

SPECIAL-STUDY MEETING AGENDA

**May 23, 2005 at 7:30 PM
Community Center
Room #s 304 & 305
3179 Livernois
Troy, Michigan 48084
(248) 524-3484**

CALL TO ORDER

ROLL CALL

**Mayor Louise Schilling
Robin Beltramini
Cristina Broomfield
David Eisenbacher**

**Martin F. Howrylak
Dave Lambert
Jeanne M. Stine**

-
- | | | |
|----|---|--------------------|
| 1) | Septic System Inspection Program | 7:30 – 8:30 |
| 2) | Possible Sanitary Sewer Benefit Fee Method in Charnwood Hills Subdivision | 8:30 – 9:30 |
| | BREAK | 9:30 – 9:40 |
| 3) | Futuring and Strategic Planning Process | 9:40 – 10:15 |
| | PUBLIC COMMENT | 10:15 |

ADJOURN

Respectfully submitted,

John Szerlag, City Manager

NOTICE: People with disabilities needing accommodations for effective participation in this meeting should contact the City Clerk at (248) 524-3316 or via e-mail at clerk@ci.troy.mi.us <mailto:clerk@ci.troy.mi.us> at least two working days in advance of the meeting. An attempt will be made to make reasonable accommodations.

May 17, 2005

TO: John Szerlag, City Manager

FROM: Brian Murphy, Assistant City Manager/Services
Mark Stimac, Director of Building and Zoning
Nino Licari, City Assessor
Steven Vandette, City Engineer

SUBJECT: **Agenda Item** – Sewer Benefit Fee District Options for Charnwood Subdivisions Area, Section 6

Sewer Benefit Fee Background:

The Sewer Benefit Fees approved by Council on April 18th (see attached) provided a new method for calculating Benefit Fees for new sewer extensions. The cost of a new sewer constructed by the City for either servicing an area without sewers or to address a septic system failure(s) will now be determined on a project-by-project basis. The Benefit Fee is unique for each project and is based on the total cost of the sewer extension divided by the number of properties benefiting from the sewer at the time of construction. This Benefit Fee is established by a resolution of City Council for each sewer project.

Payments for sewers constructed using the Sewer Benefit Fee approach are made over a 40-year period at 6% interest on the unpaid balance. Vacant lots must pay the Sewer Benefit Fee, in total, at the time of building permit issuance.

Additionally, for any lot created from splitting property that benefited from a sanitary sewer extension constructed after April 18, 2005 the lot or lots created will pay either the Benefit Fee applicable to that property's zoning classification or the proportionate share of the Benefit Fee established at the time of sewer construction, whichever is greater.

Charnwood Sewer District Options:

During deliberations and subsequent action on the proposed special assessment projects for sanitary sewer and paving improvements, Council requested that staff look at subdividing the Charnwood area into smaller sewer districts. Council reviewed these smaller districts during the study meeting of March 7th at which time city management indicated the item would be brought forward for Council consideration at a Council meeting in May and all Charnwood residents would be notified by mail. Any one of these smaller districts or the entire area as a single district may be created by City Council and implemented using the Sewer Benefit Fee approach.

The following Sewer Benefit Fee district options have been designed to achieve two main goals. Each option allows for efficient extensions of existing sewers into each district as well as providing for future extensions into adjoining areas. Except for the district encompassing the entire Charnwood area, the district options have also been designed to maximize the number of residents that are interested in sewers as indicated by petitions previously received by the city. The district options and their estimated Sewer Benefit Fees per parcel are as follows (see attached maps):

Sewer Benefit Fee District Options	Est. Cost/Parcel	District Size	% Support
A) Northwest Charnwood, West of Beach	\$17,784	22 Parcels	36.4%
B) East Charnwood, East of Beach	\$15,536	70 Parcels	62.9%
C) East and Southwest Charnwood	\$15,515	114 Parcels	56.6%
D) Single Charnwood District	\$15,720	165 Parcels	below 50%

(All costs rounded to nearest dollar)

City Council may choose to initiate a Sewer Benefit Fee project for any one of these districts by adopting resolutions A, B, C or D or some combination thereof. Engineering work will proceed for the approved district and the preliminary construction timeline would be receipt of bids in early 2006 and construction in the spring of 2006. As with special assessment projects, if the bid cost of the sewer is more than 5% over or under the estimated cost the Benefit Fee would be adjusted. If the lowest bid is over 5% the property owners would be polled to determine if the project should still go forward. Council action, if so desired, would be required to abandon the project.

Paving in Charnwood:

It is recommended that Council initiate a special assessment project for asphalt paving coinciding with any direct Benefit Fee sewer district approved by City Council. It is also recommended that Council initiate a special assessment project for chip seal treatment for all areas within Charnwood not approved for sewers. If no sewer district is approved, the chip seal project should include all Charnwood subdivisions.

The Charnwood area is the single largest area in the City without sanitary sewers and asphalt paving. The existing streets consist of a gravel base, with a double layer of chip seal surface treatment that was applied in the early 1990's and financed by special assessment. The roads, although remarkably serviceable on many blocks, have been increasingly maintained by asphalt patching work performed by our DPW. It has been 13 years since the chip seal application, which has a service life of approximately 6 years. Without any action, the road deterioration may accelerate and the roads may revert to gravel. Within the sewer district, the roads will not hold up to heavy construction equipment and will be turned completely into gravel roads.

As Council may recall, the proposed sewer special assessment project early this year was coupled with a separate special assessment project for asphalt paving.

Throughout Charnwood the support for paving at a cost of \$5,803 was approximately 50%.

Due to the current volatility of oil prices, asphalt prices have risen 20-40% since last fall. Because of these fluctuations for the foreseeable future, City staff recommends deferring action on a special assessment project for paving until early 2006. This time frame will coincide with bidding the sewer project and place the actual paving work within the desired one-year time frame after confirmation of the special assessment project. Should Council wish to pursue any one of the district options, a paving cost estimated for that district can be provided based on current asphalt prices.

Because the size of the chip seal project will depend on the size of any sewer district that may be approved, staff will return this summer with a chip seal project for Council to initiate as a special assessment project (SAD). If approved, this project would be done late this summer or early fall.

Summary of Sewer Benefit Fee District Options:

Council Approves Sewer Benefit Fee District & SAD Asphalt Paving	Est. Sewer Cost/Parcel	District Size	SAD Paving Cost
A) Northwest Charnwood, West of Beach (SAD Chip Seal All Streets East of Beach, West of Beach Excluding Northwest Charnwood Sewer District)	\$17,784	22 Parcels	TBD 2006
B) East Charnwood, East of Beach (SAD Chip Seal All Streets West of Beach)	\$15,536	70 Parcels	TBD2006
C) East and Southwest Charnwood (SAD Chip Seal Streets West of Beach/North of Sewer District)	\$15,515	114 Parcels	TBD 2006
D) Single Charnwood District (SAD for Asphalt Paving)	\$15,720	165 Parcels	TBD 2006 (\$5,803/parcel 2005 estimate)

Resolution A - Charnwood District "A"

RESOLVED, that the Sewer Benefit Fee as provided in Chapter 20 – Water and Sewer Rates, Section 8 of the Troy City Code, last amended on April 18, 2005 shall be \$17,784 per parcel based on the total estimated cost of sanitary sewer construction in Charnwood District "A" divided by the number of properties benefiting from the sewer, as described in a report by the City Manager dated May 17, 2005 a copy of which shall be attached to and made a part of the minutes of this meeting; and

BE IT FURTHER RESOLVED, that the Engineering Department shall proceed with plans and specifications for sanitary sewers to be constructed within the Charnwood District "A" in the summer of 2006; and

BE IT FINALLY RESOLVED, that Council shall consider initiation of a special assessment project during the first quarter of 2006 for asphalt paving or chip seal surface treatment of roads within Charnwood District "A" that would be done after installation of the sanitary sewers.

Resolution B - Charnwood District "B"

RESOLVED, that the Sewer Benefit Fee as provided in Chapter 20 – Water and Sewer Rates, Section 8 of the Troy City Code, last amended on April 18, 2005 shall be \$15,536 per parcel based on the total estimated cost of sanitary sewer construction in Charnwood District "B" divided by the number of properties benefiting from the sewer, as described in a report by the City Manager dated May 17, 2005 a copy of which shall be attached to and made a part of the minutes of this meeting; and

BE IT FURTHER RESOLVED, that the Engineering Department shall proceed with plans and specifications for sanitary sewers to be constructed within the Charnwood District "B" in the summer of 2006; and

BE IT FINALLY RESOLVED, that Council shall consider initiation of a special assessment project during the first quarter of 2006 for asphalt paving or chip seal surface treatment of roads within Charnwood District "B" that would be done after installation of the sanitary sewers.

Resolution C - Charnwood District "C"

RESOLVED, that the Sewer Benefit Fee as provided in Chapter 20 – Water and Sewer Rates, Section 8 of the Troy City Code, last amended on April 18, 2005 shall be \$15,515 per parcel based on the total estimated cost of sanitary sewer construction in Charnwood District "C" divided by the number of properties benefiting from the sewer, as described in a report by the City Manager dated May 17, 2005 a copy of which shall be attached to and made a part of the minutes of this meeting; and

BE IT FURTHER RESOLVED, that the Engineering Department shall proceed with plans and specifications for sanitary sewers to be constructed within the Charnwood District "C" in the summer of 2006; and

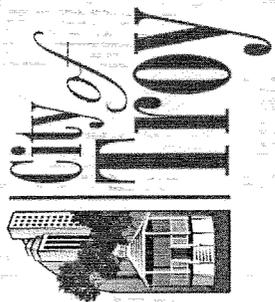
BE IT FINALLY RESOLVED, that Council shall consider initiation of a special assessment project during the first quarter of 2006 for asphalt paving or chip seal surface treatment of roads within Charnwood District "C" that would be done after installation of the sanitary sewers.

Resolution D - Charnwood District "D"

RESOLVED, that the Sewer Benefit Fee as provided in Chapter 20 – Water and Sewer Rates, Section 8 of the Troy City Code, last amended on April 18, 2005 shall be \$15,720 per parcel based on the total estimated cost of sanitary sewer construction in Charnwood District "D" divided by the number of properties benefiting from the sewer, as described in a report by the City Manager dated May 17, 2005 a copy of which shall be attached to and made a part of the minutes of this meeting; and

BE IT FURTHER RESOLVED, that the Engineering Department shall proceed with plans and specifications for sanitary sewers to be constructed within the Charnwood District "D" in the summer of 2006; and

BE IT FINALLY RESOLVED, that Council shall consider initiation of a special assessment project during the first quarter of 2006 for asphalt paving or chip seal surface treatment of roads within Charnwood District "D" that would be done after installation of the sanitary sewers.



