



CITY COUNCIL AGENDA ITEM

Date: February 14, 2012

To: Mayor and City Council

From: John Szerlag, City Manager
Mark Miller, Director of Economic and Community Development
Cindy Stewart, Community Affairs Director
Glenn Lapin, Economic Development Specialist

Subject: Economic Development Update Information

On February 10, 2012, Mayor Janice Daniels met with John Szerlag, Cindy Stewart, and Glenn Lapin to discuss Troy's economic development strategies. The conversation focused on the business development strategies that have been implemented by the City along with an overview of the new economic gardening initiative. These strategies are being used to help create an environment for investment in the City of Troy. The following attachment, which describes the strategies discussed, is being shared with City Council for information purposes. The attachment includes the following documents:

- "City of Troy Business Development Initiatives Summary Timeline"
- "City of Troy New Business Checklist"
- "A New Approach for a New Economy: Planting Troy's Economic Garden"

At the February 10, 2012 meeting mentioned above, Mayor Janice Daniels asked about the number of businesses located in the Troy Downtown Development Authority (DDA) district along with a question regarding the Somerset Collection parking structure. The following responses are being shared with City Council for information purposes:

- Based on current assessment records, there are 2,048 businesses located in the Troy DDA. These businesses represent 231 separate properties.
- The parking structure is owned by the DDA, and is leased to the Somerset Collection. This lease does not expire until 2020, and therefore, although the parking structure is valued at approximately \$4 million as of the end of the lease, it is currently a restricted asset.

CITY OF TROY BUSINESS DEVELOPMENT INITIATIVES SUMMARY TIMELINE

The City of Troy has adopted several major strategies that have positively impacted business development efforts in the community. New strategies have been implemented resulting in the streamlining of building and permitting processes, flexible and user-friendly planning documents, and governmental department efficiencies. Positive feedback has been received on the new building/permitting process, as 98% of users have indicated their satisfaction (Source: Safebuilt Building Department Services Survey).

From an economic development standpoint, a “white paper” was developed in October 2011 to focus on helping existing Troy businesses grow. Our new Economic Development Specialist is forming an external advisory committee to help guide an “economic gardening” program. This program works with existing businesses (particularly second stage companies) to identify what they need in order to grow and then provide the information, infrastructure and connections to address those needs.

Regarding marketing, Troy contracted with Marketing Associates in October 2011 to review our marketing materials and website and make recommendations for improvement. Troy is featured prominently in key local business development publications such as Automation Alley’s monthly Xology (circulation 20,000), Oakland County’s annual Prosper (circulation 75,000), and Metro Detroit’s annual Asource (relocation information). New businesses are featured in the quarterly Troy Today publication. In addition, text is currently being finalized for the 2012 Economic Resource Guide; a one-page checklist was recently completed to assist in the launching of new businesses; and the City Manager’s monthly Business Roundtable meetings will commence again in January of 2012.

The following provides a chronological summary of some of the key initiatives that impact business development. Source links have been added where appropriate.

Governmental Efficiencies

- Zucker Report - January 2008 (<http://www.troymi.gov/Planning/ZuckerReport.pdf>)
Development Approval/Permit Process
- Planning Department Restructuring – July 2010
- Building Department Restructuring – July 2010

Planning & Economic Development Tools

- Big Beaver Corridor Study – June 2006
(<http://www.birchlerarroyo.com/Clients/troy.htm>)
- Vision 2020 – October 2006 (<http://www.troymi.gov/futures/>)

- New Master Plan – October 2008
(<http://www.troymi.gov/Planning/MasterPlanProcess/CityofTroyMasterPlan2008.pdf>)
- Big Beaver Design Guidelines – March 2011
(<http://www.troymi.gov/Planning/BigBeaverDesignGuidelines.pdf>)
- Updated Zoning Ordinance – April 2011
(http://www.troymi.gov/Planning/Adopted_Troy_ZoningOrdinance04282011.pdf)

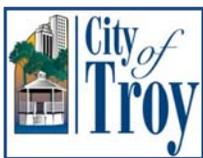
Economic Development

- Economic Gardening “White Paper” – October 2011 (copy attached)
- New Economic Development Specialist Hired – November 2011
- Internal Economic Gardening Committee Formed – November 2011
- External Economic Gardening Committee Formed – January 2012
- Economic Gardening Strategy Update – January 2012
- 2012 City Manager’s Monthly Business Roundtable Meetings – January 2012 Start
- New Business Checklist – January 2012
- Economic Development Report to Community – Date TBD

Marketing

- Marketing Associates Hired – October 2011
Review of Marketing Materials/Website
- Current Publications Featuring Troy Business Development – Xology, Prosper, Troy Today, Asource – January 2012 and Ongoing
- Economic Development Website Revisions – Started January 2012
- Co-Sponsor of Oakland Job Hub at Oakland University – February 2012

2/07/12



City of Troy

New Business Checklist

Welcome to Troy, MI – Michigan’s premier address for business, retail and commerce! With our ideal location, excellent City services and friendly business environment, you will find that Troy is a great place to start and grow your business. To get you started, the following checklist has been prepared to assist you in launching your business. You will find that Troy’s plan review, building, permitting and inspection processes are fast, efficient and user-friendly. We look forward to serving you, and once again, welcome to Troy.

What do you want to do?

Please Contact

Finding a Site for Purchase or Lease

Find a site for lease or purchase	Glenn Lapin - Economic Development Specialist 248.524.3315, G.Lapin@troymi.gov
Schedule a pre-purchase/lease meeting	
Complete a pre-purchase walk-through inspection	

Site Plan Review

Ensure your business is in compliance with Zoning Ordinance	Brent Savidant - Planning Director 248.524.3366 SavidantB@troymi.gov
Determine if Site Plan Review is required	
Get development approval	

Building Inspection

Determine if a building inspection is needed	Steve Burns or Rick Kessler 248.524.3367 S.Burns@troymi.gov R.Kessler@troymi.gov
Determine if proposal is permitted	
Alterations of a building or property may require the submittal of a Site Plan for review	

Fire Safety

File an Occupancy Permit Application The Fire Department will contact you after review	David Roberts - Assistant Fire Chief/Fire Marshal 248.524.3419 RobertsDJ@troymi.gov
Schedule a fire inspection	
Ensure the building and/or fire protection systems are adequate	

Signs

Determine if your business requires a sign permit, see Ordinance Ch. 85	Paul Evans - Zoning Specialist 248.524.3359, EvansPM@troymi.gov
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Assessments

Create a Personal Property Account	Nino Licari - City Assessor 248.524.3312, LicariLA@troymi.gov
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Business Licensing

Contact our City Clerk's Office for business license requirements	Aileen Bittner - City Clerk 248.524.3317 BittnerA@troymi.gov
For State of Michigan licensing requirements: http://michigan.gov/statelicensesearch	

Other Important Contacts

Food service establishments: contact the Oakland County Health Department	Oakland County Health Division 248.858.1280, www.oakgov.com
County and State registries for assumed business names	www.oakgov.com/clerkrod www.michigan.gov/lara

For any additional questions, please contact Glenn Lapin (see above).

