



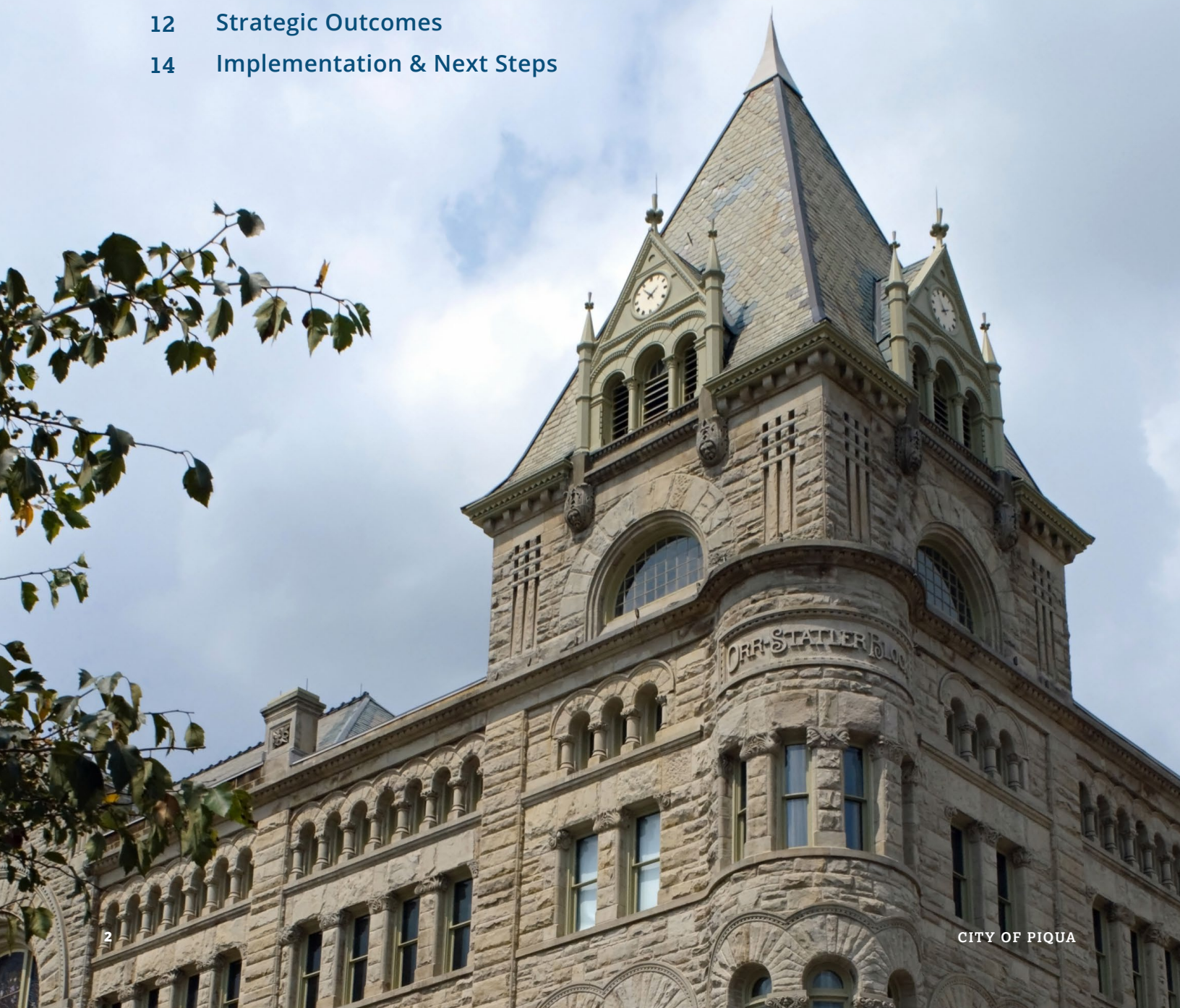
City of
PIQUA

Strategic Plan

2024-2028

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Cindy Pearson
Mayor

We are proud and pleased to present the 2024 Piqua Strategic Plan.