Sanitary District Options Charnwood Hills

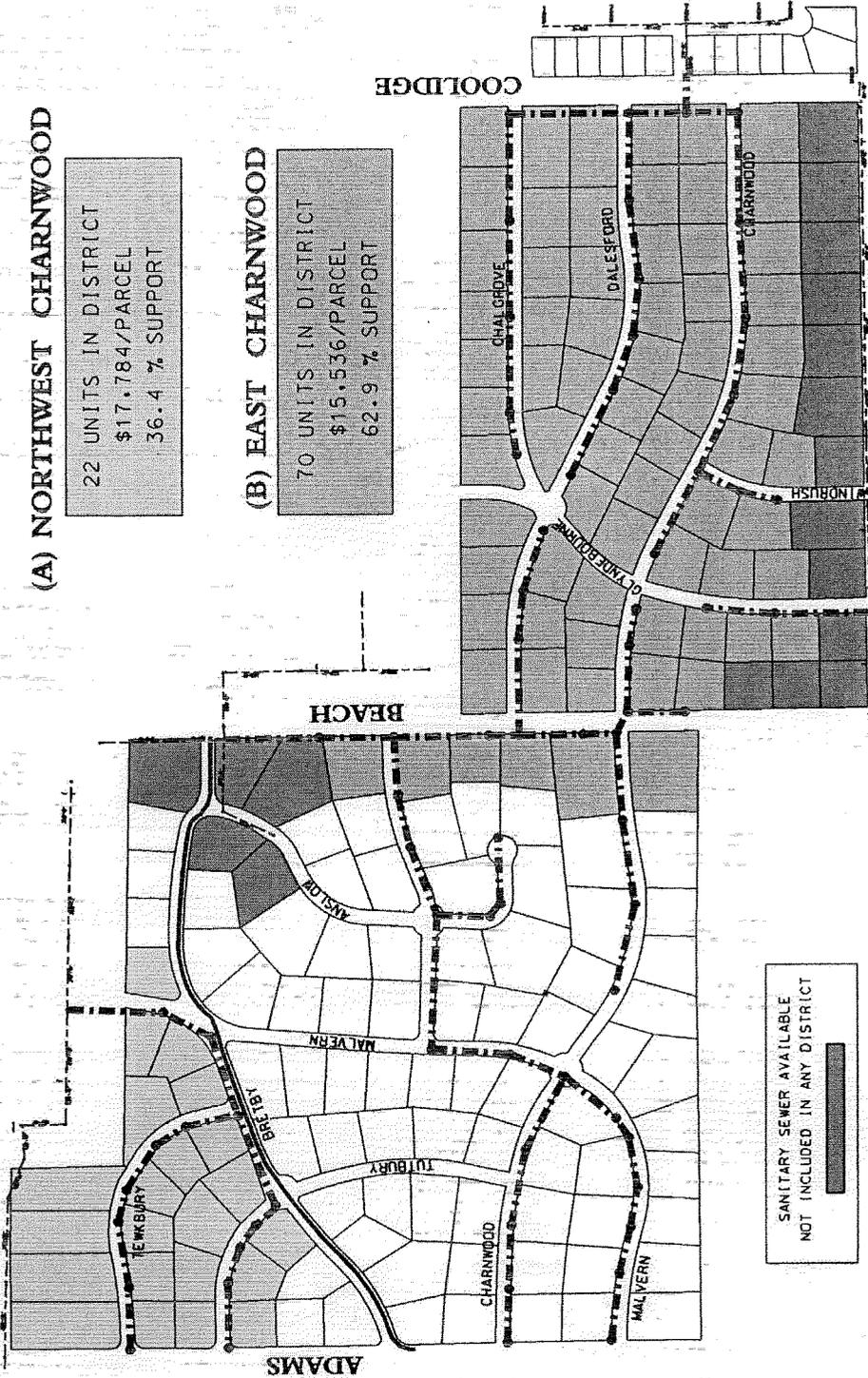
CHARNWOOD SANITARY SEWER SUBDISTRICTS A & B

(A) NORTHWEST CHARNWOOD

22 UNITS IN DISTRICT
\$17,784/PARCEL
36.4 % SUPPORT

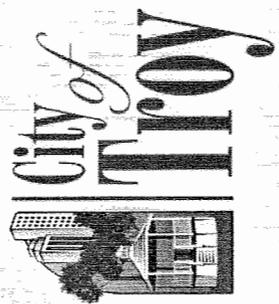
(B) EAST CHARNWOOD

70 UNITS IN DISTRICT
\$15,536/PARCEL
62.9 % SUPPORT



Sanitary District Options

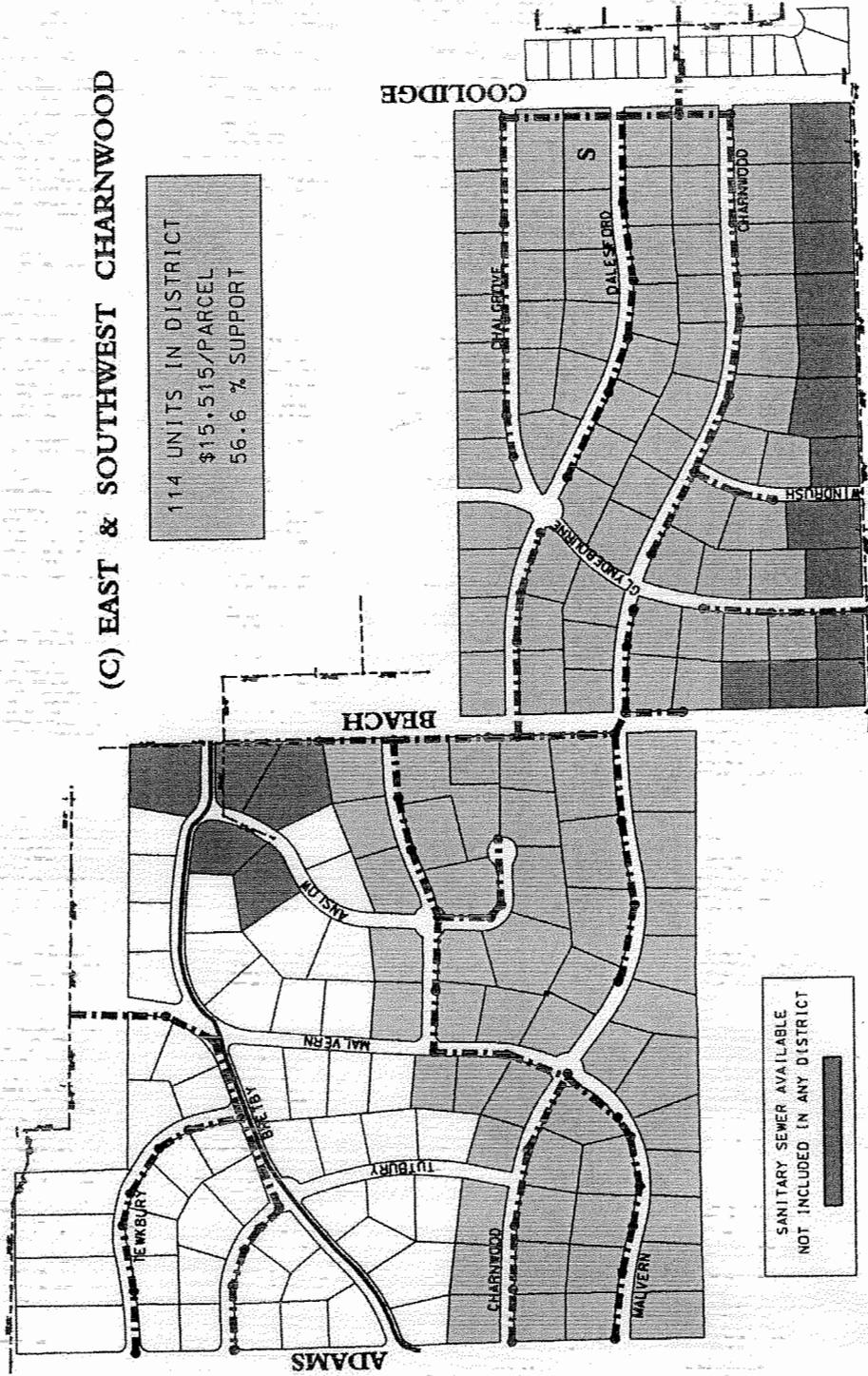
Charnwood Hills



CHARNWOOD SANITARY SEWER SUBDISTRICT C

(C) EAST & SOUTHWEST CHARNWOOD

114 UNITS IN DISTRICT
 \$15,515/PARCEL
 56.6 % SUPPORT



ATTACHMENT

April 18, 2005 Resolution - Update of Sanitary Sewer Benefit Fees

RESOLVED, that the Sewer Benefit Fees as provided in Chapter 20 – Water and Sewer Rates, Section 8 of the Troy City Code, last amended in 1989, are hereby revised as recommended in a report by the City Manager dated March 30, 2005, a copy of which shall be attached to and made a part of the minutes of this meeting, as follows:

Single Family Residences

<u>Zone Districts</u>	<u>Min. Lot Size</u>	<u>Existing Fee</u>	<u>Proposed Fee</u>
R-1E	60	\$2,400	\$3,000
R-1D	75	\$3,000	\$3,750
R-1C	85	\$3,400	\$4,250
R-1B	100	\$4,000	\$5,000
R-1A	120	\$4,800	\$6,000

All Other Uses and Zones

\$50/front foot
Minimum \$3,000

BE IT FURTHER RESOLVED, that the Sewer Benefit Fee for any sanitary sewer constructed by the City of Troy after April 18, 2005 shall be determined on a project-by-project basis based on the total cost of the sewer extension divided by the number of properties benefiting from the sewer at the time of construction.

BE IT FURTHER RESOLVED, that for sewers constructed after April 18, 2005 by any entity or agency other than the City of Troy, the Sewer Benefit Fee payable by all properties benefiting from the sewer construction shall be based on the zoning classification of the property.

BE IT FINALLY RESOLVED, that for any lot created from splitting property benefiting from a sanitary sewer extension constructed after April 18, 2005 by the City of Troy, the lot or lots created shall pay either the Benefit Fee applicable to that property's zoning classification or the proportionate share of the Benefit Fee established at the time of sewer construction, whichever is greater.

May 18, 2005

TO: The Honorable Mayor and City Council Members

FROM: John Szerlag, City Manager

SUBJECT: Proposal from Mr. Ed Barlow to Facilitate a
Futuring and Strategic Planning Process
for the City of Troy

When this request was submitted to Council for consideration, it was decided to obtain more information before rendering a decision. Thus in addition to the materials already submitted, enclosed you'll also find a report from Assistant to the City Manager Laura Fitzpatrick which addresses the following:

- 1) Status of futuring objectives articulated in the 1992/93 Troy Futures Report
- 2) Estimated costs for facilitating a futuring process from other communities

As always, I'll be happy to respond to any questions you have.

JS/mr\AGENDA ITEMS\2005\05.23.05 Special-Study Item – Futuring Proposal

c: Laura Fitzpatrick, Assistant to the City Manager
John M. Lamerato, Assistant City Manager/Finance & Administration
Brian P. Murphy, Assistant City Manager/Services
Douglas J. Smith, Real Estate & Development Director

May 4, 2005

TO: The Honorable Mayor and City Council Members

FROM: John Szerlag, City Manager

SUBJECT: Proposal from Mr. Ed Barlow to Facilitate a Futuring and Strategic Planning Process for the City of Troy

BACKGROUND

In 1992/93 Mr. Barlow facilitated a Futuring Process for the City of Troy. The culmination of that process was a document entitled "Troy Futures Community Report". And many of the objectives contained therein have been accomplished.

CURRENT STATUS

Twelve years is a long time, and Troy has changed from a growing community to a mature one. It is time to revisit our priorities, forge civic partnerships, develop new objectives and assign responsibility for accomplishing those objectives. Of course, this responsibility should not rest solely with the City of Troy. Additionally, in creating a preferred vision for our community at this point in time, it is of paramount importance for the Troy City Council to partner with all stakeholders in finding commonalities to assure Troy remains a City in which one aspires to live and work.

RECOMMENDATION

I recommend City Council approve the proposal from Ed Barlow to facilitate a futuring and strategic planning process for an amount not to exceed \$50,000. As this process can also segue into a revised master plan of land use, and comprehensive capital improvement plan, funding can be made available through our capital projects fund.

City of Troy

Futuring and Strategic Planning Process

May 3, 2005

A Proposal To Facilitate

Edward D. Barlow, Jr.
President, Creating the Future, Inc.

2907 Division Street Suite 109

St. Joseph MI 49085

T: (269) 982-1830

F: (269) 982-1541

E-mail: info@creatingthefuture.com

Website: www.creatingthefuture.com

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I. Introduction

This proposal is submitted for consideration in support of the City of Troy's forthcoming futuring and strategic planning process. I wish to express my appreciation for the invitation to submit this. I have fond memories of the previous activity and am impressed with the manner in which the City has used the results.

This proposal may be looked upon as a formative document, and used as the basis for further discussion to develop the “best” approach to accomplish the futuring and strategic planning process outcomes. I look forward to subsequent conversations.

II. Background

It is my understanding that the City Council desires to revisit and update the last process outcomes and objectives. It is interested in a process similar to one conducted last time in terms of community involvement and timeframe. A schedule to begin in June and be completed by October 2006 with a “community celebration” has been suggested.

The council has expressed interest that the session be “future focused”, in that it will explore emerging trends that will affect the community. Facilitated discussions will consider these trends and develop possible futures and desired states. Process outcomes will be taken by the City Council and used as a framework for future policy-making and decision-making.

III. Edward Barlow Background and References

A. Background

I am a futurist by profession. My mission is to study what is on the roadway ahead, and interpret that to the clients that have invited me to do so. My insights and experience have been used in a variety of settings including, keynotes, think tanks, strategic planning activities and consulting. Clients have been both domestic and international, and include organizations within the private, government and non-profit sectors. Sectors with which I have worked extensively include travel and tourism, financial services, construction, agriculture, manufacturing, law enforcement and public safety retail, community and economic development. A background piece is found as Item A in the Exhibit Section. A more expansive profile of professional services and activities can be found by visiting my website which www.creatingthefuture.com. For purposes of this proposal a representative sampling of clients has been selected.

General Client List

I have served a wide range of organizations representing industry clusters, employer groups, agencies and professions. This provides insight as to the macro trends and issues will affect communities and governmental units. These include:

Federal Reserve Bank System, General Electric, U.S. Department of Commerce, National Association of Manufacturers, National Restaurant Association Six Sigma Academy of Europe, American Hospital Association, Bank of America, Society for Human Resource Managers, Travel Industry Association of American, U.S. Department of Education, United States Agency for International Development, National Association of Home Builders, American Farm Bureau Federation, Whirlpool Corporation, National Association of Counties, Association of General Contractors, Marriot Corporation, American Association of State Highway Directors, National Association of Workforce Boards, California Association of Planning Officials, Federal Bureau of Investigation, and the American Correctional Association

I have also testified before the U.S. Congress on areas of workforce, tourism and transportation.

City Government and Community Related Activities

Since 1990, I have designed and facilitated over 150 strategic planning activities for companies, associations, and communities. Sixty-five of these are community visioning and strategic planning processes, five of which have received awards. I have also facilitated numerous strategic planning retreats for city, county and other governmental unit boards and councils. This has provided an understanding of policy governance within governmental setting, and issues related to community engagement. This client list includes:

City of Lakeland-Florida, City Troy-Michigan, Alamo Region Workforce Initiative-San Antonio, Texas, Prince Georges County-Maryland, Sonoma County-California, Dakota County-Minnesota, St. Clair County-Michigan, City of Albert Lea-Minnesota, City of Hamilton-Ohio, City of Walnut Creek-California, Dodge City-Kansas, and Sullivan County-Tennessee

I have also been hired to work by several states to assist in integrating their economic and workforce development efforts. The most recent states are Colorado, New York, Kentucky and Oklahoma. These efforts have included speaking at community summits which have been entitled "Preparing Our Community for a 21st Century Economy," and which were attended by business, education and government leaders.

Michigan Experience

I am from the State of Michigan, living here for all but 14 years, since 1947. I have worked with a variety of organizations and communities within the State and in Southeastern Michigan. Activities have included presentations and strategic planning support. Organizations with which I have worked include:

Leadership Michigan, Michigan Association of Planning Officials, Michigan Municipal League, Whirlpool Corporation, Steelcase, Southeastern Michigan Council of Governments, Michigan Association of Bankers, Michigan Department of Tourism, Michigan Society of Human Resource Managers, Michigan State Police, Michigan Supreme Court, Michigan State University College of Nursing, and Michigan State University College of Law

B. References

Doug Thomas, City Manager
City of Lakeland - FL
Telephone: (863) 834-6006
E-mail: DouglasThomas@lakelandgov.net

(Used strategic planning services for city council retreats on two occasions in Lakeland, and for a community futuring process while a city manager in Michigan)

Pat Stocker, President
Stocker & Associates - MD
Telephone: (301) 229-6561
E-mail: patstocker@aol.com

(Has contracted Ed for corporate engagements for such organizations as Marriot International, Lockheed Martin and the United States Agencies for International Development)

Kathryn Taylor, Secretary
Oklahoma Department of Commerce & Tourism - OK
Telephone: (405) 815-5203
E-mail: kathy_taylor@odoc.state.ok.us

(Used services for Governor's conferences on economic development and tourism, as well as facilitator for special Governor's Council for Economic and Workforce Development as several community summits)

Greg Handel
Detroit Regional Chamber - MI
Telephone: 313-596-0331
Ghandel@detroitchamber.com

(Used professional services for recent southeastern Michigan Workforce Summit)

Carlos Garcia, Superintendent
Clark County School District - NV
Telephone: (702) 799-5307
E-mail: cgarcia@interact.ccsd.net

(Used professional services for sessions with community, school board and school administrators)

IV. Suggested Process Approach

A. Futuring and Strategic Planning Model

In approaching any type of strategic planning activity, be it a retreat or a longer term process, I use a five step model. These steps are...

- I. Design - Develop a process which is inclusive and supported by good data**
- II. Discover - Collect, analyze, and present trends with possible implications**
- III. Dream - Define the desired state and related conditions which will characterize the community**
- IV. Determine - Formulate goals, objectives, action strategies, and responsibilities**
- V. Deliver - Make it happen!**

A schematic of this process is found as Item B within the Exhibit Section. It also suggests the related months of process activities.

B. Ed Barlow Activities

I will support the entire process as is represented above and the related exhibit. It is assumed that City of Troy staff and volunteers will be involved and provide input and technical assistance as during the last process. (Which was exceptional) Specific tasks though which I will work include:

1. Research
2. Presentation
3. Facilitation
4. Technical Assistance (onsite and via telephone and internet)

V. Proposed Costs

The cost for process support is suggested at this time as not to exceed \$50,000. This includes professional fees and travel related expenses. Adjustments may be necessary should the scope of service needed be modified. Again, it is suggested that the City staff and community participants will be actively involved. The actual contract and related billing and accounting activities will be can be defined should this proposal be accepted.

VI. Exhibits

A. Ed Barlow Flyer

B. Futuring and Strategic Planning Process Map

Creating a Competitive Economic and Workforce Advantage Featuring Ed Barlow

Available For Your State, Region And Community

**Popular
Formats**

Keynote or Morning Session

**Customized
Formats**

"Preparing Our Community for a 21st Century Economy"

Take a journey through the uncharted territory of the 21st century. Explore how structural changes will affect wealth creation interests of workers, employers and communities. Consider ways to better anticipate and prepare for what is ahead. Don't miss this most insightful, thought-provoking, and entertaining session loaded with ideas and practical take-a-ways!

Community Forum

The morning session is a community forum comprised of key business, government, education and the workforce sector representatives. After Ed Barlow's presentation, attendees will engage in a discussion to identify strategic initiatives the community needs to pursue to prepare employers, the workforce and itself for the dynamics of a 21st century economy.

Break-Out or Afternoon Session

"Taking Our Workforce Board & Organization to the Next Level"

Provides a candid look at the current status of workforce boards and organizations. Offers a prescription as to the role workforce boards and organizations should consider as the next step in their evolutionary development. Suggests the invaluable contribution they can make in a time of unprecedented change for employers & workers.



Ed Barlow, President

Workforce Board & Organization Strategic Planning Session

The afternoon session is structured for board members, staff, and invited guests. It includes a facilitated discussion on the future role of the local workforce development system, incorporating the input from the community forum. Participants will identify strategic directions which can be used to guide future workforce development system and board activities.

Organizations which have used Ed's services include:

National Conferences: National Association of Workforce Boards, National Workforce Association, U.S. Department of Commerce-Economic Development Administration, U.S. Department of Labor, & U.S. Department of Education

State Workforce Conferences: AK, AL, AR, IN, KY, CA, CO, OH, OK, MN, MI, NE, NY, NC, MD & VA

Local WIBs: Hudson Valley-NY, Central Texas, Fresno-CA, Lehigh Valley-PA, San Bernardino County-CA, South Central Tennessee, Honolulu-HI, Tri-County-Yakima-WA, Northwest Piedmont-NC, Northern Virginia, Palm Beach County-FL, Phoenix-AZ, Butler County-OH, West Central Wisconsin, Will County-IL, Treasure Coast-FL, and more . . .

Over 

**For more information: *Creating the Future, Inc.* 2907 Division Street, Suite 109 St. Joseph MI 49085
(269) 982-1830 F: (269) 982-1541 e-mail: info@creatingthefuture.com web site: www.creatingthefuture.com**

Ed Barlow

Educational and Workforce-Related Background

Ed Barlow is President of *Creating the Future, Inc.* and considered one of the most thought-provoking and entertaining speakers on the influences which will affect industry, organizational, professional and community settings. Ed's professional experience includes executive positions in healthcare, business, higher education, and a Washington D.C.-based management consulting firm. He holds a bachelor's degree in political science from Loras College and a master's degree in management from the University of Notre Dame. Ed Barlow's client list represents the "Who's Who" within industry, government, education, and the not-for-profit sector.