A New Approach for a New Economy: Planting Troy's Economic Garden

October 26, 2011



Prepared by:



CARLISLE

WORTMAN
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In today's uncertain economy, municipalities across the Midwest, especially in Michigan, are challenged to retain and create jobs within their community. As such, many communities are addressing these uncertain times with a greater focus on economic development. As Troy is considering a renewed strategy on economic development, two questions arise 1). What does "economic development" mean to Troy and; 2). Considering the existing relatively limited resources, how can Troy promote new economic activity resulting in jobs and an increased tax base in order to create cost effective economic growth and sustainability?

I. What is Economic Gardening?

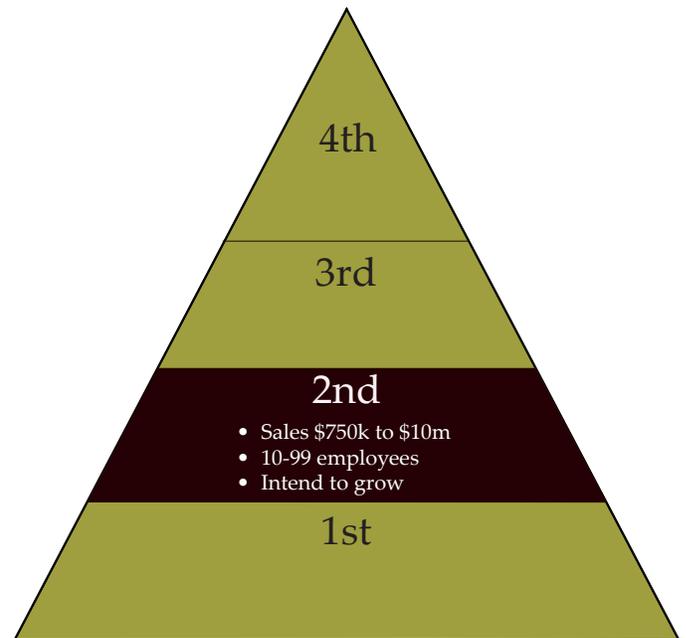
The traditional approach to economic development placed a focus on seeking out and attracting the relocation of large companies. While some communities applying this "hunter and gatherer" approach have had limited success, this approach has shown significant limitations including 1). expense; 2). the layout of substantial financial incentives without the sure guarantee of success; 3). the requirement of a significant amount of time to see a positive return on such investment; 4). inefficiently leveraging a community's existing assets; 5) the cost of providing tax abatement and incentives reduces tax revenues. The economic crisis of the past ten (10) years has shown that a recalibration of the traditional approach to business development is needed.

A more successful method of economic development consists of a "Grass Roots" approach. Appropriately labeled as "Economic Gardening", this approach encourages local governments to focus on retaining and "cultivating" local 'second stage' businesses in their community by investing in and promoting existing community assets and infrastructure. A large company that was not founded in Troy may be able to survive in Troy for a short period of time, but if the economic climate is not suitable or the foundation for potential growth is weak or unstable, there is no guarantee that the company will have a prolonged survival. The emphasis should instead be on cultivating and improving the foundation for existing Troy companies that have already shown growth. These companies already have firm roots in the community and may ultimately be the key to stimulating the economy.

Characteristics of Economic Gardening

The concept of Economic Gardening was pioneered in the late 1980's by the City of Littleton, Colorado. Many communities have configured Economic Gardening cultivation techniques around three critical themes, which were developed in the Littleton model: Infrastructure, Connectivity, and Market Information.

- Infrastructure – building, promoting, and supporting the development of community assets essential to commerce and overall quality of life. Examples include roads, education, cultural amenities, and placemaking.
- Connectivity – improving the interaction and exchange among business owners and critical resources providers. Examples include industry trade groups, public sector supporters, Chamber of Commerce, business associations, and academic institutions.
- Information – access to competitive intelligence on markets, customers, and competitors comparable to the resources historically available only to large firms.



The driving forces behind Economic Gardening are innovating and adapting community assets, efficiently providing the necessary services and infrastructure, and promoting the most logical choices for business growth and development. Improving accessibility, convenience, and efficiency in the three main tenets (Infrastructure, Connectivity, Information), particularly with “Second Stage” businesses can make dramatic improvements to the community’s viability, sustainability, and economic growth trends. The success of Economic Gardening methods is entirely dependent on a positive and close relationship between city government and business owners. Open and consistent communication between the local business community and local government is necessary in order to fully understand the needs of the business community and what assets are being provided by the local government.

What it is...

- The public serves (3) major roles: information, infrastructure, and connections, including a strong foundation of technological assets and resources.
- A focus on growth companies, especially Stage II (10-99 employees).
- The use of sophisticated corporate tools:
 - Database searching
 - Geographic Information Systems
 - Search Engine Optimization
 - Web marketing
 - Social media and research tools
 - Network mapping
- The use of cutting edge scientific theories:
 - Complexity science
 - Network theory
 - Temperament
 - Systems thinking
 - Core strategy analysis
 - Getting things done in the public arena
- A focus on front end, strategic issues of business:
 - Market dynamics
 - Marketing
 - Teams
 - Finance
- Driven by innovation rather than the cheapest place to do business.
- Dependent on a highly skilled, elite Economic Gardening staff working in an iterative manner with business owners.
- An Economic Gardening organization is as entrepreneurial as the companies with which it works.

What it is not...