Piqua is a great community with nearly 21,000 citizens located in the heart of the Ohio Miami Valley along the Great Miami River. Piqua offers many services to the community, including public safety, public utilities, economic and community development, and parks and recreation; all of which make Piqua OUR City. Piqua also offers a vision that builds an inclusive, innovative, collaborative community focus while maintaining a small-town feel, that our citizens appreciate.

The 2024 Piqua Strategic Plan incorporates the mission, vision, and values of OUR City. The plan will align what the citizens want with the work of local leadership and government. That is why community engagement was a focal point of the development of the plan. The plan incorporates the feedback from stakeholders, city commissioners, boards and committee members, city staff, and citizens to make the plan reflective of the desires of the whole community.

To gather the needed input from stakeholders, the project team interviewed the city commissioners to gain an understanding of what makes Piqua unique, what people love about our City, and what issues are facing the community in the future. Board and Committee members were also involved in providing their perspective on what our City does well, are there additional services desired in the community, and what are the hopes for the future of our City. Citizen input was gathered during community forums to enhance the understanding of why people choose to live in our City, what will keep people in our City, what services are desired, and what are the hopes of the citizens for our City.

All this valuable feedback is now incorporated in our Strategic Outcome Areas that are highlighted in the plan. These are the things that will help lead our City to achieve the vision and fulfill our mission in the coming years. The Outcome Areas will be broken down into actionable items that are measured over time to gauge how well the plan is working. Our City budget will be driven by the need to fulfill this plan along with the Capital Improvement Plan, to meet the desires of the community and exceed the needs of the citizens which will propel Piqua forward.



I wish to thank everyone who provided input, feedback, and insights to make this plan come together; our City will prosper because of the work of so many.

The Strategic Planning Process

The City of Piqua (City) initiated a strategic planning process in 2023, using a process designed to ensure:

- + A shared vision of the outcomes that the City sought to create. Organizations driven by clear purposes and shared values have a greater capacity to succeed than those that are not.
- + A collective understanding of the available resources, the operating context, and the principles upon which desired outcomes and initiatives are based.
- + Acceptance of the direction and urgency of the strategic plan, which will be integrated into the way the City is operated on a day-to-day basis.

To achieve these conditions for success, the City's strategic planning process involved input from a broad group of internal and external stakeholders. Major elements of the engagement process included:

- + Interviews and work sessions with the Mayor and City Commission
- + Interviews and work sessions with the City Manager and leadership team
- + Three community forums that were open to the public
- + A focus group with the Chairs of Piqua's Boards and Commissions
- + A survey distributed to all City employees

This input was used to develop the City's vision, mission, values, and four strategic outcome areas, as well as the associated initiatives for implementation over the next five years.





Community Profile

Located in Miami County, Ohio, the City of Piqua is a vibrant and welcoming community with a rich history and a promising future. With a population of approximately 20,000 residents, Piqua offers a small-town atmosphere with easy access to the amenities of larger cities, including Dayton, Columbus, Cincinnati, and Indianapolis.



Residents of Piqua enjoy a high quality of life, with a variety of recreational opportunities. The City boasts numerous parks, including the picturesque Fountain Park and Lock Nine Riverfront Park, which provide beautiful settings for outdoor activities such as picnicking, hiking, and boating. Piqua also has a vibrant arts scene, with local theaters, galleries, and festivals that showcase the talents of the community. Piqua's economy is supported by a range of industries, including manufacturing, healthcare, and retail.

Piqua's strategic location along the Interstate 75 corridor provides convenient transportation options for both residents and businesses.

Piqua is a close-knit community where neighbors know each other and come together to support one another. The City prides itself on its strong sense of community and volunteerism. With its friendly residents, strong economy, and commitment to recreation, the City of Piqua, OH offers a wonderful place to live, work, and visit. Whether you are seeking a tight-knit community or a hub for business opportunities, Piqua has something for everyone.

As Seen in Piqua

National Trends at the Local Level

The last several years have been tumultuous, with cities across the United States needing to respond to changes in a variety of areas. The following section shares how Piqua has been impacted by five trend categories:



Social

While America’s population is growing overall, the Piqua population has remained relatively steady in recent years.