In General . . .

Ed has worked extensively, domestically and internationally, helping industries and organizations to better anticipate and prepare for what's ahead. His services have included keynoting conventions, designing and facilitating think-tanks and strategic planning activities, and consulting. A representative client list includes:

Baxter Healthcare, Aluminum Association of America, AT&T, Marriott International, Blockbuster, U.S. Chamber of Commerce, Federal Express, Six Sigma Academy of Europe, Hewlett Packard, Kimberly Clark, American Hospital Association, IBM, Travel Industry Association of America, National Association of Manufacturers, U.S. Navy, Lockheed Martin, Whirlpool Corporation, and Federal Reserve Bank Systems.

In Education . . .

Ed held vice presidential positions at two institutions of higher learning, served as superintendent of a school district, and taught high school social studies and Spanish. He served for 10 years as an adjunct faculty member with the Graduate School of Education with the University of San Francisco. As a speaker and strategic planning consultant, Ed has worked with over 140 education and education-related organizations. A sampling of his client list includes:

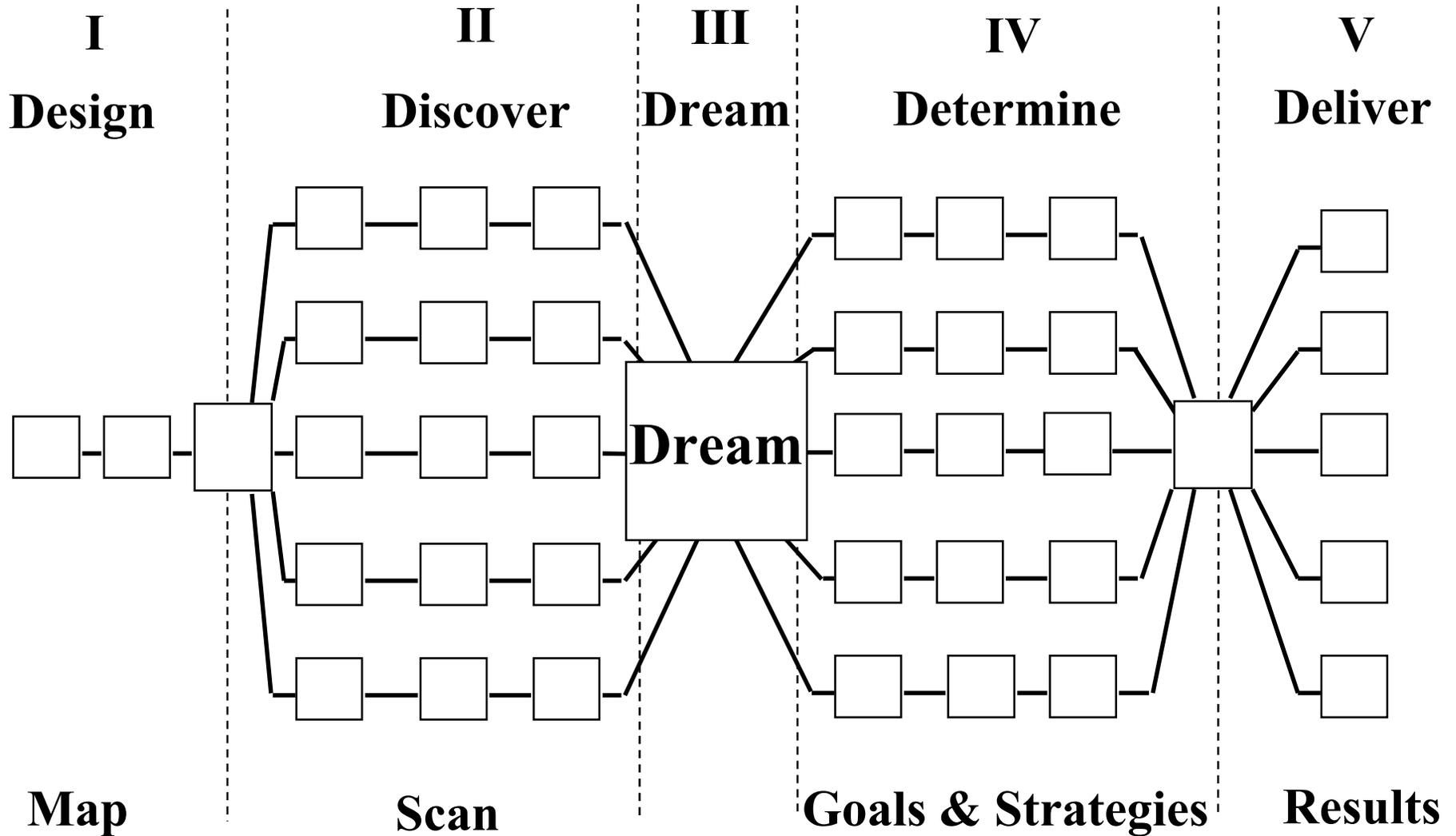
U.S. Department of Education, Association of Community College Trustees, Wisconsin Educational Technology Assn., Michigan Association of School Boards, National Schools Public Relations Association, Iowa State University-College of Agriculture, University of Redlands-CA, Southern Association of College and University Business Officers, Michigan Department of Education, American Association of Adult and Continuing Education, San Diego Community Colleges, Fairfax County Public Schools-VA, College of Southern Idaho, Hillsborough County Public Schools-FL, and Rochester Public Schools-MI.

In Economic and Community Development . . .

Ed has spoken at numerous economic development conferences at the national, state, and local levels. Most recently, he spoke to 1,200 economic development professionals at two regional summits sponsored by the U.S. Department of Commerce-Economic Development Administration. Ed has also designed and facilitated 50 community visioning and strategic planning processes across the U.S. Five of these have received excellence awards. A representative client list includes:

Gateway Partnership-CA, Tampa Bay Partnership-FL, Lehigh Valley-PA, Ocala Economic Development Corp-FL, Sonoma County-CA, Virginia Economic Development Association, Michigan Economic Developers Association, Missouri Department of Economic Development, Indiana Economic Development Association, Iowa Department of Economic Development, Marin County Economic Development Authority-CA, Hamilton-OH, Farmington Hills-MI, and Evansville-IN.

Futuring and Strategic Planning



Community Futuring and Strategic Planning Process

- I. Design - Develop a process which is inclusive and supported by good data
- II. Discover - Collect, analyze, and present trends with possible implications
- III. Dream - Define the desired state and related conditions which will characterize the community
- IV. Determine - Formulate goals, objectives, action strategies, and responsibilities
- V. Deliver - Make it happen!

Phase I – Design

Develop a process which is inclusive and supported by good data.

May - August

Process Benchmarks:

- ❑ Meet with key leaders to review desired outcomes and develop final process model.
- ❑ Develop task force issues and purpose statements.
- ❑ Develop budget and resource development plan.
- ❑ Hold community leader support breakfast/lunch meeting.
- ❑ Develop summary document of area studies, demographic, and trend information to serve as background data for participants.
- ❑ Develop public communications plan.
- ❑ Hold one-hour “community-wide” information meeting.

Phase II – Discovery

Collect, analyze, and present trends with possible implications.

September – December

Process Benchmarks:

- ❑ Hold six-hour participant/task force kick-off/orientation session.
- ❑ Task forces hold environmental scanning and implications meetings.
- ❑ Steering Committee meets monthly to monitor progress.
- ❑ Hold Discovery integration meeting to share findings of various task forces.

Phase III – Dream

Define the desired state and related conditions which will characterize the community.
January

Process Benchmarks:

- ❑ **Conduct Discovery integration meeting with all participants.**
- ❑ **Elicit desired state and related future conditions from participants.**
- ❑ **Develop vision statement and support document of strategic directions.**
- ❑ **Disseminate vision statement and support materials to task forces for use during the Determine Phase.**
- ❑ **Begin development of artwork and graphics which represent vision statement.**

Phase IV – Determine

Formulate goals, objectives, action strategies, and responsibilities.
February - May

Process Benchmarks:

- ❑ **Task forces hold goal/objective/action strategy development meetings.**
- ❑ **Task forces develop final reports.**
- ❑ **Steering Committee meets monthly to monitor progress and develop implementation plan.**
- ❑ **Steering Committee organizes “draft” report and shares with participants.**
- ❑ **Steering Committee approves final report.**
- ❑ **Steering Committee meeting with key community leaders and provides “advanced” insight into final report.**
- ❑ **Implementation Committee established.**

Phase V – Deliver

Make it happen!
June – October

Process Benchmarks:

- ❑ **Community celebration session held with announcement of implementation plan.**
- ❑ **Personal visits made by committee members to key leaders and organizations in the community.**
- ❑ **Executive summary of plan distributed to all community households.**
- ❑ **Formulation of resource development plan to attract revenues for special projects not available from traditional sources.**

May 18, 2005

TO: John Szerlag, City Manager
FROM: Laura Fitzpatrick, Assistant to the City Manager
SUBJECT: Futures Report

REPORT UPDATE

Per your request, attached is an update of the 1993 Troy Community Futures Report. The update consists of commentary listed below action strategies. Following the original format, the update is also in a bulleted format. Input was obtained from the School District where applicable.

FUTURING PROCESSES IN OTHER COMMUNITIES

An informal survey of other communities and consultants reveals that community-visioning processes on a scale similar to the one that would be employed in Troy cost approximately \$75 to \$100,000; note that Mr. Barlow has quoted a price not to exceed \$50,000.

TROY FUTURES REPORT UPDATE – May, 2005

Visual References: This document does not contain the photos, graphs, and charts that appear in the original 1993 Futures Report document. To view those items, please see original document available on the City web site and at the Troy Public Library.

Format: The sub-bullets beneath Action Strategies represent the status of strategies. These comments are in regular font whereas action strategies are italicized.

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INTRODUCTION

May 1993

The challenge of today is to plan for tomorrow.

In Troy, when the challenge was issued, the response was astonishing. More than 400 persons responded to our invitation to help plan the community's future. We gathered in the Standard Federal headquarters on February 27, 1992 to learn about the futuring process and determine how each person could help shape the community's future.

That initial meeting set the tone for a community effort filled with eagerness, enthusiasm and commitment. The second meeting held on March 21, 1992 at Larson Middle School drew more than 240 people for an all-day planning session at which task forces set their own agendas, with some meeting as often as weekly.

The task forces addressed:

- The Community
- Human Services
- Leisure and Culture
- Preservation and Beautification
- Lifelong Learning
- Economic Vitality
- Regional Cooperation and Infrastructure

Each task force took stock of the city's present situation and weighed anticipated trends. How can the community respond to such trends as the two-income family, the aging of its population, or the technological advancements of the new "information age," they asked.

How can Troy nurture a sense of community and at the same time encourage and lead efforts to develop regional responses to regional concerns? How can an effective transportation system and further residential and commercial development co-exist with a community emphasis on nature, beauty and aesthetics?

After a year-long effort involving countless hours of brainstorming, researching and negotiating, the seven Futures Task Forces agreed on goals and developed the strategies needed to achieve them.

PURPOSE

Futures are many. The major institutions of the community (businesses, City and schools) have a future. Neighborhoods, ethnic groups, churches, families and even individual citizens will be in the future. Each of them as individuals and all of them together can have a profound effect on their futures.

In the day-to-day operations of these community groups it becomes absolutely essential to broaden the scope of participation through open and inclusive process. This inclusive process permits utilization of tremendous human resources for the long-term good of the community. This is essential in our democratic society.

Forces for change: are experienced in the daily lives of all. These forces for change can have a significant influence on our daily lives. Some emanate from global causes, some national, some regional and some from local causes.

We are frequently confronted by negative forces for change while those which are good and positive are often overlooked. The Troy Futures' project permitted frank and open discussion of forces of change in the Troy community both positive and negative. The seven Task Forces of the Troy Futures' program completed an environmental scan to identify forces for change which then permitted them to develop views of possible futures along with intervention strategies to achieve desired outcomes and community imperatives.

Achieving shared visions throughout the community is essential. The great cities of the world were achieved historically by visionary leadership of one or two great persons. William Penn laid out the City of Philadelphia and Pierre L'Efant designed Washington, D.C., for George Washington. Napoleon III reconstructed Paris with its wide boulevards and many magnificent buildings in the mid-1800's.

The 20th Century and more and more as we look toward the 21st Century requires pluralistic decision making in democratic systems governing our communities. Moreover, informed leaders and citizens today realize that they must not only envision the future for the physical aspects of community but they must also address those human aspects which affect the daily lives of inhabitants.

Therefore, the futuring process offers the opportunity to share visions of direction among community leaders and their constituent groups. In months which will follow it is expected that the emerging leadership from the futures effort will call on business leaders, City leaders, leaders of educational institutions, neighborhoods, churches and others to examine and set into process actions to adapt or adopt suggested strategies. Indeed additional partnership efforts will be essential to achieve the shared vision.

The Futures Program takes us toward the 21st Century with challenging imperatives. The Troy Community and the host region will move into un-mapped territory of the future. Troy citizens understand the necessity of examining, reexamining and altering

course. We must explore and colonize the future. It should be expected that this important process will be repeated again and again in the future and new imperatives will become apparent.

Frank Gerstenecker
City Manager

April 27, 1993

The Troy Futures program, very simply stated, was a year-long effort by a group of citizens to achieve a “preferred future” for the Troy community

However, let us examine it more closely Our futuring was really a labor of love, of commitment, of hard work and dedication It was a pioneering effort by serious and sincere residents from various and diverse backgrounds who were willing to be challenged, whose curiosity, need for achievement, and work ethic bring us this completed document Within these pages will be found their vision, their hopes and dreams, and their ambitions wrapped up in their personal commitment to a worthy cause for a flourishing Troy tomorrow The words and ideas expressed here will capture the imagination of future Troy generations They shall stand as a reminder of what is and what is to be We have just to open our eyes and see

In its completion it establishes a new mission for us as business and community residents, yet, we will come to learn there is no completion as the future is always present It would behoove us then, to come often to revisit, to study, to alter, if necessary, the “Vision” as we mature

Since cities are the cornerstones of America, we must work to keep our City secure philosophically, and physically. To that end action strategies have been suggested for possible implementation in order to pursue the dynamics of “The Vision

We appreciate that Troy is a unique community It is blessed with a caring, concerned, involved, enthusiastic and industrious citizenry. It is from this base that the Future Visions Task Force volunteers emerged. We thank them all and, through them, we extend best wishes for every success for our Troy Community’s achievements for the 21st Century

Jeanne M. Stine
Mayor

COMMUNITY LIFECYCLES

Communities such as Troy are becoming increasingly aware of the fact that their future holds influences and conditions very different from their past. Recognizing this now, and preparing for the necessary adjustment, is seen as the best way to shape, rather than become a victim of, their evolution.

Communities, as organizations, go through lifecycles. They are started for a reason, which is in response to taking advantage of, or protecting oneself from, conditions that exist at the time. Policies and procedures, systems, programs and services, are developed and implemented. All too often, however, adequate attention is not given to the changing nature of the world, and approaches, which worked once, become ineffective.

Astute communities, aware of the continuously changing nature of the world around them, are tapping the expertise of their citizens and various constituencies to assess their possible futures and develop appropriate responses to them.

The effort put forth by the City of Troy's futuring process participants has been extraordinary. The extensive amount of time put forth to discover the world of tomorrow within which Troy will find itself has led to the development of a vision and preferred future for the community. Their efforts have mobilized a special energy directed towards creating a positive future.

As was well stated in the famous tale of Alice In Wonderland, "It you don't know where you're going, any place will do." "Any place" is not Troy's destiny. It has defined and will realize its own preferred future.

Edward D. Barlow, Jr.
Futurist

A BRIGHT FUTURE BUILT UPON A STRONG PAST

Troy is no stranger at looking toward the future.

Since it incorporated as a city in 1955 and adopted the motto “The City of Tomorrow,” Troy has guided its growth using a Master Land Use Plan and supporting documents such as a parks and recreation plan and a thoroughfare plan.

It planned for balanced land use and, thus, balanced property taxes to support city services and schools without placing undue pressure on either the residential or commercial segments of the city. It also provided the infrastructure to support steady growth — roads, utilities, water and sewer, and other building blocks upon which the community could develop.

It made quality a priority long before it was fashionable, resulting in attractive developments that house many national and international headquarters.