- Recruiting
- Standard business assistance (keeping books, buying insurance, succession plans)

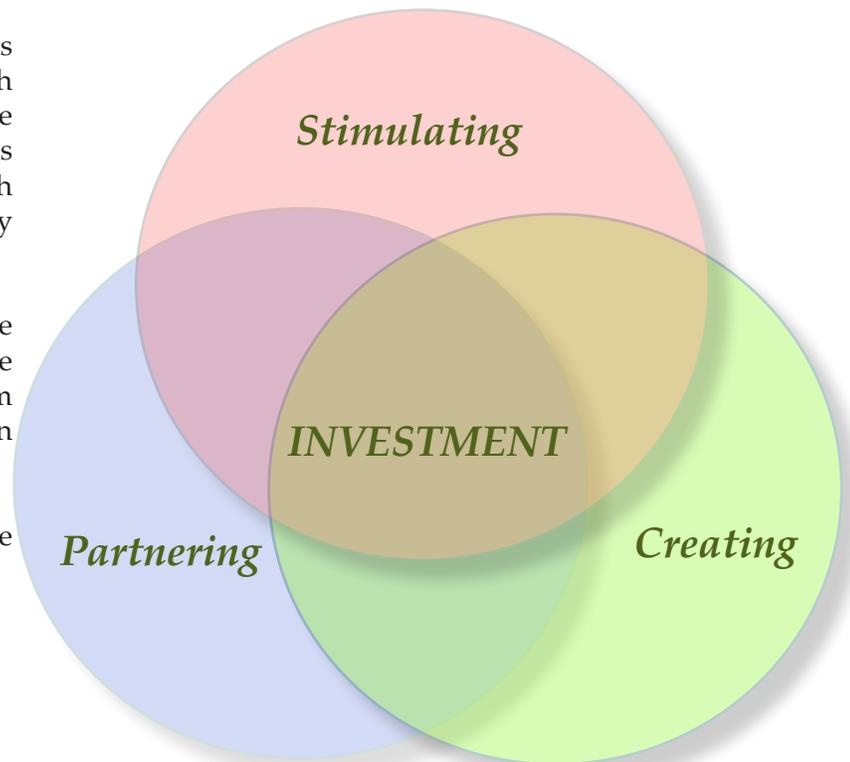
- BRE (business retention and expansion)
- After hours networking
- An annual business climate survey
- A financing program
- A buy local program
- A business appreciation dinner
- A “local bucks” program
- Counseling
- Consulting

Economic gardening allows communities to focus on their unique assets and leverage those assets to promote growth. Economic Gardening succeeds by creating an environment that nurtures entrepreneurs --- in other words, creating an environment of investment!

II. Why Apply the Principles of Economic Gardening?

Economic Gardening is an approach that looks to cultivate entrepreneurial activity which already exists within the community. The case for exploring your own economic backyard is bolstered by growing body of national research showing small businesses create the vast majority of new jobs:

- An estimated two-thirds (66%) of net private sector jobs created in the last twenty-five (25) years were by small firms (a small firm is defined as one that employs fewer than five hundred (500) employees).
- Small firms employ about half (50%) of the



Your community's Investment Environment revolves around three spheres which you have the ability to influence

total private sector work force.

- Small firms that employ from one (1) to eighteen (18) employee create the most net new jobs relative to their share of total employment. (Source: David Birch, MIT).

National research is supported by the Michigan based Edward Lowe Foundation which indicates that “second stage” companies (between ten (10) and ninety-nine (99) employees) created 137,249 jobs in Michigan between 1993 and 2007, while companies employing five hundred (500) or more lost 257,585 jobs.

III. Why is Economic Gardening a Good Strategy for Troy?

Troy has an abundance of assets that were instrumental in the growth it experienced over the past four (4) decades. As a result, it is home to a number of large financial, health care, automotive and engineering firms. The City also has a number of second stage companies that could be ripe candidates for growth. The US Economic Census (2007) reported that Troy had 925 companies in professional, scientific and technical services employing 16,536 people for an average of 18 employees per establishment. A majority of these companies would be considered second stage.

Another significant asset is that Troy is home to Automation Alley which is receiving statewide, national and international recognition for its approach to economic development. Automation Alley is one of the regional organizations that is being touted by the Governor to provide expanded economic development assistance.

Levering the existing assets of Automation Alley to support and grow the existing 2nd stage companies in Troy is an example of the application of Economic Gardening principles.

IV. Action Items

Continuing the relationship between the City and its top-tier employers is strongly recommended. Such relationships will not be sacrificed should the City pursue the economic gardening strategy. In fact, top business should be engaged in both advising and nurturing the grass root entrepreneurs and lending support to the effort.

However, with limited resources, the City is recommended to follow an economic development strategy focused on businesses that are capable of growth. To accomplish this, the City should spend the next two

(2) – three (3) months developing a Core Strategy. Input in this strategy should be sought from organizations outside City government including Automation Alley, Oakland County, the Troy Chamber and educational institutions.

Core Strategy

The Core Strategy needs to address the following key elements:

- A. A clear understanding and commitment to meeting the needs of growth oriented companies – no matter how big or small. Part of the Core Strategy needs to identify those companies that have a desire and ability to grow;
- B. A commitment to a long-term strategy that is represented by economic gardening strategies in order to create on sustainable economic base;
- C. A better understanding of the entrepreneurial climate and the things needed to nurture it;
- D. A commitment to collaboration whether it is Oakland County, Automation Alley, the Chamber or any organization that can help business growth; and
- E. Finding champions, preferably outside City government.

Action Steps to Formulate Core Strategy

The following steps to create a Core Strategy, and current status of each step, are as follows:

1. Identify Core Team – Three (3) to five (5) individuals to make up the Core Team. During this period, we would suggest the Team be coordinated by CWA until an individual is hired as the economic development (gardening) specialist.

Status: in progress

2. Identify and Map Community Assets – Key assets that would be attractive to business ranging from education and culture to business resources will be identified and, where appropriate, mapped. In addition, internal assets of the City need to be identified. See appendix for the detailed Asset Inventory Report.

Status: completed

3. Identify and Interview Local and Regional Collaborators – Automation Alley has already been mentioned. Other groups could include Oakland County Planning and Economic Development, Troy Chamber, Walsh College, and others. The focus of these interviews should be to ask:

- What role should the City play in expanding business and employment in the City?
- How can you help us?
- How can we help you?

Status: in progress

4. Conduct Focus Group Discussion with Potential Stakeholders – The best way for the City to determine what businesses need to grow is to ask them. A select group of business owners will be identified and interviewed. Troy’s City Manager has been meeting with key business leaders. However, in collaboration with other City staff, a more defined and robust focus group discussion process should be established.

Status: incomplete

5. Create (Acquire) Database of Troy Businesses – Database should be organized both functionally what they do) and number of employees. We would recommend the County be asked to assist.