In Piqua, there has been little population change over the last 30 years. Cities with minimal growth often struggle with limited revenues to maintain infrastructure and operations, as well as business attraction and retention. While the City has experienced some negative impacts related to the lack of growth, in interviews, surveys, and focus groups, community members and City staff repeatedly discussed how much they value the City’s strong sense of community and small-town feel.

Following national trends, the City is aging, increasing from a median age of 35.1 in 2000 to a median of 40.2 as of 2021. The community is also becoming more educated. In 2000, only 75% of residents aged 25 and older had their high school diploma, five percentage points below the national average. By 2021, however, 93% of adult residents had their diploma, outpacing the national average. Piqua has also become more diverse, with approximately 8% non-white residents as of 2021, compared to 5% in 2000.



In Piqua, as in communities across the country, the population is becoming older, more educated, and more diverse.



Workforce

The national workforce culture is changing in response to a variety of social and economic factors, but City of Piqua employees report this being a strength for the City.

Nationally, the culture in many workplaces has changed significantly in recent years. The COVID-19 pandemic fundamentally altered the way many Americans worked, with many workplaces offering increased schedule flexibility and increased opportunities for employees to work remotely. Workplaces also increased their reliance on the use of technology, like virtual meeting platforms, to conduct everyday business. The Census reports that the number of employees working remotely full-time increased from 6% of the workforce in 2019 to 18% in 2021. In Piqua, respondents to the employee survey generally reported a positive workforce culture at the City, and when asked to list the City's strengths, respondents' most common answer was the high quality of City employees. Some also noted employees' ability to work well as a team, and others praised a positive work environment that supports employees.

Across the United States, employees have more flexibility to change jobs than in recent years. The increase in remote work opportunities has meant that many are not constrained to a particular geographic area, and the trend away from pension plans and towards 401(k) and other retirement structures means there is often less incentive to remain in a particular role. In Piqua, many employees who responded to the survey identified recruitment and retention as one of the top challenges facing the organization.

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Employee turnover and recruitment difficulties are a national challenge, and many in Piqua are concerned as well.

Environmental

Piqua's natural environment is one of the keys to its attractiveness and livability.

Nationally, there has been a focus on sustainability, conservation, and climate change mitigation to help preserve environmental assets like those in Piqua. Each community faces its own unique set of circumstances and is taking its own approach towards risk mitigation, which could include strategies like developing robust disaster response and recovery plans and reinforcing existing infrastructure.

In Piqua, focus group participants and survey respondents value the natural beauty of Piqua's locations, the City's 17 parks for resident and visitor recreation, and the many outdoor amenities available. Piqua is located along the Great Miami River and prides itself on a vibrant riverfront. In focus groups, several participants urged the City to build upon this advantage in coming years and continue to develop the riverfront into an attractive destination.

Economic

Local governments around the country, including Piqua, are struggling with raising enough revenue to sustain operations and maintain and replace aging infrastructure.

One of the primary spending drivers for many local governments is the need to maintain, repair, and replace aging infrastructure. Infrastructure quality has been declining in the United States overall for decades. The American Society of Civil Engineers gave American roads a D overall on its 2021 Report Card for America's Infrastructure, which indicates poor quality infrastructure that puts people at risk. Other graded categories include Parks & Recreation (D+), Bridges (C+), Drinking Water (D), and Wastewater (D+). In Piqua, City Commissioners discussed a lack of funding in general for necessary programs and the need for higher maintenance standards for City-owned properties and infrastructure, which can improve their safety, functionality, and useful life. Many stakeholders in interviews, focus groups, and the survey also expressed a desire to cultivate more industry in the City, such as retail, restaurants, and other businesses. Economic development would not only increase the City's tax base but may create amenities to help attract and retain residents.