In just 20 years, the city experienced phenomenal growth in every facet of its existence — and steady growth is expected to continue through the next 20 years. Consider these statistics:

- The most staggering growth has been in the Troy property values. Between 1970 and 1990, the city’s total value increased 1,210 percent from \$600 million to \$7.86 billion. The 1990 ratio of 45 percent residential to 55 percent commercial/industrial development reflects the city’s dedication to balanced land use.
- By 2010, the ratio of residential to commercial is expected to be 50-50 with the total reaching \$12.26 billion. If the projection holds true, the city’s total value will have increased 1,943 percent in 40 years.
- Between 1970 and 1990, the city’s population grew 85 percent, from 39,419 to 72,884. It is expected to increase to 93,000 residents by 2010.

TROY ECONOMIC BASE – MARKET VALUE (chart: 1970, 1990, 2010)
TROY POPULATION (chart: 1970, 1990, 2010)

- The community’s employment population has increased at an even more rapid rate. The number of employees in 1970 more than doubled in 20 years, increasing from 35,000 to 98,000, a growth of 180 percent. The employment population is expected to reach 125,000 by 2010.

Chart Displayed Here

- The number of businesses increased from 1,500 in 1970 to 3,800 in 1990. This growth reflects the establishment of businesses of all types and sizes, including the international headquarters of several major corporations. By the year 2010, Troy is expected to be home to 5,000 businesses.

Chart Displayed Here

The growth pattern isn't accidental. The community's development has been carefully guided by conscientious city officials and citizens.

As a result, the Troy Futures Task Force started with a legacy: They could look to the future with the strength that comes from a rich past and a well-planned present.

COMMUNITY

The Troy community of the future will build upon the strengths present in the city today. Already a vibrant community, it will continue to build a sense of identity, fueled by civic pride and determination. Residents will be drawn together through neighborhood activities as well as community initiatives.

The richness of Troy's ethnic diversity will be valued. Education and cultural activities will improve understanding. Schools will promote multicultural education.

The community will be at the vanguard of information technology and the educational community will be integral players in the efforts to address social change.

COMMUNITY MISSION:

The Troy community exemplifies its slogan "***City of Tomorrow... Today***" through vibrant community spirit, commitment to action and leading edge services.

Desired Outcome and Community Imperative:

Neighborliness and Sense of Identity

The citizens of Troy have a sense of identity with their city, neighborliness prevails, a city center exists, and youths and adults know their neighbors and work together on community activities.

Action Strategies:

- *Develop a city center atmosphere in the Civic Center/Big Beaver corridor; encourage people to walk between buildings and provide focal point areas*
 - Civic Center Priority Task Force Committee: Appointed by City Council in 2003 to identify and prioritize park elements for the Civic Center Site. It presented its report in February and June 2004 (Report and Amendment following conference center ballot issue).
 - Big Beaver Corridor Study: Going before City Council in May, 2005
 - A PUD Ordinance was created in 1999; this allows for creative high-quality development
- *Encourage neighborhood and community activities*
 - The City offers an array of special Events through Parks & Recreation, the Nature Center and Community Affairs (Roving Recreation, Concerts, Family Festival, Community Picnics, etc.).
- *Establish comparative culture programs to improve knowledge of and level of understanding among all residents*
 - The Library developed an annual series of cultural diversity programs titled "Shared Inheritances" designed to share Troy's diverse cultures primarily through art.
 - The Library provides changing art exhibits that include art from diverse cultures.
 - City Council established Ethnic Issues Advisory Board. This board began Sights & Sounds program to educate community about different cultures.
 - The Troy Daze Festival hosts Ethni-City activities including cultural entertainment, information booths, and flag displays.
 - Link on City's home page to translate it into different languages
- *Promote self-help and neighbor cooperation in property clean up, maintenance and beautification activities and in resolution of problems*
 - Police Department's Neighborhood Dispute Resolution Program
 - Building Inspection Department recommends that neighborhood and civic

- organizations assist homeowners with such problems when appropriate; staff is available to advise
 - COTHA (City of Troy Homeowners' Association) – volunteer awards program related to beautifying neighborhoods
 - Community Affairs developed “Talking Trash” video re: refuse/recycling rules & regulations
 - Home & Garden Awards program
 - The Troy Police and Parks & Recreation have coordinated teen volunteers willing to rake leaves and shovel snow for seniors and disabled residents.
 - Troy Youth Assistance helps youth and families in need by taking referrals from the School District, the Troy Police and the general public.
- *Promote programs employing youths in both community and neighborhood maintenance activities*
 - DPW, and Parks & Recreation departments hire summer laborers
- *Emphasize community benefits of property maintenance*
 - Troy Today (quarterly newsletter) article about property maintenance
 - Property maintenance promoted at Citizen Academies
 - Brochures placed in brochure racks re: a variety of enforcement issues (litter, garbage cans, yard sales, etc.)
 - COTHA stresses this at monthly meetings, on their website and via Association newsletters.
- *Encourage activities involving both youths and adults*
 - The Library has established family story hour programming
 - The Museum has added “Trick or Treating on the Green” to its three other major family events.
 - Troy Community Coalition coordinates Youth Dialogue Day
 - Many Parks & Rec programs
 - Community Kaleidoscope (joint event sponsored by City, Schools & Coalition).
 - The Troy Youth Council, established in 2002, is a board of 13 students who advise City Council and serve as youth ambassadors for City programs pertaining to both youth and adults.
 - Police Explorers Program: Introduces teens to careers in law enforcement and/or how to be a good citizen
 - Police Department Locks of Love Hair Donation Community Program
 - Police Department Free Hockey Clinic (new in 2005)
 - Police Department: Ongoing tours of the department, especially for Cub Scouts
 - River Day environmental planting activities is an annual community service project that involves people of all ages.

- *Encourage communication between neighbors to provide a safer environment*
 - COTHA monthly meetings
 - Police programs including speaking to community groups and an E-Newsletter; a current hot topic is identity theft prevention
 - Troy Today newsletter articles about home and community safety

- *Promote volunteerism in the city*
 - Both the Library and Museum use volunteers of all ages throughout the year.
 - The Friends of the Troy Public Library is a volunteer group that is integral to the Library's success.
 - The Troy Historical Society is a volunteer group that continues to be instrumental to the success of the Museum and historic preservation.
 - The City of Troy has over 20 boards and committees, including the Youth Council. Additionally, many committees contain a student member.
 - The City of Troy hosts Citizen Academies where residents can learn about City government in an 8-week course. This can be a training ground for future volunteers.

- *Promote the community's concern for, and success with, cleanliness*
 - Community Affairs publishes Troy Today articles on Code Enforcement topics as well as Refuse & Recycling procedures
 - Code Enforcement efforts and community education
 - COTHA also promotes this

- *Promote neighborhood programs that encourage seniors and other residents to socialize*
 - Many programs are available through: Parks & Recreation, Community Affairs, and the Police Department
 - Troy School District high school program: an annual senior citizen "Prom"
 - Troy Newcomers activities

- *Promote involvement of short-term residents in the community*
 - Community Affairs - the Troy Today publicizes events, activities and facilities; this information is also contained in the new resident packet
 - The Troy Newcomers Club activities.

- *Support and expand newcomer services and programs*

- Community Affairs – new resident packets
- Programs in conjunction with COTHA & Troy Newcomers Club

Desired Outcome and Community Imperative:

Business and Community Cooperation

Through cooperation between business and the community, Troy will continue to be an attractive location for corporate headquarters, upscale shopping, and other business enterprises, and will provide additional opportunities for its citizens.

Action Strategies:

- *Establish a business/school/city joint venture to identify common services, avoid duplication, identify common goals and share information*
 - Police, Fire, Real Estate & Development Department, Parks and Rec, and Community Affairs coordinate various partnership events and activities with School Districts, Community Groups, Businesses and the Troy Chamber of Commerce to avoid duplication of efforts within the Community
- *Recruit task teams to make recommendations regarding community use of business facilities, business support of cultural institutions and events, and joint business/civic support of facilities for public use*
 - Facilities within the community that are shared include local churches, the Troy Community Center and School District facilities.
- *Develop a business study/promotion group*
 - This exists in multiple forms like the Real Estate & Development Department, Community Affairs, Automation Alley, SMARTZONE and the Troy Chamber of Commerce.
- *Improve communications regarding business promotions*
 - Expanded information available on the City website
 - Created an online Brownfield Redevelopment Authority Brochure
 - The Troy Today contains a regular feature with updates for the business community.
 - Community Affairs/Real Estate & Development published the Economic Resource Guide
- *Support home-based work that conforms to city codes and regulations*

- The City supports anything that conforms to City codes and regulations. The Zoning Ordinance was revised to allow outdoor storage of commercial vehicles in M-1 zoning districts. This supports home-based work by allowing for business people to keep their vehicle in the community in which they live. Discussions regarding these tweaking regulations are ongoing.
- *Encourage high technology industries*
 - Establishment of the Real Estate & Development department
 - Troy Chamber of Commerce: coordination with City and Chamber
 - Establishment of SMART Zone & Automation Alley
- *Encourage community leaders to become “public relations representatives” for high tech industries in Troy*
 - The work of the Real Estate & Development Department
 - Establishment of Automation Alley
- *Promote Troy’s youth programs and opportunities, as well as academic and community success of Troy youth*
 - Troy Youth Council established as well as students serving on other City Boards Programs; these students serve as ambassadors of City programs.
 - Utilizing NHS (National Honors Society) students and Project LEAD students as volunteer support at events like Community Kaleidoscope, Troy Daze Festival, Martin Luther King Day activities, and leaf raking/snow shoveling for Senior Citizens
 - Troy Fire Explorers
 - Troy Police Explorers
 - Volunteering at the Museum and Nature Center
 - Troy Youth Assistance Annual Youth Recognition
 - Internship programs in Engineering, Parks and Recreation, Real Estate and Development, Community Affairs and City Management
- *Encourage Troy business leaders to employ Troy teens*
 - The Troy Youth Council has communicated its idea for an internship program to the Chamber of Commerce
- *Establish a business and planning group composed of seniors to generate ideas for employment and volunteer opportunities for senior citizens*
 - Parks and Recreation Senior Program manages a volunteer program as well as a consignment Senior craft shop staffed by senior volunteers,

“Creative Endeavors.”

- Parks and Recreation also hosts annual craft shows and events, seminars, and computer skills classes for seniors.
- The Troy Library hosts business seminars and computer skills classes for all ages.

Desired Outcome and Community Imperative:

Improved Communication Systems

Troy will create a state-of-the-art communication system that will integrate the needs of home, business, government and education and constantly expose its citizens to leading applications of information technology. This system will increase citizen awareness and involvement in the community.

Action Strategies:

- *Establish a full-time communication/public relations position on the city staff*
 - Community Affairs Director is a department head in the Finance Division
- *Expand the responsibilities and focus of the Troy Cable Commission to become a Troy Communication Advisory Committee*
 - The Troy Cable Advisory Committee still exists. Communications responsibilities are managed by the Community Affairs Department.
- *Encourage the Troy Communication Advisory Committee to consider:*
 - *Utilizing the existing cable TV system to establish interactive programming*
 - *Taking an aggressive approach to improving media coverage of Troy*
 - *Utilizing cable television to improve coverage of Troy civic meetings and activities*
 - *Pursuing a partnership with a high tech company to create a model futuristic communication system*
 - The Community Affairs Department produces media news and photo releases for all City departments except Police. It executes content updates to the City website in cooperation with the IT Department.
 - Community Affairs assumed management and staffing of the

government cable channel (previously staffed by contract personnel). The WTRY channel produces programming highlighting City services, special events, and a weekly short news program, *Spotlight on Troy*. WTRY also tapes and cablecast Council Meetings and various City Board and Committee meetings. The “Bulletin Board” portion of the channel alerts residents to important updates (road construction, election notices, emergency messages, etc.).

- *Establishing a town hall meeting for identification and discussion of common interests and concerns; consider televising the meeting on the cable system*
 - All regular and study meetings of City Council are taped and televised. Regular City Council meetings are televised live.
- *Create a Troy Communication Plan which encourages use of cable television, newsletters, press releases and electronic information delivery systems*
 - Community Affairs does this with printed communications, the Internet, Cable Television, Community Relations and Media Relations.
- *Develop a new city logo combining emphasis on the past and future, possibly through a city-wide contest*
 - Community Affairs coordinated this task. It is complete.
 - There is also a special logo in use for 2005 to commemorate the City’s 50th Anniversary
- *Advance the goals and strategies of the Futures Committees and promote program plans*
 - This task has been carried out by many entities, within the City government and the community at large.
- *Educate citizens on the functions of government and the duties of citizens*
 - Quarterly Troy Today newsletter mailed to all households
 - Annual Troy Calendar mailed to all households
 - The annual Financial Summary published since 1999 shows residents how City dollars were spent. In 2005 this document was merged with the Annual Calendar (which is mailed to all households and businesses in Troy.)
 - The Citizens Academy: There have been over 100 graduates to date.
 - Citizens Police Academy, Police Department Tours and Ride-alongs

- Students on Boards and Troy Youth Council
- City Hall government tours (500+ third graders and others annually).
- *Publish a monthly city newsletter*
 - Troy Today: quarterly newsletter
 - Senior Newsletter: monthly
 - Troy Calendar: annual
 - Website: updated daily

Desired Outcome and Community Imperative:

Harmony Within the Diverse Community

The Troy community will take pride in its rich ethnic diversity and will create an educated and harmonious environment, which promotes sharing of ethnicity and cultures.

Action Strategies:

- *Advocate acceptance of a multicultural perspective to the citizenry*
 - Ethni-City event/display at Troy Daze Festival
 - Martin Luther King Day Committee: Celebration of Freedom
 - The Ethnic Issues Advisory Board hosts Sights and Sounds cultural events at the Community Center.
- *Arrange for the provision of multicultural education*
 - The Library has created a collection of International Language Materials in a variety of formats.
 - Ethni-City event/display at Troy Daze Festival
 - Martin Luther King Day Committee: Celebration of Freedom
 - The Ethnic Issues Advisory Board hosts Sights and Sounds cultural events at the Community Center at the Community Center.
- *Insure that public employment, including the city and the schools, reflects the diversity of the community*
 - The Library has a culturally diverse staff that together speaks 28 different languages and dialects.
 - The City of Troy is an Equal Employment Opportunity employer who does not discriminate in employment or the provision of services. We attempt to encourage a diverse applicant pool in how we advertise positions, and by participating in career fairs when possible.

- *Insure equal access for all citizens to all systems in the community*
 - Troy is an Equal Opportunity Employer.
 - ADA Coordinator Position in Parks & Recreation Department
 - Advisory Committee for persons with Disabilities Committee
 - Advisory Committee for Senior Citizens
 - Troy Youth Council

- *Provide opportunities for ethnic/cultural activities*
 - The Library developed an annual series of cultural diversity programs titled “Shared Inheritances” designed to share Troy’s diverse cultures primarily through art.
 - The Library provides changing art exhibits that include art from diverse cultures.
 - Ethni-City event/display at Troy Daze Festival
 - Martin Luther King Day Committee: Celebration of Freedom
 - The Ethnic Issues Advisory Board hosts Sights and Sounds cultural events at the Community Center.

- *Promote regular public programming to present the issues and cultures of the diverse ethnic community*
 - The Library developed an annual series of cultural diversity programs titled “Shared Inheritances” designed to share Troy’s diverse cultures primarily through art.
 - The Library provides changing art exhibits that include art from diverse cultures.
 - Ethni-City event/display at Troy Daze Festival
 - Martin Luther King Day Committee: Celebration of Freedom
 - The Ethnic Issues Advisory Board hosts Sights and Sounds cultural events.

- *Educate non-native individuals how to function in the various community systems, especially the new immigrants*
 - The Ethnic Issues Advisory Board has published a Resource Directory of services, nonprofits, businesses that help people of different cultures, religions and languages.
 - Troy School District hosts English as a Second Language classes for adults.

- *Utilize non-judicial dispute resolution systems, when necessary, relying on self-help rather than the judicial system*
 - Troy Schools (formerly Police) Peer Mediation Program
 - Troy Youth Assistance offers this

- Police Community Services Section facilitates this: Neighborhood Dispute Resolution Program
- The Community Affairs Department will put residents in touch with the neighborhood dispute resolution resource.
- *Provide support systems to maintain ethnicity and culture*
 - The Ethnic Issues Advisory Board was established to help achieve this goal.