Status: incomplete



Richard K. Carlisle, AICP, PCP
Carlisle Wortman Associates, Inc.

Appendix

-Troy Community Asset Inventory Report

Troy Community Asset Inventory Report



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I. Community Asset Inventory

A. Community Understanding

The City of Troy is located in southern Oakland County - one of the most prosperous counties in the United States. Troy, 34.3 square miles in area, is approximately 14 miles from downtown Detroit and situated between the cities of Pontiac and Royal Oak. In close proximity to Rochester Hills, Auburn Hills, Bloomfield Township, Sterling Heights, and Birmingham, Troy is centrally located within metropolitan Detroit and within a reasonable distance of several Midwestern and international population and economic hubs:

- A. Downtown Detroit, MI (14 miles)
- B. Windsor, ON (20 miles)
- C. Flint, MI (40 miles)
- D. Ann Arbor, MI (45 miles)
- E. Toledo, OH (80 miles)
- F. Lansing, MI (90 miles)
- G. Grand Rapids, MI (150 miles)
- H. Cleveland, OH (150 miles)
- I. Toronto, ON (260 miles)
- J. Chicago, IL (280 miles)



Figure 1: Troy's Location (source:GeoBatch.com)

City of Troy Community Profile: 2010 Census

Troy’s demographics of a highly-educated, family-oriented population are highly sought after characteristics of business expansion and growth.

City of Troy Community Profile: 2010 Census	
City Population:	80,980
Median Age	41.8
Average Household Size	3.14
Occupied Household Units	30,703
Median Household Value	\$262,400
Educational Attainment (2008)	50% had obtained a bachelor’s degree or higher

B. Business Climate

Troy holds many key advantages to starting a successful Economic Gardening campaign. An Economic Analysis Report published by the City of Troy in 2008 listed Troy as the 12th largest city in Michigan and the second-largest city in the state based on total property value¹. Troy is home to several Fortune 500 businesses including Flagstar Bank, Delphi, Meritor, and Kelly Services, all of which are located along one of three world-class business districts: the Northfield parkway, the Big Beaver corridor, and the Maple Road corridor.

The City of Troy’s top employers include:

- Ameritech International Publishing
- Beaumont Hospital
- Delphi Corp.
- Flagstar Bank
- Kelly Services Inc.
- Bank of America
- City of Troy Government
- Troy School Districts
- U.S. Postal Service

In addition to the aforementioned large employers, the city of Troy has a great growth potential for smaller ‘second stage’ businesses. In 2007, The US Economic Census reported that Troy had 925 companies in the desired fields of professional, scientific and technical services employing 16,536 people for an average of 18 employees per establishment². The development and growth of these second stage businesses are essential to the future economic, residential, and physical design trends of Troy.

Part of the lure for business development is not only the various business incentives offered, such as Hi-Tech Personal Property Tax Abatement Program, Economic Development Corp., Brownfield Redevelopment Authority and the Downtown Development Authority in the Big Beaver Corridor Area but also Automation Alley, a world class business development organization that provides services and support to businesses of

1 <http://troymi.gov/EconomicDevelopment/TroyProfileOaklandCounty.pdf>
 2 <http://www.census.gov/>

all size including businesses thinking about relocating to Michigan.

Automation Alley

Automation Alley is Michigan's largest technology business association. Automation Alley aims to increase economic growth in Southeast Michigan through a collaborative culture that focuses on workforce and business initiatives. Automation Alley has university partnerships with University of Michigan, Oakland University, Wayne State University, Walsh College and many more. Automation Alley directly serves the region which includes the City of Detroit and the counties of Genesee, Livingston, Macomb, Monroe, Oakland, St. Clair, Washtenaw and Wayne. Automation Alley combines areas of research including manufacturing, technology, engineering, production, and marketing to help local business leaders create new opportunities within the community. The association also helps small and mid-sized businesses sell their products throughout the world and plays a vital role in attracting new businesses to Michigan. Highlights of Automation Alley include³:



- More than 1,000 members across Southeast Michigan.
- Conducted 13 trade missions to countries around the world with a total of more than \$153 million raised.
- Invested over \$6 million in seed fund investments to 29 start-up technology companies in Southeast Michigan
- An alliance of five member-driven committees that assist the association in executing programming and services.
- An annual attendance of 10,000 people at scheduled seminars and meetings.
- Proud recipient of the Presidential "E" Award for Exporting, the nation's highest award to honor exporters
- More than 300 media articles featuring or mentioning the association in 2009

City of Troy Downtown Development Authority (TDDA)

The Troy Downtown Development Authority (TDDA) engages in long-range planning for the 'downtown' area. Traditional responsibilities held by the DDA include land acquisition and improvement, building construction, and public facilities improvement.

3 <http://www.automationalley.com/>

C. Transportation

Access to the movement of goods and people is a key component of business development. A vibrant transportation system provides an important foundation from which to attract new business and make Troy an attractive place to live and work.

Non-Automobile Transit

While there over 364 miles of road that handle over 400,000 cars per day, the City of Troy has started to maximize non-automobile connectivity through the existing 500 miles of sidewalks and future pathways to emphasize alternative transportation and non-motorized vehicle usage.

SMART Bus System

Oakland County has been served by the SMART Bus System since 1967. SMART is southeast Michigan’s only regional public transportation provider, offering convenient, reliable and safe transportation. SMART’s “fixed route” and “small bus services” have provide alternative transportation opportunities for its riders to connect them to employment, educational, and entertainment centers. SMART is supported by federal and state funding, local contributions and bus fares.

