (Utilities)

   3.4 Complete Wastewater Treatment Plan Facility Plan (Utilities)

   3.5 Complete the Water Distribution System Master Plan (Utilities)

   3.6 Complete the Sanitary Sewer System Master Plan (Utilities)

   3.7 Complete the High Speed Fiber Feasibility Study and installation of fiber (Power/Technology)

   3.8 Complete the CR 25A Phase II & Phase III Reconstruction Project (Engineering)

   3.9 Complete the Wayne Street and North Main Street Streetscape Projects (Engineering)

3.10   Complete the Safe Routes to Schools Grant Project (Engineering/Development)
3.11   Complete the Commercial Street Bike Path Connector Project (Engineering)
3.12   Complete the College Street Corridor Traffic Signal Improvement Project (Engineering)
3.13   Complete the Advanced Metering Infrastructure (Power/Utilities/Finance)
3.14   Develop a Plan of Action for Levee and Canal (Utilities)
3.15   Develop an Energy & Environmental Plan (Power/Administration)

Category: Growth & Development
4. Goal: Develop an Economic Development Strategic Plan
4.1   Solicit Proposals for the development of an Economic Development Strategic Plan (Development)
4.2   Actively participate in the Miami County Branding Project (Administration)
4.3   Complete a Sub-Branding Project for the City of Piqua (Administration/Technology)
4.4   Update Web Site and Social Media to reflect new brand (Technology)

5. Goal: Emphasize Redevelopment of Commercial, Residential, and Riverfront Areas
5.1   Complete the Riverfront District Concept Plan (Development)
5.2   Update the "Plan It Piqua" Comprehensive Plan (Development)
5.3   Utilize visioning techniques to promote development (Development)
5.4   Establish corridor protection overlays for city entryways (Development)
5.5   Establish Form-Based Zoning for certain zoning districts (Development)
5.6   Complete the Clean Ohio Revitalization Fund Waterfront Project (Power)
5.7   Complete demolition of the Power Plant utilizing CORF Funding (Power/Development)

Category: Administration
6. Goal: Promote a Positive Organization Culture and Open Work Environment
6.1   Utilize the Intranet to communicate with employees (All Departments)
6.2   Continue to hold quarterly Manager Briefings (Administration)
6.3   Complete an Internal Employee Survey (Human Resources)
6.4   Promote the "PERforM" core values initiative for employees (All Departments)
6.5   Build an intranet and expand usage of all departments (Technology)

7. Goal: Encourage Staffing Longevity, Stability, and Succession Planning
7.1   Develop a Senior Leadership Training Program (Administration/Human Resources)
7.2   Develop a Leadership Development Training Program (Administration/Human Resources)
7.3   Utilize the Employee Advisory Committee to develop employee activities and programs (Human Resources)
7.4   Strive for consistency regarding employee compensation (Administration/Finance/Human Resources)

Category: Financial Stability
8. Goal: Ensure Sufficient Cash Reserves in all City Funds
8.1   Review all fee schedules and update fees on an incremental basis (All Departments)

8.2 Conduct a General Fund Public Safety Income Tax Referendum (Administration/Finance)

8.3 Complete a Rate Study for the Power System (Power)

Category: Citizen and Community Relations

9. Goal: Promote Piqua Assets and Uniqueness

9.1 Develop an "Imagine Piqua" marketing campaign and integrate into web site and social media (Development/Technology)

9.2 Encourage appropriate development along the river (Development)

9.3 Improve the recreation use of the Great Miami River (Development/Public Works)

9.4 Encourage more citizens to utilize the curbside recycling program (Health)

10. Goal: Raise the Self-Image of Citizens toward their Community

10.1 Actively pursue regional and national awards when appropriate (All Departments)

10.2 Utilize social media and other outlets to communicate positive happenings (All Departments)

10.3 Actively promote positive happenings throughout the city (All Departments)

11. Goal: Promote Citizen Ownership and Responsibility of Community Issues

11.1 Promote the active involvement of the Piqua Neighborhood Improvement Corporation (Development)

11.2 Continue to offer Citizen Engagement and Involvement programs and opportunities (All Departments)

11.3 Promote and encourage more participation in the Adopt-A-Programs initiative (All Departments)

11.4 Facilitate maximum participation in the Housing Enhancement League of Piqua (Development/Administration)

SECONDARY STRATEGIC GOALS

Quality of Life
- Strive to Eliminate City North versus South Perceptions
- Promote Housing Redevelopment and Neighborhood Improvement

Public Safety and Security
- Provide Staffing Levels Based on National Standards

Infrastructure
- Implement a City Curb and Gutter Replacement Program
- Provide Public Documents Promoting the Benefits of Public Infrastructure and Utilities

Growth & Development
- Pursue Annexations with High Economic Development Potential
- Encourage Small Business Start-Ups and Entrepreneurship
- Utilize Vacant Lots for Maximum Development Potential
- Promote a Business Friendly Environment throughout City Government
- Consider Implementation of Form-Based Zoning and Corridor Protection
- Maximize Development Potential of Piqua Municipal Airport

Financial Stability
- Budget Sufficiently to Maintain Annexed Properties
- Implement Depreciation Funds for Capital Equipment Replacement

Citizen and Community Relations
- Implement City-Wide Standardized Training for Customer Service and Relations
- Develop Guidelines/Standard Operating Procedures for Citizen Complaints/Concerns
- Provide Communications to Explain City Processes and Regulations
- Encourage and Support Neighborhood Associations
- Promote a Positive Image of City Government to Citizens
- Encourage Involvement of Citizens in Local Government
- Publicize Progress of Plan It Piqua