Desired Outcome and Community Imperative:

Expand the Role of Schools in the Community

Troy schools will take a proactive approach in helping to address changes in society and in the education community.

Action Strategies:

- *Establish a task force to determine how schools can accommodate working parents and supplement traditional family roles*

Formal task force has not necessarily been established; however:

- Troy Schools offer all-day Kindergarten option & after school care.
- Troy Youth Assistance helps families in need of support & counseling.
- SAFE HOMES and other parent support groups help parents address current issues and concerns.
- Police Department, Library and Parks and Rec offer seminars, programs and family activities.
- *Maximize the availability of school facilities for community programs*
 - Troy Schools provide venues for MLK Day Celebration of Freedom, Community Kaleidoscope, and some city meetings (i.e. for a large public hearing the City used a high school auditorium).
 - Online registration for residents to book athletic fields and facilities.
- *Encourage parents and senior citizens to volunteer in schools*
 - Senior outreach
 - Senior Prom event at Troy High
 - Career HOSTS program at Middle Schools

- *Consider the family structure in school programming and scheduling*
 - Troy Schools work with churches re: nights that they have special events and try to resolve conflicts as best possible.

- *Promote transportation safety and other subjects related to substance abuse*
 - Convicted drunk drivers talk to classes as part of the health curriculum.
 - Other efforts are also coordinated with the Troy Community Coalition.

- *Coordinate school, church and private programs on substance abuse*
 - These activities are coordinated under the umbrella of the Troy Community Coalition. The City's budget contains a contribution to the TCC.

- *Encourage participation of teachers and students regarding common community goals and objectives*
 - When asked, always try to participate in events like Troy Daze, MLK Day, and other community events and activities

- *Include multicultural perspectives in areas of curriculum such as history, political science, the arts, sciences, and humanities*
 - This is accomplished by Troy Schools curriculum process focusing on diversity.

- *Offer classes and activities on understanding different cultures for all ages*
 - Middle and High Schools have diversity fairs.
 - Diversity training, programs and assemblies and PTO programs.

- *Include ethnic representatives in a process to review and develop appropriate multicultural materials*
 - No parents are on the curriculum review board, but teachers take responsibility for this.

Desired Outcome and Community Imperative:

Opportunities for Teenagers

Anticipating an increase in the number of teenagers, the community will provide resources and activities designed specifically for this age group.

Action Strategies:

- *Provide increased technology to facilitate the teaching capacity of schools, such as videotaped courses*
 - Distance learning through Oakland Schools video training.

- *Establish programs to build on positive peer pressure*
 - Teens Taking Action (Troy Community Coalition youth board)
 - Youth Dialogue Day
 - Hamilton School won awards in this area
 - Mediators present at all schools
 - Anti-bullying programs and other clubs
 - Troy Youth Council and Students on Boards and Committees program.

- *Provide workshops for teens to work on teenage issues*
 - Programs with the Troy Community Coalition
 - Troy Youth Assistance
 - Individual schools have a variety of support groups.

- *Provide a means to communicate needs of teenagers to civic and business leaders*
 - Youth Dialogue Day
 - Troy Youth Council monthly meetings (taped and televised weekly)
 - Students serve on other boards and committees some of which are taped and televised.

- *Increase the use of school facilities and the number of programs aimed specifically at teenagers*
 - After school activities, clubs – K-12, 5000 kids involved in athletics
 - Supplemented by City facilities like the Troy Community Center Teen Room and activities and Troy Skate Park

- *Coordinate programs of city, schools, churches and volunteer groups to make programs available for teenagers*
 - Programs communicated via school newsletters, flyers sent home with students, and a.m. announcements.
- *Promote city youth programs and opportunities*
 - Youth in Government Day: work together with City and Schools to promote activities back and forth.
 - Troy Youth Council: members serve as ambassadors of youth offerings city-wide (meetings taped and televised weekly, Tuesdays 7 PM)

Desired Outcome and Community Imperative:

Contemporary Information Resources

Leading edge information opportunities will be available to the entire Troy community, resulting in residents reaping the benefits of technology and remaining highly employable.

Action Strategies:

- *Provide an Information Age Resource Center, possibly through the Technology Commission identified in the Lifelong Learning report, to promote awareness, experimentation and practical use of information age tools and resources. This center will:*
 - *Provide services such as computer-based, self- study courses, access to computer bulletin boards, video conferencing, interactive learning centers, and interactive programs with citizens of other countries/states*
 - *Form a task force representative of the primary beneficiary groups to further refine this idea*
 - The Troy Library meets these strategies.
 - Daily activities in the school using video, data and Internet access.
 - Media Centers are available grades K through 12.
 - Internet access used at schools by teachers and students.
 - Video conferencing is used. 1997 School Bond issue utilized a group of 60 business leaders and students to look at technology in schools.

Desired Outcome and Community Imperative:

Pedestrian Safety

The community is committed to providing for pedestrian safety.

Action Strategies:

- *Determine if pedestrian right of way enforcement is feasible, looking to California for ideas*
- *Improve visibility at intersections*
 - Continue to widen intersections on an ongoing basis and City Council also passed a resolution to make all sidewalks 8 feet and that helps with visibility (more clearance)
 - Continued enforcement of corner clearance ordinance to improve visibility at residential intersections
- *Encourage curvilinear street pattern to safely reduce traffic speed*
 - We continue to encourage that in new subdivisions.
 - Instituted Neighborhood Traffic Harmonization Program in 2000 to provide long-term solutions to residential area traffic safety concerns
- *Increase maintenance of roads to facilitate control of motor vehicles and bikes*
 - Pavement Management System: Computerizes pavement maintenance system
- *Locate pedestrian and recreation areas a safe distance away from main roads*
 - Public Works incorporated sidewalk maintenance into a 12-year program; this ensures systematic and thorough maintenance of sidewalks.
 - We continue to make sure there is a buffer between the roadway and pedestrian areas; in most cases 10 feet
- *Increase the police presence in residential areas through traditional and non-traditional methods (foot patrols, etc.)*
 - Police Bicycle patrol

- Police motorcycle patrol: 4 motorcycles in PD fleet
- The Neighborhood Traffic Harmonization Program also provides for a more structured targeted enforcement program.
- *Increase citizen support activities for security services*
 - Citizen and business Police e-mail update newsletter regarding crimes including crime prevention tips
 - Neighborhood Watch program is promoted.
 - Identity Theft talks are popular as well as other talks at civic/community group meetings.

Desired Outcome and Community Imperative:

Optimum Land Use

Through effective planning, Troy will optimize land use for the remaining undeveloped areas of the city.

Action Strategies:

- *Determine the future land needs for public property, facilities and services*
 - Parks and Recreation Master Plan; Bond Issue for purchase of park properties; this effort has been continued in the Future Land Use Plan as revised in 2002
- *Support low density residential use as the major land use in the city, while recognizing that some development flexibility may be necessary for remnant parcels*
 - 1999: A PUD Ordinance was adopted and later revised to eliminate the 10-acre minimum site requirement
 - City adopted Open Space Preservation requirements for the R-1A and R-1B Zoning District (residential zoning districts)
 - City adopted a cluster option for the R1-A through R-1E single family zoning districts. This allows for the preservation of open space and allows for clustering of units on the site, therefore allows for easier development of infill sites with natural features.
- *Provide for non-residential structures/ buildings that are adaptable to changing requirements*
 - This is market driven
- *Provide for increased development of service businesses*

- This has not been done.

- *Update construction codes for changes such as increased storage area needs and increased power supply needs*
 - State of Michigan Law mandates that the City adopt new codes every 3 years

- *Project the needs and potential for commercial, office and industrial areas for full development*
 - This has not been done.

- *Examine community needs, versus business needs with regard to land use*
 - The City adopted a revised Future Land Use Plan in 2002. This plan sets forth the City's land use goals for the future.

HUMAN SERVICES

Human services, the providing of basic needs and support services, will become more critical as socio-economic conditions in the county, and the community, change. The shift from an industrial to an Information Age economy may displace workers, causing joblessness and the need for retraining. The aging of the population will prompt demands for improved health care and support services. Family pressures and the growth of non-traditional families will create renewed emphasis on family values.

As the need for human services grows, government funding is expected to decrease. Creative ways of providing these services will be required, including *working with the private sector and encouraging volunteerism and wellness education. Better coordination of services on a regional basis will improve access for those in need.*

COMMUNITY MISSION:

To insure and promote the care and well-being of the citizens of Troy.

Desired Outcome and Community Imperative:

Available Human Services

Creative ways of providing human services will assure availability of these services to all who need them.

Action Strategies:

- *Encourage volunteerism*
 - Civic/community group directory published on the City web site as well as in a booklet (published by the City annually or bi-annually).
 - Community groups and schools volunteer at the annual Troy Daze Festival
 - Ample volunteer opportunities available in many City departments/programs; these are publicized the City through a variety of channels
- *Urge the private sector to become involved*
 - Community and civic groups often seek sponsorships from the private sector. These sponsorships support volunteerism.
 - Related to above, sponsorships are pursued for many events of the annual Troy Daze Festival.
- *Use sliding fee scales to help service delivery agencies to be more self-supporting*
- *Promote family/neighborhood values to supplement services*
 - Community Affairs Department is in regular communication with Troy People Concerned, a volunteer group that helps residents in need
- *Develop health promotion activities in areas of nutrition, hygiene, physical fitness, stress relief, and lifestyle*
 - Wattles Elementary received Healthiest School in Oakland County, 2005.
 - All schools have system "EPIC" - School districts in Michigan go through this to ensure a health promotion curriculum.
 - State Governor's Council Curriculum: Physical Education meets goals and requires testing to show fulfillment. It is a comprehensive health program.
 - Oakland County initiated a "County Your Steps" health program for 3rd & 4th graders.

- Use computer and telecommunication technologies to improve the communication and coordination of human services through the establishment of a “Help Line” referral system
 - Troy People Concerned has a “help line”
- *Enhance existing human service delivery programs with more dollars, more staff and more up-to-date equipment and facilities*
 - The Library has gone through a facility renovation to make the existing space more user-friendly and effective. The number of computers available to the public has grown significantly and they are kept up-to-date. Remote connection to library resources has enhanced the availability of library to the public.
 - The Museum staff has increased in number. A church and a parsonage have been added to the Village Green. The church is equipped with an LCD projection system.

Desired Outcome and Community Imperative:

Services for Elderly

The projected growth in the number of older Americans provides an opportunity to benefit from their knowledge and experience, but also creates a need for more support services.

Action Strategies:

- *Promote volunteerism in order to benefit from the wisdom and experience of older residents*
 - The new Community Center serves as a forum for people of all ages to mingle, participate in programs and volunteer.
- *Explore creative ways of easing the property tax burden, such as providing tax rebates in exchange for volunteer community service*
 - This has not been done and is not legal.
 - However, on a related issue, in 2004, City Council passed a resolution for cost coverage of sidewalk repairs for homeowners meeting low-income

- guidelines.
 - Prior to and since the Futures Report, State law has provided Poverty Tax Exemptions and Winter Tax Deferment for qualifying low-income homeowners.
- *Provide incentives to encourage private development of elder care facilities (Refer to Regional Cooperation / Infrastructure report)*
- *Improve recreation and walking facilities (refer to Leisure and Culture report)*
 - 12-Year Sidewalk Repair/Replace Program
 - A recommendation contained in the Civic Center Priority Task Force Report was enhanced walking paths on the Civic Center Site. Funding for this has been included in the proposed 2005-06 Budget.
- *Improve maintenance and clearing of walkways*
 - 12-Year Sidewalk Repair/Replace Program
- *Provide sidewalk ramps at street intersections*
 - Replacement program during 12-Year Repair/Replace Sidewalk Program
- *Increase penalties for crimes against senior citizens*
 - Responsibility falls with county prosecutors office and state legislature
- *Make shopping facilities “user friendly” for the elderly*
 - Handicap parking requirements
 - Ample public benches in and around shopping malls
- *Initiate programs to bring recognition for senior citizens*
 - Senior Citizens Advisory Committee
 - Various other senior programs through Parks and Recreation including Senior run gift shop, *Creative Endeavors* and Community Center Senior Citizens Wellness Fair held twice annually
- *Expand home- and community-based activities for seniors with an emphasis on wellness education*
 - Wellness Fairs at Community Center (twice annually)

- *Promote coordination of senior citizen programs to improve quality, including a biannual needs assessment*
 - Senior Programs at Community Center are assessed on an ongoing basis
 - There is staff in Parks and Recreation that work on this. Positions working on such programs are: Two recreation coordinators and a recreation supervisor.

Desired Outcome and Community Imperative:

Appropriate Health Services

All residents will have access to appropriate health care services.

Action Strategies:

- *Support efforts to establish universal health care insurance*
 - This has not been done.
- *Establish local testing and treatment programs*
 - There are certain wellness tests through the personal trainers at the Community Center.
 - Wellness classes offered periodically that may contain some health/fitness tests.
- *Provide assisted living within congregate housing*
- *Establish wellness education programs to promote interest in a healthier lifestyle*
 - Wellness programs through Parks and Recreation
- *Establish rehabilitation programs including counseling centers and a crisis center*
 - Work with agencies to put residents in need in touch with these resources: Judge Drury's Drug Court, Troy Youth Assistance, Troy Community Coalition
- *Support efforts to increase independent living for the physically and mentally challenged through hospices, group homes, day care, nursing homes and outpatient hospital care*
- *Improve awareness of the requirements in laws designed to assist persons who are physically or mentally impaired*
- *Insure that care givers have appropriate training and education*

Desired Outcome and Community Imperative:

A Safe Environment

To enhance the quality of life, Troy will work with other communities in the creation of a safe environment.

Action Strategies:

- *Identify and address the causes of crime*
 - Staff position in PD: Research and Technology Administrator: analyzes data
 - Fully-staffed Crime Information Unit in PD
 - Internet Crime Officer in PD
- *Provide family services, especially counseling*
 - Provide counseling through Boys & Girls Club for both members and their families
 - Liaison to put residents in need in touch with Troy Youth Assistance and Troy Community Coalition and other such services; some funds budgeted as contributions to these organizations as well
- *Encourage adult mentoring of youth*
 - School District support groups, tutoring programs, etc.
 - HOSTS Program at Baker and Smith Schools
 - APT to Succeed Program
 - Troy Youth Assistance mentoring program.
 - Police Explorers
 - Police Free Hockey Clinic
- *Promote methods and activities for enhancing self-esteem*
 - Provide counseling through Boys & Girls Club for both members and their families
 - See above also
- *Enhance support for victims of violent crime*
 - Police department can direct residents to Haven for victims of Violent Crime; budgeted funds also contributed to this group
 - Automatic arrest for domestic assault (probably cause not necessary)

- *Establish regional coordination of crime prevention and management*
 - CLEMIS Consortium: Court and Law Enforcement Management Information System; an umbrella organization addressing many aspects of crime; extends beyond Oakland County; utilized by the Fire Department, too
- *Involve community in problem solving*
 - Police staff speak at meetings of civic groups
 - Police department presentation and tour at Citizen Academies
 - Identity Theft education
- *Continue to develop a system for regional response to emergency situations*
 - In the process of instituting an 800 Mhz new radio system: a regional system that would allow everyone to communicate during an emergency
 - Use of Homeland Security Grants to obtain equipment, received training and then train others
- *Develop alternative options in order to improve social and vocational skills*
- *Establish consortiums of business, industry and government to address societal problems*
 - Automation Alley: Headquartered in Troy, MI; Automation Alley is Southeast Michigan's regional technology cluster, attracting the creators and consumers of diverse technologies from a variety of industries around the world.
 - Police Department Retail Liaison Function, especially with malls (2 major malls located in Troy) to address retail fraud issues

Desired Outcome and Community Imperative:

Community Support for the Unemployed

The community will provide support for those who are unemployed, homeless or impoverished.

Action Strategies:

- *Promote and support the efforts of charitable organizations to provide basic*

needs: food, shelter, clothing, health care

- City has an ongoing relationship with Troy People Concerned; Community Affairs puts volunteer groups in touch with TPC
- *Encourage business and industry participation in counseling, job training or retraining, and placement programs*
 - The City supports the Chamber's efforts.
- *Provide transportation to and from counseling, training and placement sessions (Refer to Regional Cooperation/ Infrastructure report)*

Desired Outcome and Community Imperative:

Emphasis on Family Values

The community will support efforts to increase cohesiveness within families and to improve family values and attitudes.