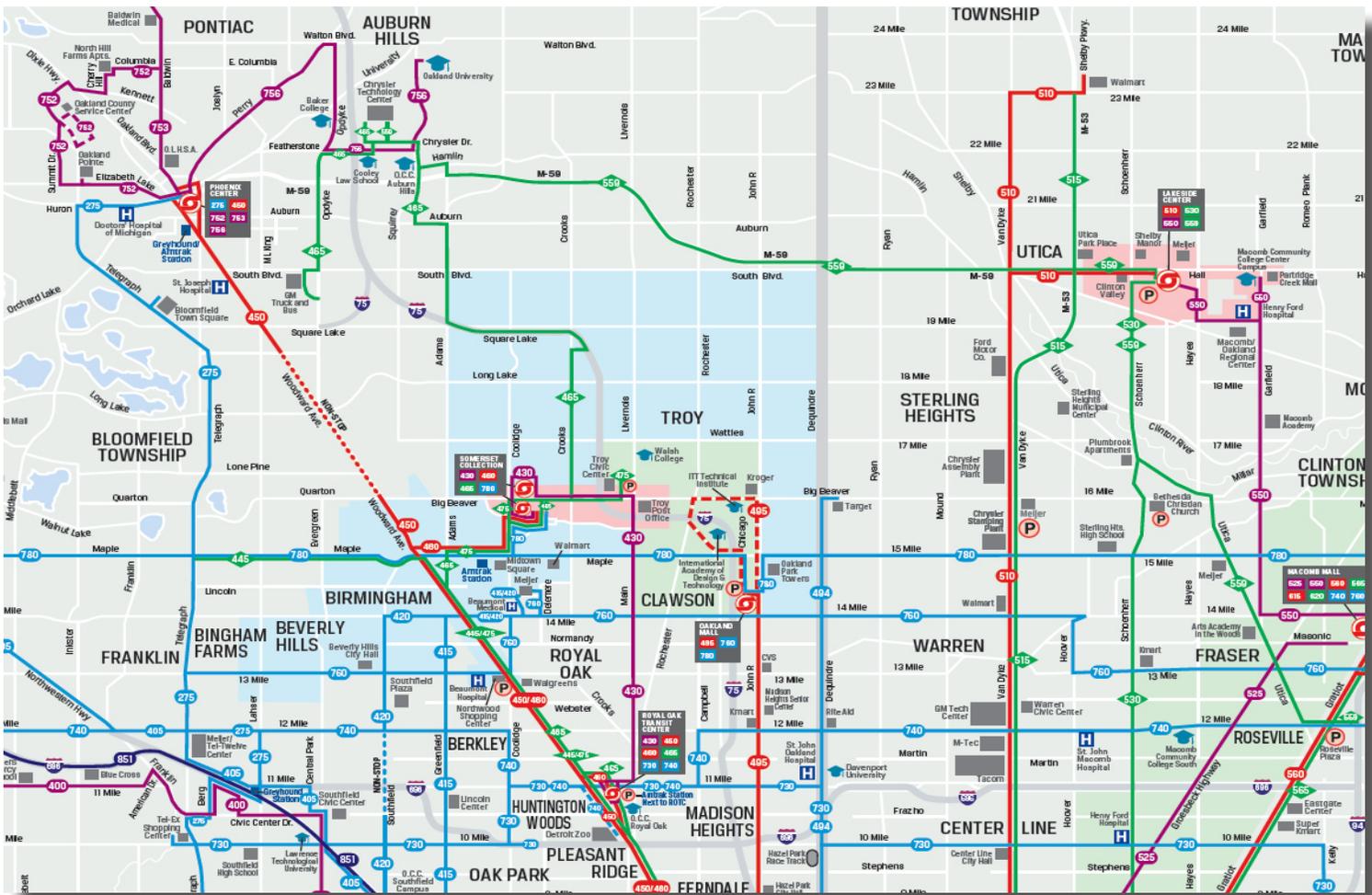


Figure 2: SMART Bus System Map serving Troy and Surrounding Community (source: SMART)

SMART is on the forefront of job creation, safety, environmental stewardship, and practicality⁴:

- SMART bus routes provide access to more than 75,000 businesses and 1.3 million jobs.
- Approximately 2.5 million people live within a ¼ mile radius of a SMART bus route.
- New SMART drivers receive nearly 250 hours of training including 200 hours of on-the-road training.
- SMART buses receive preventative maintenance every 3,000 miles.
- One SMART bus potentially eliminates 60 cars on the road.
- Public transportation produces 95% less volatile carbon monoxide and about 50% as much carbon dioxide and nitrogen oxide per passenger per mile.
- SMART recycles 600 tires, 600 gallons of anti-freeze and 28,890 gallons of oil annually.
- All SMART buses are biodiesel powered.

Detroit Metro Airport (DTW)

Located less than 45 minutes from Troy, the Detroit Metropolitan Airport (DTW) serves over 36 million passengers a year making it the twelfth busiest airport of its kind in the United States and the twentieth busiest in the world. DTW is the largest international hub for Delta Airlines (5th largest airline carrier in the United States), and 2nd largest hub for Spirit Airlines. DTW's 15 passenger airlines, including 6 foreign flag airlines, serve 160 nonstop flight locations throughout the world⁵. According to a study by University of Michigan – Dearborn, DTW helped put more than 7.6 billion dollars into the U.S. economy in 2005. DTW employs over 18,000 employees, and indirectly relates to an additional 70,000 jobs throughout the state of Michigan⁶.



Figure 4: Metro Airport Location Map
(Source: metroairport.com)

Oakland/Troy Airport

Located in Troy, the Oakland/Troy Airport serves as the County's 'executive' airport. The airport's convenient location in east central Oakland County greatly benefits both business travelers and tourists using private, corporate and charter aircraft.

4 Smartbus.org

5 <http://www.metroairport.com/>

6 http://www.metroairport.com/pdf/DTW_Economic_Impact_Report.pdf

Oakland County International Airport (OCIA)

Located less than 30 minutes from Troy, the Oakland County International Airport (OCIA) serves Oakland County along with rest of Southeast Michigan. Designated as a “general aviation” airport, OCIA is the twelfth busiest airport of its kind in the world. OCIA serves 120,000 takeoffs and landings per year on average. Over 800 aircraft are housed at OCIA, and more than 150 corporations use OCIA as their base airport. In addition, OCIA contributes over \$150 million to the county’s economy each year⁷.

Coleman A. Young International Airport

Located in Detroit, the Coleman A. Young International Airport is located less than 30 minutes from Troy. Opened in 1927, the airport first served as Detroit’s only air carrier facility, and provided Detroiters with an opportunity to travel to cities throughout the North America. The airport is an international port of entry, and U.S. Customs/Immigration provides services to arriving flights requiring customs clearance. In total, the Airport encompasses 263 acres with two runways and associated taxiway systems and is operational 24 hours a day, 365 days a year. The airport houses 175 planes on base⁸.

Bishop International Airport

Located 45 minutes from Troy in Flint, the Bishop International Airport is the the third busiest airport in Michigan, In 2008, 1,050,813 passengers flew through Bishop Airport⁹. There are currently five commercial airlines flying in and out daily. In addition to commercial and private airline operations, Flint’s Bishop International Airport is significant in the air cargo industry due to access two major interstates, one U.S. highway, and numerous rail lines. A cargo hub is in development at Bishop Airport that is predicted to become a major benefit to the Flint-area economy.