Nationally, the United States Census Bureau reports that approximately 38% of households paying either rent or mortgage pay 30% of their income or more towards housing, which is the threshold for what is considered "affordable" by the United States Department of Housing and Urban Development. In Piqua, housing stock increased by approximately 8% overall between 2010 and 2021, and the median value of a home declined from approximately \$96,200 to \$93,000, according to the Census. However, housing has generally become less affordable. The median mortgage remained relatively unchanged over this period, going from \$991 per month to \$983. However, median rent increased from \$655 to \$820 per month. The percentage of Piqua households paying 30% or more of their income towards housing also increased, going from 36% in 2010 to 41% in 2021.

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Housing is unaffordable for many across the country, including in Piqua.



Technology

Use of and access to technology has increased dramatically in recent years, creating opportunities for cities like Piqua, while also posing challenges.

Nationally, the Census reports that 95% of American households have at least one computing device as of 2021, up from 87% in 2015. Additionally, 90% have an internet subscription, up by 77% from 2015. This rapid increase creates significant opportunity for local governments to develop and implement powerful tools to engage with residents in non-traditional methods and to accept payments, applications, and other documents electronically. However, this increased use of technology also poses challenges, because engaging with the community virtually risks leaving some residents behind. In Piqua, there has been a similar trend of increased technology access, with the number of households with computers increasing from 80% in 2017 to 91% in 2021, and the number with internet access increased from 74% to 86% in the same time period.



Our Blueprint

Strategic Framework

Vision

Building an inclusive, innovative, and collaborative community that propels Piqua forward.

Mission

Dedicated public servants who take pride in providing essential services that promote the quality of life for the Piqua community.

Values

Piqua excels through our commitment to:

- + **Accountability:** Demonstrating ownership, transparency, and responsiveness to ourselves, our colleagues, and our community
 - + **Integrity:** Living our values, being authentic, and doing the right thing, no matter the situation
 - + **Professionalism:** Supporting the people and building the systems that make the City resilient, efficient, and forward-thinking
 - + **Teamwork:** Working collaboratively to achieve shared goals in a respectful, inclusive, and positive environment
-

Strategic Outcome Areas



Unified
Community



Responsive
Services



Thriving
Economy



Reliable
Infrastructure

Strategic Outcomes

Piqua staff collaborated to identify projects, programs, and activities to drive each strategic outcome area forward. These are captured in the initiative categories below.



Unified Community

Piqua unites residents, businesses, and government in community advancement.

Initiatives include: **Community Outreach | Engaging Community Groups | Coordinating Volunteer Opportunities**



Volunteers help to clean up the Great Miami River during the 2018 River Sweep event.





Responsive Services

Piqua promotes continuous improvement in the delivery of City services that meet the evolving needs of our community.

Initiatives include: **Gathering Community Input | Responsive Housing Solutions | Responsive Recreation Programming**



Thriving Economy

Piqua cultivates a diverse business environment that supports local economic opportunities for future growth and enhances quality of life.

Initiatives include: **Collaborating and Planning for Future Economic Growth | Promoting Investment and Development Through Placemaking**



Reliable Infrastructure

Piqua maintains modern and cost-effective infrastructure while supporting future growth.

Initiatives include: **Citywide GIS Initiative | Complete Streets Program | IT Strategic Initiatives**

Implementation & Next Steps

Each of the strategic outcome areas included in this plan contain a series of initiatives and projects that will move the City toward achievement of its long-term priorities.

However, it is important to note that for the desired results to be achieved, the initiatives must be effectively implemented. Therefore, careful attention and focus on strategy implementation is essential for achieving success.

The City's strategic plan implementation process includes:

1 Leveraging internal subject matter expertise by continuing to engage knowledgeable and energized City staff to draft implementation plans for each initiative, including:

- + Tasks and activities necessary for implementation
- + Assigned individuals or groups
- + Due dates and timelines for key tasks
- + Resource requirements

2 Monitoring and sharing implementation progress with organizational leadership, City Commission, and the community

3 Reviewing and updating implementation plans and activities on at least an annual basis



PIQUA

UNIFIED
COMMUNITY



RESPONSIVE
SERVICES



Building an inclusive,
innovative, and collaborative
community that propels Piqua forward

THRIVING
ECONOMY



RELIABLE
INFRASTRUCTURE



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