Action Strategies:

- *Provide education classes on parenting*
 - Troy Youth Assistant offers Active Parenting Classes
 - School District PTOs host guest speakers
- *Encourage parental involvement in education*
 - PTOs
 - Study Groups
 - Classroom volunteers
 - Booster Clubs
- *Encourage businesses to adopt flexible hours, job share programs and family leaves*
 - The City and Chamber have had a dialogue about this.
- *Encourage businesses to provide child care programs*

- *Encourage adults to be role models with positive values and attitudes*
 - SCHOOL DISTRICT:
 - Sports program
 - HOSTS Programs
 - APT to Succeed.

- *Promote and encourage responsibility, pride and respect as motivating factors in the educational process by all concerned with the education of our youth*
 - Same as above.
 - Pride in schools through communication efforts: publications, website and television programming.

Desired Outcome and Community Imperative:

Family Support Services

As life expectancy increases and the definition of the family changes, the Troy community will provide appropriate support services.

Action Strategies:

- *Determine the adult and child care support services needed within the community and how to fulfill those needs*

- *Revise zoning policies, if necessary, to encourage cooperative arrangements between residents, employers, employees and service providers to meet the community's adult and child care needs*
 - There have been Zoning Ordinance amendments to allow for more opportunity for the development of childcare centers in the City.
 - The Planning Commission is considering modifications to day care regulations in Zoning Ordinance; staff recommends against it.

- *Develop a community wellness plan*
 - The Community Center/Parks and Recreation has a wellness program and wellness services.

LEISURE AND CULTURE

Recreational and cultural activities will draw the community together. The community will provide adequate open spaces, bike paths, and walking paths to encourage citizen interaction. Recreational activities will expand beyond the traditional offerings to encourage participation from new segments of the community.

Through collaborative efforts, the city will offer a broad range of visual and performing arts and exhibits of interest to citizens of all ages. A truly community effort, the cultural activities will enrich the lives of its residents and become a source of pride for the community.

The quest for knowledge will focus more attention on the library where technologically advanced services will serve residents and businesses alike. Networking will allow access to greater resources in a cost-effective manner.

COMMUNITY MISSION: For the community of Troy to enhance its cultural and recreational offerings.

Desired Outcome and Community Imperative:

Adequate Open Space and Facilities

Troy will acquire the open space necessary to provide appropriate land and facilities to meet the cultural and recreational needs of the community.

Action Strategies:

- *Determine future needs for land, facilities and programs; acquire land and facilities as needed*
 - Approved bond issue for park land
 - Purchased land
 - Masterplans for new sites complete
 - Built new Community Center
 - Built new Nature Center
 - Built new Golf Course
 - Built new Skatepark
- *Encourage private ownership and partnership with the city*
 - Partner for recreational programs with Troy Sports Center
 - Continued partner with Troy Racquet Club
 - Private donations help fund the Skate Park
- *Develop multipurpose athletic fields to gain flexibility in using the present resources*
 - Conversion of soccer fields to Lacrosse.
 - Converted full size soccer to small size.
- *Establish a cultural arts/activities center with adequate facilities for music, dance, theater and the visual arts*
 - New Community Center built and opened
 - The Library created a Cultural Arts Team that is comprised of staff members who schedule music concerts, provide art exhibits, and schedule other arts-related lectures and programs for all ages.
- *Explore the feasibility of providing:*

- *An outdoor, artificial ice skating rink with a warming building*
- *Model airplane flying on undeveloped land*
- *Indoor soccer field*
- *Rollerblade/skateboard area*
- *Lighted, nine-hole executive golf course*
 - *Developed Skate Park*
 - *Constructed new 18 Hole golf course/range (unlighted)*
 - *Indoor soccer was built but eliminated at Sports Center*
 - *Indoor ice at Sports Center*
 - *Civic Center Priority Task Force established to examine public park elements for Civic Center Site (2003-04); several of the above elements were addressed*

- *Explore the feasibility of developing a lake or pond as a public beach for swimming and other recreational activities*
 - *Pond dredged/improved at Nature Center for pond studies*

- *Form an alliance with hotels for the use of their pools and communicate this opportunity to the public*
 - *Have formed packages for use of City aquatics facilities.*

- *Improve parking for the civic center*
 - *Completed*

Desired Outcome and Community Imperative:

Building a Sense of Community

Troy will increase the quality of life and bring a sense of community to the city through recreational and cultural activities.

Action Strategies:

- *Provide bicycle and walking paths to and through neighborhoods and parks; pursue financing alternatives for these paths*
 - *Have completed paths in several parks*
 - *The City now requires 8-foot sidewalks along major thoroughfares.*

- *Interconnect with other cities through such means as bike paths along 1-75*

- Has not been done, but is being discussed and done by other communities.
- *Connect sidewalks throughout the city*
 - Annual program to interconnect City-wide sidewalk system
- *Work with local health care professionals to establish fitness courses in safe environments and to promote health and wellness*
 - Have periodically offered programs/classes at Community Center in this area
 - Offer Personal Training
 - Annual Health and Wellness Senior day
- *Design recreational activities to meet the needs of the diverse population, with special consideration given to the unique needs of teenagers and the elderly*
 - Cricket Camp
 - Skateboard Camp
 - JamfestSpring break Troy Style
 - Teen Room - Community Center
 - Offer Adaptive recreation program
 - Varied senior activities
- *Offer programs that promote quality family time and build a sense of community*
 - Family Festival (Parks and Rec)
 - Maple Syrup Time (Parks and Rec)
 - Concert Series (Parks and Rec)
 - Troy Daze Festival (Parks and Rec, Community Affairs)
 - Special Events (Parks and Rec)
 - Arbor Day celebration (Parks and Rec)
 - Ethnic Days - Community Center (Parks and Rec)
 - Earth Day celebration (Parks and Rec)
 - Community Kaleidoscope (Parks and Rec,Community Affairs)
 - Kids Night - Community Center (Parks and Rec)
 - Family Night - TFAC, Community Center indoor pool (Parks and Rec)
 - Troy Sports Day (Parks and Rec)
 - River Day (Engineering and Public Works)
 - The Library provides a wide variety of public programs that are designed for family participation. Family Story hours and the annual Festival of the Arts series are two examples.
 - The Museum provides four major family events each year – Hanging of the Greens, Heritage Day, Harvest Home Festival and Trick or Treating on the Green.
 - Summer Community Picnic (Community Affairs)

- *Consider alternate forms of leisure and entertainment, such as coffee houses*
 - Concert Series,
 - Nature Center artist series
 - Community Kaleidoscope
 - The Library established a Café during the facility renovation.

- *Coordinate and communicate the various cultural and recreational activities in the city*
 - Troy Today – quarterly newsletter mailed to every household; contains Parks and Recreation program guide
 - Troy Daze
 - City website
 - New Resident Packets available at City Hall
 - City calendar – mailed to every household & business in Troy in December

- *Encourage citizen participation representing all ages and cultures in decision making on leisure and cultural activities*
 - Teen committees formulated for development of Teen Room at Community Center
 - Committee formed for Skate Park design (not limited to teens)
 - Troy Youth Council, an advisory board to City Council established in 2002 (13 high school students)
 - Ethnic Issues Advisory Board formed

- *Establish collaborative relations between the city, commerce and cultural interests*
 - “Beaver Tales” – current arts/cultural fundraising project between City and business and artist community (2005).
 - Kmart Corporation donated “The Reflective Head” statue displayed on the Civic Center Site.
 - Two statues donated to the Peace Garden.

- *Urge the formation of a private foundation to obtain funding for a cultural arts/activity center*
 - This has not been done.

- *Consolidate the current city-wide endeavors in the arts into a new entity (commission)*
 - An arts council existed and was active in the 1990s. It has since disbanded.

- *Expand the community center to serve citizens of all ages*
 - Renovation completed; the theme was “Something for Everyone”
- *Provide community bulletin boards to promote activities and events*
 - Boards located at Community Center and on the City Web Site
- *Increase interaction between seniors and youths*
 - Troy High senior/student prom
 - Troy High dinner
 - Discount tickets for high school musicals/productions
- *Train teens for recreational leadership and encourage them to head programs*
 - Student member of Parks and Recreation Advisory Board
 - Parks and recreation Internship Program (for college students)
 - Employ a lot of teens as lifeguards, etc. at the Outdoor Aquatic Center

Desired Outcome and Community Imperative:

An Arts Advocate

To establish an active voice for the arts in Troy, to serve as an arts advocate for civic, private and business interests; and to represent Troy regionally and statewide in art endeavors.

Action Strategies:

- *Develop the civic center campus as a cultural center*
 - Kmart Corporation donated “The Reflective Head” statue displayed on the Civic Center Site. The location was incorporated into the CCPTF report.
 - Established and developed the Peace garden; 2 art sculptures donated to the Peace Garden
 - Summer Concerts held on site
 - Many cultural activities held at the Library
 - The first piece of art to be placed in the DDA district is located between the Liberty Center Buildings.
- *Expand visual and performing arts and exhibits to include:*

- *Innovative multi-media programming*
- *A civic band and other musical activities (soloists, ensembles)*
 - Senior Harmonica Group
 - Troy Heritage Band
 - Senior Choraliers
- *Additional free concerts and art shows*
 - Art shows at Nature Center
 - The Library has increased the number of free musical concerts (supported financially by the Friends of the Library) and has three monthly art exhibits.
 - The Museum occasionally has free musical concerts in connection with their major family events.
- *Resident theater*
- *Augment enrichment classes with more in-depth instruction*
 - Have changed/evolved/added/eliminated parks and recreation classes, programs since the Futures Report (over the past 12 years)
 - The Library offers several writing workshops (sponsored by the Friends of the Library).
- *Support artist-in-residence and art apprentice programs in the schools*
 - Community Center Teen Room mural painted by local teens and artist teachers
 - Community displays Somerset Art Show
 - Art displayed area business establishments including SOC Credit Union, Elaine's Bagels and Wendy's.
- *Establish a role for the arts on the local cable television channel*
 - WTRY tapes and televises:
 - The Library concert series (*Sunday Afternoons with the Arts*)
 - The Parks & Rec Dance Recital
 - Summer Concerts on the Green (have been organized by Parks & Rec in the past, in 2005 they are being organized by the Museum).
 - Youth Chamber Music Institute at the Library
 - Troy Daze Festival "Talent Shows"

- *Encourage institutions of higher education to offer cultural activities in the city*

Desired Outcome and Community Imperative:

Valued Library Resources

The Troy Public Library will continue to be a valuable community resource and will change as needed to incorporate new technology and meet the needs of the community.

Action Strategies:

- *Provide the necessary financial support to insure that the library meets the needs of various groups within the community, including ethnic groups, the aging population, and teenagers*
 - The Library has received appropriate financial support. A collection of International Language Materials has been created. We continue to maintain print collections on subjects that the aging population is particularly interested in so they don't have to be fluent in the use of electronic access to information. We have created a Teen Resource Center that focuses on materials of interest to that age group.
 - The Library provides specific programming of interest to each one of these population segments.
- *Provide technologically advanced services*
 - The Library has The Library has a fully automated interactive catalog system.
 - The Library provides 96 computer terminals for public use with Internet access and MS Office; a computer lab is located in both the general area and in the Teen Section (a few terminals); an IT staff member is assigned to and housed in the Library
 - The Library subscribes to a variety of electronic databases and serials, and maintains access to e-books.
- *Encourage the participation of multicultural groups in establishing collections*
 - The Library has established an International Language Collection of Materials and a collection of English-as-a-Second Language materials. Both collections have received input from people who speak international languages.

- *Maintain the home delivery service*
 - The Library had continued this service.
- *Provide materials in a variety of media, including print, audio visual, electronic formats and on-line and compact disk databases*
 - The Library keeps abreast with the changing formats and adjusts collections as new media formats become viable.
- *Provide adequate space for resources and study areas*
 - The Library has reached its limits of adequate space. A new building and/or an expansion is becoming critical. The use of the library has grown rapidly and dramatically in the last 5 years.
- *Make available special devices for persons with disabilities*
 - The Library has a special computer work station designed specifically for people with disabilities, maintains a large print book collection and provides a walker, a standard wheel chair and a battery powered wheel chair.
- *Expand networking with educational institutions and other types of libraries*
 - The Library participates in multi-type library consortia as appropriate. We maintain staff contact with the school system's media centers. We participate in regional electronic networks to facilitate access to other library's collections.
- *Provide services to persons working from home offices, including dial access to library information and home deliveries of information*
 - The Library provides access to its automated catalog and associated services over the Internet. Through our Web Page, we provide remote access to our electronic databases, ebooks and information about the library, the community and the region.
- *Establish neighborhood library facilities*
 - The Library has not established neighborhood facilities opting instead for a strong central library. We closed the last branch several years ago.
- *Expand library hours to serve its constituency*

- The Library has not expanded formal hours of service. It however is open 2 hours earlier on weekdays, but no staff services are offered. Patrons are able to use computers, browse collections and study in this period prior to opening.
- *Provide trained personnel to help library users to obtain and interpret information*
 - There is a full library staff available to assist users.
- *Join information networks as a cost-effective means of expanding access to information*
 - The Library belongs to several levels of resource sharing with other libraries – County, Area Cooperative, Regional, State and National.
- *Support the efforts by the Friends of Troy Public Library to meet the library's needs*
 - The Library maintains a close relationship with the Friends of the Library and provides space for both a Gift Shop and Used Book Shop both of which raise funds to support library programming and other needs.

PRESERVATION AND BEAUTIFICATION

Historical preservation and beautification efforts will be integrated into ongoing planning processes. The preservation of historic places will become a community effort and awareness of the city's heritage will increase.

Troy's urban setting will become more aesthetically pleasing through a renewed emphasis on the visual elements: trees, landscaping, open spaces, scenic roadways and paths, parks and attractive focal points. Restrained use of signage will be encouraged. Focal areas will be identified and improved visually.

COMMUNITY MISSION: Create an atmosphere, which produces an urbanized setting of human dimension for the future. This vision blends the elements of preservation, aesthetics and education to make it attainable.

Through combining the fundamental ingredients of neighborhoods, open spaces, urban forest, focal points and roadways, a visual master plan is charted addressing beauty and the preservation of places with meaningful character. While important in themselves, it is recognized that these objectives can be accomplished only by motivational alliances. The driving mechanism depends on the cooperation of public and private sectors, volunteers, generational connectedness and diversified ethnic inclusion.

Desired Outcome and Community Imperative:

Ongoing Aesthetic and Historic Preservation

Troy will create an atmosphere, which makes aesthetic and historic preservation a normal part of the planning process.

Action Strategies:

- *Incorporate beautification and adaptive reuse considerations in the plan review process.*
 - The Planning Commission reviews landscape plans and is aggressively reviewing the ordinances for redevelopment in areas where it is needed. (such as the south of the City.)
 - We currently do not take a roll in directing adaptive reuse of buildings. We do however, use the Michigan Rehabilitation Code for existing buildings. This is written as a more user-friendly method to re-use older buildings (mandated by State Law).
- *Encourage alternatives to overhead utility lines*
 - Overhead utilities were removed from Big Beaver Road. This was paid for by the Downtown Development Authority.
 - All single-family neighborhoods are required to have underground lines.
- *Reevaluate continually the engineering and landscape design standards for new and changing uses of property*
 - Both are under review for revision (Development Standards and Landscape Design Standards).
- *Include aesthetic considerations in all development and redevelopment in the city*
 - Although design review has not been adopted in the Zoning Ordinance, the Zoning Ordinance was revised to require submittal of landscape plans and building elevations. In addition with the use of the new PUD ordinance design standards are a very important component of approval of the PUD.
- *Strengthen and enforce existing landscape standards*
 - The City has thorough landscape standards. Administered by Parks and Recreation.

- *Provide incentives for property upgrades, such as tax abatements*
 - The City of Troy has a tax abatement program; all abatements must be approved by City Council
- *Allow free market pressures to act as a stimulant for aesthetic and adaptive reuse improvements*

Desired Outcome and Community Imperative:

Aesthetically Pleasing Residential Areas

Troy will promote preservation and aesthetic improvement of its residential neighborhoods.