Troy Multi-Modal Transit Center (expected completion 2012)

Expected to break ground next year, the Troy Multi-Modal Transit center will serve as a multi-modal transit center. Located near the intersection of Coolidge Highway and Maple Road the center would coordinate all existing transit options in the region, including Amtrak train service, SMART bus service, connections to local corporate and international airports, taxi, and black sedan service. The transit center is also planned as a regional transportation hub in the Detroit Regional Mass Transit plan currently being developed, and thus an additional level of bus service will be added directly linking this transit center with other transit hubs across the region.

7 <http://www.oakgov.com/aviation/>

8 www.detroitmi.govwww.detroitmi.gov/airport/

9 www.bishopairport.org

D. Cultural and Recreational Assets

Troy offers a number of assets that help to promote the city’s image as a well-cultured, innovative, and active community. These cultural and economic assets play a vital role in maintaining the City of Troy’s appeal as a great place to live, work, and play.

Troy Public Library

When the Troy Public Library officially opened in 1971 at 510 W. Big Beaver Road, librarian Marguerite Hart wrote to dozens of prominent actors, politicians, authors and artists asking them to write a letter to the children of Troy about the importance of books and libraries. In total, Hart received 97 responses, including the likes of Ronald Reagan, Pat Nixon, Neil Armstrong, and Dr. Seuss, all of which can be displayed on the Library’s website, www.troylibrary.info. Today, the Troy Library has expanded to 40,000 square feet, serves 56,000 patrons and contains over 320,000 items.

Troy Museum and Historic Village

The Troy Museum and Historic Village “preserves and interprets the history and heritage of Troy and the region for its diverse community and provides a unique setting for life-long learning.” The museum consists of ten historic buildings and a village green, as well as a collection of nineteenth and early twentieth century artifacts.

Park System

One of the most important physical assets of the City of Troy is its parkland. The City of Troy has twenty parks and recreational facilities consisting of more than 880 acres. Additionally, twelve new parks are proposed in the City’s Park and Recreation Plan. Parks and recreational facilities are generally located in close proximity to single-family housing. Troy parks can be divided into three categories (Neighborhood Park, Community Park, and Special Use Facility), and vary in sizes and purposes.

Neighborhood parks are the basic unit in a typical park system and serve as social gathering places and focal points for residential areas and are located a quarter mile to a half mile from residential areas. These types of parkland aim to promote walkability in residential neighborhoods are not typically segmented by non-residential roads. The City of Troy has eight neighborhood parks. The largest of the neighborhood parks is “Sylvan Glen Lake Park.” Located on Rochester Road, between Square Lake Road and Long Lake Road, Sylvan Glen Lake

Neighborhood Parks	Acres	Recreational Opportunities
Beach Road Park	10	Play Equipment, Ball Diamonds, Soccer Fields
Beaver Trail Park	7	Play Equipment, Asphalt Walking Trails, Picnic Area, Unpaved Nature Trails
Brinston Park	18	Tennis Courts, Basketball Courts, Play Equipment, Ball Diamonds, Soccer Fields, Picnic Areas, Pavilion
North Glen Park	10	N/A
Redwood Park	3	Basketball Courts, Play Equipment, Ball Diamonds, Picnic Areas, Pavilion
Schroeder Park	12	Asphalt Walking Trails, Soccer Fields
Sylvan Glen Lake Park	40	Asphalt Walking Trails, Soccer Fields, Picnic Areas, Unpaved Nature Trails, Natural Water Features

Park features a 16 acre lake, a ten-acre wooded area completed with nature trails, and picnic tables.

Community parks are intended to serve the broader population of the community. Community parks are typically larger and offer more recreational opportunities. Firefighter Park is the largest of community parks and offers nine recreational facilities including sand volleyball courts, picnic areas, an 18-hole disc golf course, and a small lake. While, swimming and boating are prohibited on the lake, shore fishing is allowed. The location of community parks are generally decided on a suitability basis. The City of Troy has six community parks:

Community Parks	Acres	Recreational Opportunities
Boulan Park	53	Tennis Courts, Play Equipment, Asphalt Walking Trails, Ball Diamonds, Soccer Fields, Sand Volleyball Courts, Flag Football / Lacrosse Fields, Picnic Area, Pavilion, Concession Area
Firefighters Park	96	Play Equipment, Ball Diamonds, Soccer Fields, Sand Volleyball Courts, Flag Football / Lacrosse Fields, 18-hole Disc Golf, Picnic Area, Natural Water Features, Pavilion, Concession Area
Flynn Park	25	Play Equipment, Ball Diamonds, Concession Stands
Huber Park	20	Tennis Courts, Picnic Areas, Unpaved Nature Trails
Jaycee Park	45	Play Equipment, Ball Diamond, Soccer Fields, Sand Volleyball Courts, Pavilion
Raintree Park	41	Play Equipment, Ball Diamond, Soccer Fields, Sand Volleyball Courts, Disc Golf, Picnic Area, Pavilion

Special Use Facilities are recreational facilities oriented more towards special uses like community centers, golf, swimming pool facilities, beaches, skate parks, and other specific types of recreational-oriented activities.

Special Use Facility	Acres	Recreational Opportunities
Stage Nature Center / Troy Farm	100	Picnic Area, Unpaved Nature Trail, Natural Water Features
Sylvan Glen Golf Course	143	Natural Water Feature, Concession Areas, Rest Rooms, Drinking Water, 18-Hole Golf Course
Sanctuary Lake Golf Course	200	Natural Water Feature, Concession Areas, 18-Hole Golf Course
Troy Family Aquatic Center	4	Play Equipment, Sand Volleyball Courts, Concession Areas, Swimming Pools, Skate Parks, Shuffleboard Courts, Bocce Ball Courts
Troy Community Center	35	Basketball Courts, Play Equipment, Asphalt Walking Trails, Ball Diamonds, Soccer Fields, Concession Areas, Restrooms, Swimming Pool, Gymnasium, Drinking Water, Skate Park

Stage Nature Center / Troy Farm

The Stage Nature Center offers indoor and outdoor nature related education programs. The Stage Nature Center includes the main Nature Center facility, which includes approximately two miles of nature trails, a handicap accessible paved trail, a pond, picnic areas, and a large wooded area. In addition, the Troy Farm, a historic farm is located in the northern portion of the Stage Nature Center, and features a 1898 farmhouse and two barns which were constructed between 1826 and 1830.