Action Strategies:

- *Enforce existing codes related to home maintenance*
 - # of Property Maintenance Enforcement Actions taken in 2004 = Over 250 (by Building Inspections Department staff)
- *Initiate home inspections at time of resale, including rental properties*
 - Have not done that; staff does not recommend we do this
- *Support homeowner beautification activities*
 - Subdivision Sign Program administered by the Building Inspection Department
- *Provide incentives for property upgrades*
- *Increase attention to declining neighborhoods in terms of code enforcement, street sweeping and related activities*
 - Presentations to City Council re: neighborhood blight and increased enforcement on derelict structures
- *Recognize the beautification efforts of residents and/or homeowner associations*
 - Two awards programs are administered annually: Best Holiday Decorated Homes Awards and Annual Home & Garden Awards

Desired Outcome and Community Imperative:

Attractive City Focal Points

Troy will improve the aesthetics of focal points within the city.

Action Strategies:

- *Focus improvements on these areas:*
 - *Retention basins*
 - We strictly require, in residential areas, one-on-six grade stormwater detention basins; ownership is transferred to the City
 - *Gateways*
 - The Planning Commission has recognized the importance of gateways throughout the City
 - The Big Beaver Corridor Study, if approved by City Council, will specifically address gateways in the DDA district
 - *Stream road crossing*
 - Improved stream road crossing at both municipal golf courses
 - *Open spaces/common areas*
 - This was addressed on the Civic Center site by the Civic Center Priority Task Force
 - *Residential street islands*
 - Some subdivisions/homeowners' associations take care of these
 - *Major street medians*
 - Much attention has been given to street medians, particularly in the DDA district. These medians are maintained with DDA funds.
 - Medians on major roads such as Long Lake Road have been added to City maintenance load since the Futures Report.
 - Plantings (annual flowers and trees) have been added to most major intersections.

- *Off ramps*
 - As part of the Sterling Corporate Center PUD the developer has agreed to provide landscaping improvements to the I-75 exit on Big Beaver Road
- *Hotel locales*
- *Subdivision entrances*
 - Subdivision Sign Program created to facilitate establishment of signs
- *Historic venues*
 - The Museum completed a physical maintenance and conservation plan that identified the work that needed to be done to bring the Village Green structures and campus up to an acceptable level. The work is ongoing.
 - The Museum moved two new structures (Church and Parsonage) to the Village Green to preserve them and use them for further interpretation of history.
- *Buildings/structures*
 - Big Beaver Corridor Study is underway
- Utilitarian facilities such as pumping stations and parking lots
- *Replace green metal signs municipal boundary signs at important entry points with more attractive signs*
 - Signage staff has incorporated new City logo with new entry sign design
- *Determine primary and secondary access points*
- *Develop signage standards for each type of access*
 - There are entrance signs featuring the City logo at the access points to the City

Desired Outcome and Community Imperative:

Parkway Road System

Troy will formulate and implement a plan for a parkway road system, which provides for noise reductions, visually pleasing settings, safety and interconnection with focal points.

Action Strategies:

- *Develop a special master plan for the I-75 corridor to address screening, signage, planting and upkeep*
 - There is a plan to widen I-75; at that point the City impressed up on the consultant to consider noise abatement, etc.
 - There are still concerns in the industrial areas where outdoor storage is visible from I-75 traffic; it is unsightly.
- *Dissuade attempts to weaken the sign ordinance*
 - We are in the process of revising it. Discussions are underway re: signs in general and political signs as well.
- *Dedicate more efforts to street sweeping, litter control and snow removal*
 - The City has taken over snow removal and street sweeping of Oakland County Road Commission roads
- *Preserve designated scenic roads*
 - Beach Road continues to be a designated scenic road
- *Designate other appropriate roadways as scenic*
- *Establish rules for properties along major roadways to provide consistency and encourage good maintenance*
 - Major discussions underway
- *Consider aesthetics and human needs when building roads*
 - The City engages in an Environmental Clearance Process for every project –this takes into account a broad range of issues, including aesthetics and human needs.

Desired Outcome and Community Imperative:

Attractive Public Lands and Properties

Troy will encourage beautification efforts aimed at its historical areas, parks, schools and right of ways, thereby encouraging further enjoyment of these areas.

Action Strategies:

- *Create botanical/memorial gardens in municipal cemeteries*
 - A long-term plan exists to upgrade cemeteries.
- *Educate the public about the history of municipal cemeteries*
- *Expand the Troy Museum, possibly by acquiring adjacent property*
 - The Museum with the help of the Historical Society has purchased one lot to the west of the Village Green and is looking to purchase the other lot immediately to the west. The Niles-Barnard House will be added to the Green in the future as will a barn.
- *Encourage the placement of site amenities such as plantings, kiosks and trash receptacles*
 - Such items are present in and part of plans for City parks
- *Designate a municipal department to monitor and improve the maintenance of county, state and federal property within the city*
 - Department of Public Works and the Engineering Department meet with the County every two years to discuss this issue.
- *Designate projects that could be completed as community service initiatives by volunteer organizations*
 - Restoration of land near water sources has been undertaken by dozens of volunteers every year on River Day
- *Develop a volunteer network for maintaining municipal botanical gardens*
 - Herb garden at museum
- *Encourage adaptive reuse of buildings and sites that are of an architectural, aesthetic, historic or otherwise distinctive significance*

- Preservation of this type is pursued by the Historic District Commission and Museum
- *Develop a master plan for historical preservation that would include sites and structures that are not currently designated for preservation*
 - City Council has appointed a Study Group of the Historic District Commission to identify which structures should be designated as Historic District properties. Their work is proceeding.
- *Seek a possible civic reuse of the old Troy High School property*
 - Done, this is the site of the new Community Center

Desired Outcome and Community Imperative:

An Urban Forest

Recognizing that trees are an important resource in an urban environment, Troy will encourage the development and management of an urban forest.

Action Strategies:

- *Develop a comprehensive tree-planting program that encourages planting along local and major streets, public properties, public, private areas and residential areas.*
 - Troy has been designated as a *Tree City USA* for 15 years in a row. This means certain urban forest criteria have been met.
 - Troy has an aggressive tree planting program in subdivisions, and have given attention to the major streets. Little has been done, or is planned to be done elsewhere.
- *Other low cost residential tree sales*
 - Tree sales were terminated in 1996 due to cost to the City.
- *Educate citizens on the benefits and management of an urban forest*
 - The City hosts an Arbor Day Celebration and provides tree planting information on the City web site.
- *Advise homeowners of proper tree maintenance*
 - Tree planting information on the web site.

- The Landscape Analyst and the tree crew Field Supervisor attempt to answer any and all questions directed to them by residents.
- *Develop a comprehensive management program to incorporate proper varietal selection, cultivation, pruning, pest control and protection*
 - The City has one crew devoted to the care and maintenance of the City's urban forest. The Landscape Analyst, acting as the City's Horticulturist researches and purchases with the goal is increasing the diversity of the City's urban forest.
- *Coordinate urban forest harvesting and preservation with related municipal improvement projects*
 - Coordination between departments occurs.
 - The Landscape Analyst is involved in most municipal improvements, and attempts to influence the use of existing plant materials, and the incorporation of new plant materials.

Desired Outcome and Community Imperative:

Visual Master Plan

In order to have a unified aesthetic impact throughout the community, Troy will establish a visual master plan.

Action Strategies:

- *Create a visual master plan that would encompass aesthetic improvements to private and public properties and all roadways*
 - Big Beaver Corridor Study is underway. This is an 8 to 10 month study and is beginning May of 2005.
- *Allow free market pressures to encourage aesthetic improvements to public and private properties*
- *Improve and enforce zoning ordinances as well as engineering and landscape design standards*
 - We have done that; engineering and landscape design standards are under review

- *Inventory the existing visual environment as a starting point for making improvements*
 - Has not been done
- *Upgrade the aesthetic impact in the 1-75 corridor*
 - Under review

Desired Outcome and Community Imperative:

Citizen Awareness

Troy will educate its citizens about the community's rich historical heritage and its beautification efforts.

Action Strategies:

- *Promote a cooperative effort between homeowner associations, businesses, real estate sales persons and welcoming organizations to educate new residents regarding historical preservation and city beautification*
 - The City's new resident packet (available from the Community Affairs Dept) contains a broad range of information including items pertaining to beautification.
- *Develop guidelines for implementation of an education program*
 - The Museum has many activities to assist in education.
 - Related to education, in 2004 The Troy Historical Society published *Troy: A City from the Corners*, a book highlighting Troy's rich history from 1820 to 2004.
- *Upgrade the tree sale program to provide improved selection and to increase the awareness of residents*
 - Program eliminated due to limited staff resources.
- *Establish an awareness program through the schools*
 - Student field trip to the Museum.
 - Police and schools work together raking seniors leaves in Fall.
 - Each school has a "beautification committee and respect" program for groups of other property.

- *Develop a listing of all possible volunteer projects*
 - There are many volunteer opportunities for people of all ages at the museum.

- *Make court system aware of community service projects that would be appropriate for persons on probation*
 - No, this is not advisable for liability issues.

- *Promote beautification and preservation through floats and displays in the annual Troy Daze city festival*
 - Businesses and local non-profit groups have been encouraged to build floats for the Parade. The first 10 entries have received \$50.
 - The Troy Daze Festival Parade has taken place for many years; this year it may be cut due to lack of participation and budget constraints.

- *Create an awards program to increase awareness and recognition*
 - The annual Home and Garden Awards and Best Holiday Decorated Homes Awards

- *Expand and promote museum programs*
 - The Museum has increased the number of family and interpretive programs and continues to actively promote them. Increased awareness by the public has resulted and attendance figures have increased.

- *Consider using cemeteries for history lessons*
 - The Museum has done this.

LIFELONG LEARNING

The rapid change brought on by computers and technology as well as the demands of the global economy will change the role of education. Once seen as a short-term experience, education will become a lifelong process through which people continually update and expand their knowledge and skills.

To keep abreast of change, the community will provide a means for establishing education priorities, integrating and accessing technology resources, coordinating education and training, and providing support for those in transition. The community will also be responsible for improving the quality of education as well as for insuring equal access to education opportunities.

COMMUNITY MISSION: It is our mission to encourage and enable all individuals in the community to become lifelong learners, thereby empowering them to meet the challenges of an ever-changing world.

Desired Outcome and Community Imperative:

Quality Education

The Troy community will provide quality, cost-effective education at all levels. Through coordinated efforts, providers will use technologically up-to-date methods of delivery and will increase awareness within the community of available education and training opportunities.

Action Strategies:

- *Create a Troy Educational Council to:*
 - *Involve the community in establishing education priorities and resource allocations*
 - Voters approve bond issues. Surveys are used and parents participate on policy committees
 - *Coordinate resources for alternate methods of delivering education opportunities, such as cable, library, interactive computers and television*
 - Media center in schools and work closely with Troy Public Library
 - *Encourage coordinated curriculum and outcomes-based education in private and public education and business*
 - This system is not used anymore, but the School District always look for community resources where we can work together in development.
 - *Centralize information on education and training opportunities, perhaps through the Information Age Resource Center suggested by the Community committee*
 - *Develop more business/school partnerships*
 - The School District works closely with Troy Chamber via business-education roundtable discussions, career days and Apt to Succeed program

Desired Outcome and Community Imperative:

Effective Social Support Systems

The Troy community will provide education and support mechanisms to enable its citizenry to deal effectively with complexities in life and lifestyles.

Action Strategies:

- *Create a Community Resource Team to coordinate education and professional assistance with crisis/conflict resolution, family stress management, and related areas.*
 - Troy Youth Assistance
 - Troy Community Coalition
 - Anti-bullying programs
 - Peer mediation programs and programs coordinated by Troy Police with the School district.

- *Expand library resources related to personal and professional global lifestyles and cultural diversity.*
 - Vast collection of multi-cultural materials at Library

- *Improve residents' awareness of social and educational resources*
 - Such City resources are promoted in the City's quarterly newsletter, City calendar and on the City web site
 - Troy School District uses web, newsletters and event announcements to publicize.

Desired Outcome and Community Imperative:

Equal Education Opportunities

The Troy community will support all efforts to provide equal education opportunities.

Action Strategies:

- *Encourage the development of fair and reliable means for evaluating student progress*
 - Troy Schools use constant evaluation report-card system involving parents.

- *Increase the residents' awareness of political action that the Troy community can take, relative to education and governmental issues*
 - School District e-news system educates parents to make residents aware of issues.
 - School funding teams lobby on school's behalf.
 - WTRY City cable channel programming supports this.
 - City website supports this.

- *Initiate discussions on the feasibility of consolidating the seven school districts within Troy into one district with boundaries contiguous to city boundaries and take the appropriate steps to achieve the desired outcome*
 - This has not been done.

- *Obtain funding to support lifelong learning programs*
 - Adult education: continuously lobby state for funds for programs including ESL.

- *Establish a network of communities to share information and improve lifelong learning programs*
 - Yes: adult programs work with adult education departments in surrounding areas.

- *Support equitable funding of education systems*
 - The School District helped support voter approval of Proposal A changing state school financing.

Desired Outcome and Community Imperative:

Enhanced Learning Through Technology

Through advances in technology, people will have ready access to information.

Action Strategies:

- *Create a Technology Commission comprised of representatives from the city, educational institutions, leaders from information and communication industries, businesses, and the residential community to:*
 - *Assess technology needs*

- *Develop and implement a plan to meet technology needs*
 - The City contracted Plante Moran to do a 5-year technology plan for city administration completed in June 1995. It included a technology assessment and an implementation plan. That plan has been implemented.
- *Evaluate the feasibility of city ownership/management of technology (voice, video, data) on a city or regional basis*
 - Wireless Oakland discussions currently underway
- *Integrate all technology resources within the community*
 - The City and the School District worked together to implement a fiber network throughout the city. Most of the fiber we utilized runs back to the School District Technology building. City fiber is completely separate from the School fiber, but we did share in the cost of installation and we share space in their building to house equipment.
- *Evaluate and support the technology related suggestions of other futures committees*
 - The Troy School District did put together a Technology Advisory Committee to help with their 1997 Bond issue. This committee consisted of community members, parents, teachers, students, administrators, consultants and City staff members.
- *Provide access to global information using current technology*
 - There are 96 computer terminals at the City Library. Additionally, patrons can access the many library databases from home.
- *Provide dial access to library resources and to the National Research and Education Network*
 - There are 96 computer terminals at the City Library. Additionally, patrons can access the many library databases from home.
- *Provide adequate funding to maintain and update technology hardware and software*
 - The City has an Information Technology fund has been established that provides maintenance and upgrade funds for both hardware and software. We are currently on a 3-5 year replacement schedule for hardware.

- *Provide user training that will enable people to gain, maintain and update skills*
 - The Library offers a broad range of training including courses on how to use digital photography and buying on eBay (Friends of the Library sponsored) to intro to Internet and how to use some of the specialized library databases (staff instructs). These are advertised in Troy Today.
 - The Community Center offers computer training for Senior Citizens.
- *Require computer skills for graduation from high school*
 - Part of class offerings, but not required
- *Train city employees in high technology areas, which would facilitate cost effectiveness*
 - The City offers training in a variety of computer programs ranging from Microsoft Office to JD Edwards (financial management software) to Hansen (asset management software).
 - Police Department: Digital Finger Printing Program has saved a lot of time.
- *Expand programs related to occupational change, retraining and adult continuing education*
 - A training room has been established in the basement of the library that serves both city employees and library patrons. The Library offers a regular schedule of classes for the public on a variety of subjects.

ECONOMIC VITALITY

Through foresight and good planning, Troy presently enjoys a vital economic balance, a healthy mix of residential, commercial and industrial development. The challenge of the future will be to maintain that balance — and to reach out to businesses and provide community support where needed.

While most of Troy's growth to date has been in new development, the city will reach a saturation point in the future, turning community efforts to redevelopment of some areas. The recycling of existing structures will present a new challenge as the community strives to maximize its economic strength.

Information technology will change the way business is conducted in the future — and will create opportunities for improving communication between businesses, government and the community at large.

COMMUNITY MISSION: Maintain the economic balance that Troy enjoys today. Create an environment that encourages retention and growth by managing the future through redevelopment, innovation and the adoption of appropriate technology.

Desired Outcome and Community Imperative:

Reduced Business Costs

To keep businesses competitive, the community will find creative ways to reduce costs and preserve employment opportunities.