Sylvan Glen / Sanctuary Lake Golf Courses

The City of Troy has two 18-hole municipal golf courses; Sylvan Glen and Sanctuary Lake. Sylvan Glen is a popular venue, accommodating more than 55,000 rounds of golf played each year. The addition of three new tee boxes has added length to the course, and new wetland areas add to the difficulty and challenge of the course. Sanctuary Lake Golf Course is a “links-style” championship course, which provides many challenging obstacles for golfers of all skill levels. Sanctuary Lake and Sylvan Glen offer winter recreational opportunities including cross-country skiing and sledding.

Troy Family Aquatic Center

The Troy Family Aquatic Center is an outdoor water park which is open from Memorial Day weekend to Labor Day. The Aquatic Center includes a main pool with zero-depth entry, three water slides, two spray pools, waterfall, two sand volleyball courts, and play equipment area and concession stands. The Family Aquatic Center hires over 80 employees for the summer service hours.

Troy Community Center

In 1994, the City purchased the former Troy High School Building, for use as a community center. Starting in 1999, a \$12.5 million renovation was started. The renovation was completed in two phases:

- Phase 1 - included a two court gymnasium, indoor aquatic center with lap lanes, play structures, and therapy pool, fitness room, four dance/aerobic studios and locker rooms; and
- Phase 2 - included banquet/meeting rooms, senior computer lab, outdoor playground, pre-school rooms and administrative offices for the Parks and Recreation Department, teen room, senior reading room, arts and crafts room, and circuit training room.

Troy Sports Center

The Troy Sports Center is “Michigan’s premier ice skating facility”. Located at 1819 Big Beaver Rd., the Sports Center has four ice surfaces utilized by community skating programs, youth hockey and travel organizations, figure-skating programs, and local high schools. Also located within the Troy Sports Complex are various sports medicine clinics; Buffalo Wild Wings, Joe Kools, and other restaurants; and retail including Krogers, Verizon, Walgreens, and Chase Bank.

The Somerset Collection and the Oakland Mall

The Somerset Collection is a 1.44-million-square-foot super-regional upscale shopping mall located on Big Beaver Road. The mall features over 180 stores and restaurants, including Nordstrom, Macy's, Neiman Marcus, and Saks Fifth Avenue. The Collection consists of two separate buildings (Somerset North and Somerset South) connected by a distinctive 700-ft long skywalk that spans over Big Beaver Road. As mentioned by Fodors.com, the Somerset Collection is often considered to be, "one of the top shopping malls in the country".

The Oakland Mall, located at the corner of 14 mile Road and John R. Road, features over 120 stores and restaurants. Anchored by J.C Penney, Macy's and Sears, the mall includes a large food court and several other big box stores nearby.

The Ridgedale Players

The Ridgedale Players have been performing for 79 seasons, making them one of the oldest community theaters in the state. Located at 205 W. Long Lake Road, the Players typically produce about four shows per year, as well as three Youth Actors of Ridgedale productions.

American-Polish Cultural Center

Located at 2975 Maple Road, the American-Polish Cultural Center is utilized for membership activities, as well as ballroom and Polish folk dancing, and summer socials. Also located within the Cultural Center is a banquet facility that can be used for weddings, showers, graduations and other parties. Located in the Cultural Center is the Wawel Restaurant, which offers delicious Polish cuisine.

E. Education

Quality education is an important and prominent asset of Troy. The Troy School District provides a challenging K-12 program that enables and motivates students to prepare for future success, whether in higher education or the work force. Consisting of 12 elementary schools, 4 middle schools, and 3 high schools, the District serves more than 12,000 students. The Troy School District is constantly one of the highest ranked districts in the state and the country.

Troy School District Awards and Recognitions¹⁰:

- Troy is one of only four school districts in Metropolitan Detroit to receive an "A+" rating from the Detroit News, following a comprehensive analysis of school quality factors.
- Athens and Troy High schools and the east campus of the International Academy were named among the top five percent of all U.S. high schools by U.S. News and World Report.
- Troy has been selected as a "top district" by School Match, a national education consulting and research firm.
- The Troy School District is among a handful of districts where every school has earned an "A" from the State of Michigan's EducationYES! Program.
- All Troy District K-12 schools have earned the prestigious Blue Ribbon award from the Michigan Department of Education.
- The Troy School District has an overall dropout rate of less than one percent.
- The Troy School District has been awarded a Gold Star Status from Expansion Management magazine, placing it among the top 16 percent of school districts across the district.

10 <http://www.troy.k12.mi.us/>

Other school systems that serve the City of Troy:

In addition to the Troy School District, the City is served by 6 other school systems and 5 private schools.

School Districts:

- Avondale School District
- Birmingham School District
- Bloomfield Hills School District
- Lamphere School District
- Royal Oak School District
- Warren Consolidated School District

Private schools that serve the troy:

- Bethany Christian K-12
- Brookfield Academy Pre-5
- Christian Leadership Academy
- Renaissance Montessori Center
- Troy Adventist Academy

University / Technical schools located in Troy

Troy also offers many higher education opportunities for adults looking to either earn their first degree, or take classes to sharpen their skill set and seek career advancement opportunities. Currently, 13 universities or technical schools have campuses within the city of Troy.

- Baker College
- Central Michigan University
- Cornerstone University
- International Academy
- ITT Tech
- Michigan State University – Management Education Center
- International Academy of Design and Technology
- The Art Institute of Troy
- Northwood University
- Oakland Community College
- Oakland University
- Rochester College
- Spring Arbor University
- University of Phoenix
- Walsh College

F. Green Incentives

The physical design aspect of Troy is very crucial to the health and wellbeing of its business community. Residents and workers alike desire attractive and safe communities in which to live and work. While Troy's physical layout is not atypical from those of other Metropolitan Detroit communities, the City has taken measures to distinguish itself by providing high quality parklands, and showing a commitment to smart-growth through a recently updated master plan, zoning ordinance, and design guidelines. With Troy's relatively high number of LEED certified buildings, green facilities, high quality parklands, and environmental protection, the City has been innovative towards environmental stewardship.

Land Use Design Guidelines (Zoning Ordinance)

This past April, the City of Troy adopted a new Zoning Ordinance. The Zoning Ordinance provides rules and regulations for development based on the goals and objectives outlined in the Master Plan. The Ordinance has two main design guideline sections: Sustainable Development Option (article 12) and Site Design Standards (article 13).

The Sustainable Development Option promote environmentally sustainable, energy efficient design and use industry best practices for the construction of new or rehabilitation of existing buildings and sites within the City, while simultaneously remaining consistent with the goals and objectives found in the Master Plan. The City of Troy offers incentives to developers and city residents with the intent to:

- Encourage the reuse of existing buildings and redevelopment of existing sites;
- Conserve natural resources;
- Reduce the use of energy in both construction and daily operations; and
- Foster a mix of uses to promote pedestrian, bicycle, and public transit options.

The Sustainable Design Option also provides storm water best management practices, building and construction on a flood plain, wind energy conversion systems, solar energy facilities and easements, and environmental performance standards.

The Site Design Standards intends to improve the site design and visual appearance of buildings with the ultimate goal of bettering public health, safety, and welfare. The Site Design Standards establish regulations on site components such as landscaping, lighting, parking, loading, and site access.

Big Beaver Design Guidelines

The Big Beaver Design Guidelines were adopted in 2010 as a supplement to the Zoning Ordinance in order to develop a form-based code for the Corridor. The Big Beaver Design Guidelines act as a less formal extension of the Site Design Standards found in the Zoning Ordinance and provide a more user friendly and streamlined approach to the site design process, providing examples and imagery to aid the prescribed language.

Troy Chamber of Commerce Green Business Initiative (GBI)

The mission of the Troy Chamber of Commerce's Green Business Initiative (GBI) is to promote the interests of businesses that are committed and engaged in environmentally responsible operations and practices. These environmentally friendly practices include energy efficiency, green purchasing, recycling, waste material reduction & prevention, low impact development planning, and water conservation.

Local Green Facilities

- Cedar Pines: “Green-Built” Subdivision: Environmentally friendly features include a rainwater harvesting system, compact fluorescent light bulbs, carpet made from recycled bottles, Nu-Wool insulation made from recycled newspapers, and wood trim from sustainable plantations.
- Kresge Foundation Headquarters: The U.S. Green Building Council awarded the Kresge Foundation headquarters a Platinum-level ranking, the highest attainable level in the Leadership in Energy and Environmental Design (LEED).
- Bank of America Corporate Office: First building in Michigan certified under LEED EB (Existing Building) certification.
- Walsh College: The Barry Center, a 37,000-square-foot LEED certified classroom building, gets most of its power from renewable resources, captures and filters its water, and converts waste heat into electricity.
- Doshi Group: The Doshi Group maximizes energy efficiency by incorporating task-design lighting levels, energy efficient lighting fixtures and features such as occupancy sensor-controlled lighting.

G. Healthcare

Residents of Troy of have access to two highly regarded medical centers in their municipal boundaries - Beaumont Hospital and Henry Ford Health Medical Center. Both serve southeastern Michigan by providing world-class care to their patients.

Troy Beaumont Hospital

Beaumont Hospital was recently ranked one of the top 100 hospitals in the United States for the seventh time by Solucient¹¹. In 2007, Beaumont Hospital broke ground on a project to expand the hospitals range of service and improve the quality of healthcare by constructing a new seven-story critical care tower and expanded emergency room facility. The project includes 235,670 square feet of new construction and more than 100,000 square feet of renovations to the obstetrics, radiology, pharmacy and security departments. In addition, Beaumont Hospital entered into a partnership to create a new medical school on Oakland University’s campus.

Henry Ford Health Care System

Henry Ford Hospital / Health Care System is known throughout Michigan for providing high quality services to their patients. There is a Henry Ford Medical Center located in the City of Troy at 2825 Livernois, Road south of Big Beaver Road. Services include: dermatology, family practice, neurology, eye care, pediatrics and internal medicine.

1 <http://www.100tophospitals.com/top-national-hospitals/>

H. Public Safety

Police

The Troy Police Department is a full service agency, serving a population of approximately 83,000 residents covering 34.3 square miles. In 2010, Troy was recognized as one of the safest cities in the United States by CQ Press¹². CQ Press uses six crime categories to establish criteria for the study, and targeted cities a population of at least 75,000. The crime categories included: murder, rape, robbery, aggravated assault, burglary and motor vehicle theft. The rankings in the CQ report are based upon data reported to the FBI for 2009. According to the CQ report, Troy has the lowest crime rate ranking in Michigan for cities with a population between 75,000 and 99,999. Nationwide, for cities with a population between 75,000 and 99,999, Troy is ranked 10th safest overall.

Fire

The Troy Fire Department is composed primarily of volunteer members with a career staff comprising 6% of the department. The career staff members provide required training; public education; plan review; inspection and code enforcement; permitting; equipment acquisition and maintenance; hazardous material reporting; and emergency management planning to support the department and comply with both state and local mandates. Overall, the combination of volunteer and career firefighters saves the citizens of Troy \$10-\$12 million annually, as compared to neighboring communities of similar size and demographics¹³.

II. Moving Forward

12 http://os.cqpress.com/citycrime/2010/City_crime_rate_2010-2011_hightolow.pdf

13 <http://troymi.gov/fire/>

According to an article by CWA which was featured in Michigan Township News, the requirements to cultivate the workforce of the 21st century include:

- Ranging of Housing Opportunities
- Walkable neighborhoods and open spaces
- Physical sense of place and place making
- Mix of land uses
- Open space, recreation and farmland preservation
- Alternative forms of transportation
- Compact urban form
- Access to technology

The criteria listed above are consistent with the Smart Growth principals which aim to promote goals such as environmental stewardship, public health and safety, and smart land use decisions. In 2007, The City of Troy completed the Smart Growth Readiness Assessment Tool (SGRAT), an assessments for scoring how well a community is prepared to develop according to Smart Growth principles. SGRAT provides a set of online assessments for scoring how well a community is prepared to develop according to the Smart Growth principles. Based on a 0-100% range, it is designed to provide communities with a baseline score, and can be used to measure progress. The higher the score, the better the community adheres to the particular smart growth tenant.

<i>Smart Growth Tenants Results on SGRAT</i>	
Compact building design	38%
Create a range of housing options	20%
Create walkable neighborhoods	49%
Encourage community and stakeholder collaboration	40%
Foster distinct attractive communities	32%
Make development decisions predictable and fair	74%
Mix land uses	30%
Preserve open spaces, natural resources, farmland, and critical environmental areas	26%
Provide a variety of transportation choices	33%
Strengthen and direct development towards existing communities	37%

Maximizing these Smart Growth principals will assist in the retention and growth of Troy businesses.