Action Strategies:

- *Promote the creation of a Job Bank/Education Center that will help businesses to hire and train local residents*
 - State Job Bank on Stephenson Highway
- *Create a local health insurance pool open to the residents and employees of local companies*
 - Created by the Chamber for Small Business
- *Work with local health care providers to determine ways to contain costs*
 - This has not been done.
- *Adapt business improvement processes for government and schools*
 - City manager currently considering quality management training for City staff
 - Hansen Asset Management Software is bringing many efficiencies to the organization
 - Electronic (“paperless”) City Council Agenda has also brought efficiencies in information management and has saved a lot of paper.
- *Establish an educational process in conjunction with businesses that results in business literacy and practical business skills*
 - Active Jr. Achievement program in schools
 - Work closely with chamber on education issues related to business

Desired Outcome and Community Imperative:

Redevelopment

As Troy's expansion period ends, the redevelopment of older non-residential structures will become a pressing need in order to maximize economic strength, jobs and resources.

Action Strategies:

- *Offer incentives for redevelopment, including:*
 - *Promoting the recycling of existing structures*
 - Adopted PA198 (Tax Abatement legislation)
 - Created a Brownfield Redevelopment Authority which can allow for cleanup of contaminated "brown fields."
 - *Creating awards to publicize redevelopment*
 - Troy Chamber offers the Best of Troy awards each year.
 - *Evaluating zoning to achieve greater flexibility*
 - City management and the planning commission are continually looking at the Zoning Ordinance re: how to address this issue. In addition City Council has adopted revisions to the Zoning Ordinance providing greater flexibility addressing the new economic conditions in the City of Troy.
 - *Using economic incentives to encourage reinvestment and business retention*
 - Utilize economic development tools of: Brownfield Redevelopment Authority (BRA) and Michigan Economic Growth Alliance (MEGA)

Desired Outcome and Community Imperative:

Regional Cooperation

Regional cooperation will enhance service delivery and address common interests that transcend political boundaries. Troy has the opportunity to provide leadership and regional cooperation to better manage growth and change.

Action Strategies:

- *Explore a partnership or cooperation with Detroit and other surrounding communities*
 - Participate in: Detroit Regional Chamber, Michigan Economic Developers Association, and Oakland County Economic Developers Group
 - Consolidation of dispatch services with the City of Clawson is currently underway
 - Exploring providing animal control, dispatch, and lock-up operations for surrounding communities.
- *Establish a business conference center and supporting facilities in Troy to support the businesses in the region*
 - Efforts initiated to put conference and civic center on civic center site; went to a vote of the people in 2003 and did not pass
- *Promote county and regional land use and zoning laws*
 - State legislation to have joint planning between municipalities

Desired Outcome and Community Imperative:

City and Business Planning

Improved planning and communication between government and business will strengthen the economy of Troy.

Action Strategies:

- *Maintain a permanent business planning department to implement these recommendations and promote better planning and communication with local businesses*
 - Created Real Estate and Development Department in 1998

- *Provide ongoing programs and information on economic trends and job opportunities on a local, regional, national and global basis*
 - These are available in the community and region.
- *Continue to develop the city's Geographic Information System (G.I.S.) that networks data between building, assessing, engineering, planning and water/sewer departments*
 - Great strides have been taken to institute a City-wide GIS program (Hansen). It is used by all departments and also by the public at terminals in City Hall.
- *Improve the marketing of Troy with brochures, videos and trade/business conferences*
 - City Economic Resource Guide published
 - Also, other marketing tools: Annual Calendar, Troy Today newsletter (quarterly, contains update on local businesses), Popular Annual Financial Report
- *Consider a joint marketing budget between the city and chamber of commerce*
 - There has not been interest on the Chamber's part regarding joint funding/budgeting.

Desired Outcome and Community Imperative:

Information Infrastructure

Information and communication technology will help businesses survive amid intense competition. For the health of the business community, organizations must adapt to the new technology.

Action Strategies:

- *Maximize the linkage of business, government, educational institutions and homes via a communications infrastructure*
 - Web Site
 - E-news (Police Department)
 - Email utilized; all department heads' email addresses are linked on the web site

- *Provide facilitators (including retirees) to assist in using the communications and information infrastructure*
 - Created Community Affairs Department in 1998
- *Expand the information database to the community for the community*
 - Computer Kiosks at City Hall and the Community Center
 - Online: City Web Site
 - Cablecast the Council meetings on TV and online
 - Computer terminals at select department counters at City Hall (Assessing, Planning, Real Estate and Development, and Engineering)

Desired Outcome and Community Imperative:

Nurturing High Technology Business

As employment shifts from manufacturing to high technology and engineering, the Troy community should assist in providing a smooth transition for businesses and individuals.

Action Strategies:

- *Promote the development of a teleconferencing center in Troy for business use, perhaps in conjunction with educational institutions*
- *Offer education and training in high tech communication*
 - Schools, Library and Parks and Recreation offer classes
- *Maximize the linkage of business and governments via the communications and information infrastructure, for the exchange of information*

For all 3 action strategies above:

- SmartZone established in 2003 (Local Development Financing Authority)
- Attracted Automation Alley to Troy 2005
- Candidate for “Wireless Pilot Community” project

REGIONAL COOPERATION/INFRASTRUCTURE

As the city and the areas around it mature, the aging of its infrastructure will be addressed through cooperative regional initiatives. Creative approaches will be needed to fund the maintenance and improvements to roads, water and sewer systems and other infrastructure throughout the region. Managed growth will encourage regeneration of central cities and a decrease in urban sprawl.

Concern for the aging population will promote strategies for providing affordable housing and alternative methods of transportation. Efforts to reduce traffic congestion through staggered work schedules, at-home work, and increased use of bikes and buses will be encouraged.

COMMUNITY MISSION: To maintain and enhance the developing character of Troy through strengthened infrastructure and related services in cooperation with the region's communities.

Infrastructure consists of all those physical systems which make for the smooth operation of modern communities, including roads, transportation and traffic control systems; utilities; telephone, computer and other communication systems; water and sewer, air pollution control, and waste management systems, etc. Many parts of the infrastructure are managed and maintained by cities or other levels of government; many public services are related to infrastructure. Most parts of the infrastructure do not stop at city borders, but flow throughout large geographical regions.

Desired Outcome and Community Imperative:

Regional Cooperation to Manage Growth

On a regional basis, orderly outward growth will be balanced with regeneration of the center.

Action Strategies:

- *Work with adjacent communities to:*
 - *Eliminate tax abatements that encourage urban sprawl*
 - The City of Troy is a member of SEMCOG, a consortium that tackles such issues
 - *Offer incentives for redevelopment of urban areas*
 - Brownfield Redevelopment Authority
 - *Offer incentives for reusing current facilities/buildings*
 - *Promote the establishment of a forum for review of developments that impact multiple communities (Refer to the Human Services report)*

Desired Outcome and Community Imperative:

Improved Infrastructure

Adequate planning and funding will ensure the development and maintenance of a good infrastructure throughout the region.

Action Strategies:

- *Consider funding possibilities such as user fees for maintenance and improvements to roads, water and sewer systems and other infrastructure*
 - The State Drain Code needs updating and user fees for storm sewers are needed.
 - Storm sewer infrastructure currently has no form of funding other than

general tax revenue.

- *Increase the state gas tax*
 - The City is part of the BBR Oakland County Round Table Transportation Committee. One of the objectives of this committee has been financing of roads, including taxing mechanisms.
- *Convert to a life-cycle bidding process for building and maintenance of infrastructure*
 - This is not being done and may be cost prohibitive.
- *Consider design-build for infrastructure, including providing long-term warranties for work*
 - This is not being done. If it were to be done, it should be considered carefully and used on select projects.
- *Streamline the local, state and federal approval process for infrastructure planning and right-of-way acquisition*
 - This is up to state and federal government.
- *Consider advanced right-of-way acquisition*
 - It is our policy to do this.

Desired Outcome and Community Imperative:

Excellent Traffic Flow

Troy will maintain an efficient road system, which provides good traffic flow between neighborhoods, schools and community facilities.

Action Strategies:

- *Promote awareness of the benefits of connecting roads between residential areas*
 - We do this on a regular basis as part of the site plan review process. Example: April City Council Meeting – Golf Trail Subdivision and Oak Forest South; encouraged interconnection

- *Widen roads*
 - Has been ongoing; the City has very few major roads left for widening; recent examples: Big Beaver Road, Long Lake Road, in the future: John R, Dequindre
The City of Troy has one of the most extensive road widening programs in the region.
- *Provide improved road maintenance*
 - Pavement Management System has contributed to this effort.
- *Encourage improved maintenance of properties adjoining major roads*
 - In 2003, one of the Oakland County Roundtable's objectives was to improve appearance of roadways including properties along roadways
- *Provide efficient access to major thoroughfares*
 - Ongoing
- *Identify ways to buffer residential areas from increased traffic and noise*
 - Ongoing; noise buffers such as fences and berms are utilized throughout the City
- *Provide better signs at entry points, street intersections and civic facilities*
 - Entrance signs with new logo created several years ago
 - Continued effort to recognize groups on signs (i.e. high school sports champions, etc.)

Desired Outcome and Community Imperative:

Alternative Methods of Transportation

Adequate alternative transportation modes will be available.

Action Strategies:

- *Provide shuttle services to concentrated business areas through business owners' associations*
 - A study is forthcoming on Transportation Demand Management – includes shuttle services, carpooling, vanpooling, flex time, compressed work week

- *Provide a community bus service available to all*
 - We continue to work closely with SMART to expand services
- *Provide reliable, efficient movement to major transportation hubs*
 - Transportation Demand Management Study
 - The City has reserved some land for a transportation center at 15 and Coolidge (Midtown Square). This is envisioned to be the focus for transit, paratransit and intermodal
- *Consider establishing monorail on major north/south and east/west thoroughfares*
 - This has been discussed in brainstorming sessions. A businessman from Chicago presented an idea to the City re: this several years ago.
- *Increase sidewalks and bike paths throughout the city for alternative travel*
 - There is a sidewalk program. All sidewalks are not 8 feet on major roads (used to be 5 for south and east side and 8 for north and west.
 - There is also a sidewalk gap program (filling in gaps) that is budgeted for every year. Includes ROW efforts.
 - Additionally, funds have been budgeted this year to add walking paths to the Civic Center Site (per the recommendation of the CCPTF).
- *Consider privatization of the public and school transit system*
 - Schools continually look at ways to reduce costs and share resources with other communities. This issue has not been considered to date.
- *Investigate the possible integration of the school bus system with the public bus system*
 - Not cost effective at this time
- *Increase awareness of private and public transportation services available in Troy*
 - Troy Today covers Medigo services
 - The City Manager also serves on an Oakland County transportation committee. This committee makes major public transportation decisions for the county.

Desired Outcome and Community Imperative:

Reduced Traffic Congestion

Rush hour traffic will be reduced; fewer vehicles will be on the road at any one time.

Action Strategies:

- *Encourage car and vanpooling; encourage employers to sponsor car and van pooling programs*
 - Transportation Demand Management Study forthcoming
- *Encourage employers to allow work at home*
 - Transportation Demand Management Study forthcoming
- *Encourage employers to stagger working hours and use flex time*
 - The City and Chamber of Commerce have encouraged this.
 - Transportation Demand Management Study forthcoming
- *Promote alternate work and school schedules*
 - Transportation Demand Management Study forthcoming
- *Encourage greater use of biking, buses and walking*
 - Transportation Demand Management Study forthcoming
- *Encourage high-occupancy vehicles*
 - Transportation Demand Management Study forthcoming
- *Expand the use of the Intelligent Vehicle Highway System*
 - Troy has one of the first and biggest installations of actuated traffic signal systems (SCATS).

Desired Outcome and Community Imperative:

Traffic Safety

Vehicle safety will be promoted and the number of traffic accidents will decrease.

Action Strategies:

- *Establish guidelines for use of mobile communications equipment while driving or walking*
 - This has not been done.
- *Encourage residents to report traffic safety problems and violations*
 - This is done.
- *Enforce traffic laws and safe speeds*
 - The Police Department has a strong Traffic Safety Unit
- *Encourage off-street parking in residential areas*
 - We allow on-street parking but require 2 off-street parking spaces for every dwelling.
- *Examine and enforce codes with respect to driveway clearances and corner clearances*
 - Traffic Committee reviews these.

Desired Outcome and Community Imperative:

Affordable Housing for the Aging Population

As housing costs rise, affordable housing will be available for the aging population.

Action Strategies:

- *Support alternative methods of taxation to reduce reliance on property taxes*
 - This has not been studied. It is also worth noting that this is a State issue and the only other method of taxation available is the income tax.

- *Review zoning requirements and consider allowing smaller lots for homes*
 - The City adopted Open Space Preservation and Cluster Option zoning techniques in the single family zoning districts. These techniques allow for clustering of homes and smaller lots/units or zero lot lines along with preservation of open space.
- *Consider innovative residential uses in commercial district*
 - City management and Planning Commission have recognized the mixed-use real estate trend and are exploring ordinance revisions. A proposed PUD, the Monarchs have proposed mixed-use condominiums and mixed-use along the Big Beaver Corridor.
- *Allow the building of “granny flats” over garages*
 - Not allowed (duplexes in single-family zoning)
- *Reevaluate regulations*
 - City management and Planning Commission continually do this; however, a comprehensive review of the Zoning Ordinance has not been initiated
- *Encourage conversion of schools, stores, etc. to housing*
 - Have not done this
- *Encourage the use of small, three- to five-acre plots for moderately-priced, medium-density, multiple housing*
 - In 1999 the City amended the Future Land Use Plan to allow medium density housing along a fair number of major thoroughfares and since 1999, there has been a considerable number of rezonings and condominium developments constructed.
- *Consider manufactured housing*
 - Manufactured housing is permitted in the City.
- *Develop a plan to communicate these new concepts*
 - Although the Future Land Use Plan was revised in 2002, City Management and Planning Commission have recognized the need for a new comprehensive plan for the City to address the aging life cycle of the City. The earlier plan was created and approved in 1971, and addressed the control of booming growth.

Desired Outcome and Community Imperative:

Adequate Transportation for People Unable to Drive

A transportation system will meet the needs of those who are unable to drive, and liability exposure will be reduced for the providers of specialized transportation.

Action Strategies:

- *Support regional special transportation systems like SMART*
 - City is involved in and supports SMART and MEDIGO
- *Encourage volunteer drivers*
- *Establish liability limits and eliminate contingency fees related to this type of specialized transportation*
- *Form a group of teens and seniors to study and recommend transportation systems that satisfy their needs*
 - Both the Troy Youth Council and Senior Citizens Advisory Committee are available to review this issue at any time

Desired Outcome and Community Imperative:

Cost-effective Public Services

Efficient and cost-effective city services will be provided throughout the region.

Action Strategies:

- *Consider the life-cycle bidding process for infrastructure*
- *Promote city manager system of government in the region*
 - Staff in the City Manager's Office contributes to this effort by being involved in both state and national professional local government management associations.
- *Use Total Quality Management techniques that focus on customer, or citizen, satisfaction*

- Currently reviewing the utilization of Six Sigma or other quality management training
- *Lead efforts to promote regional cooperation in providing services efficiently*
 - Currently working with the City of Clawson to set up joint-dispatch service
- *Apply high-tech methods where appropriate*
 - Currently working on a request to become a pilot City for “Wireless Oakland”
- *Work with adjacent communities to privatize public services where appropriate and cost effective*
 - Many services in the City of Troy’s organizations are provided by sources other than full-time staff
 - SOCRRA (Southeastern Oakland County Resource Recovery Authority) is a consortium of which we are a part with 11 other municipalities
- *Identify public services that can be done by volunteers*
 - NHS students required to volunteer for graduation requirements
 - Community Service Clubs
 - MEAP Scholars requirements

Desired Outcome and Community Imperative:

An Effective Communication Infrastructure

Effective communication technology will be available to all in the community.

Action Strategies:

- *Stay abreast of technical innovations for improved communications, for example through a public/private partnership with a high-tech, communications-related company*
 - The City’s Information Technology department is on top of communication technology infrastructure issues. They have been a key player in Troy’s Wireless Oakland efforts.

- *Install 24-hour community electronic information services*
 - City website provides 24-hour communication with City hall
 - Municipal Govt. Cable Channel runs bulletin board with info between programs 24 hours per day

Desired Outcome and Community Imperative: *Clean Air, Water and Soil*

There will be consolidated, reasonable and adequately funded environmental regulations in the region.

Action Strategies:

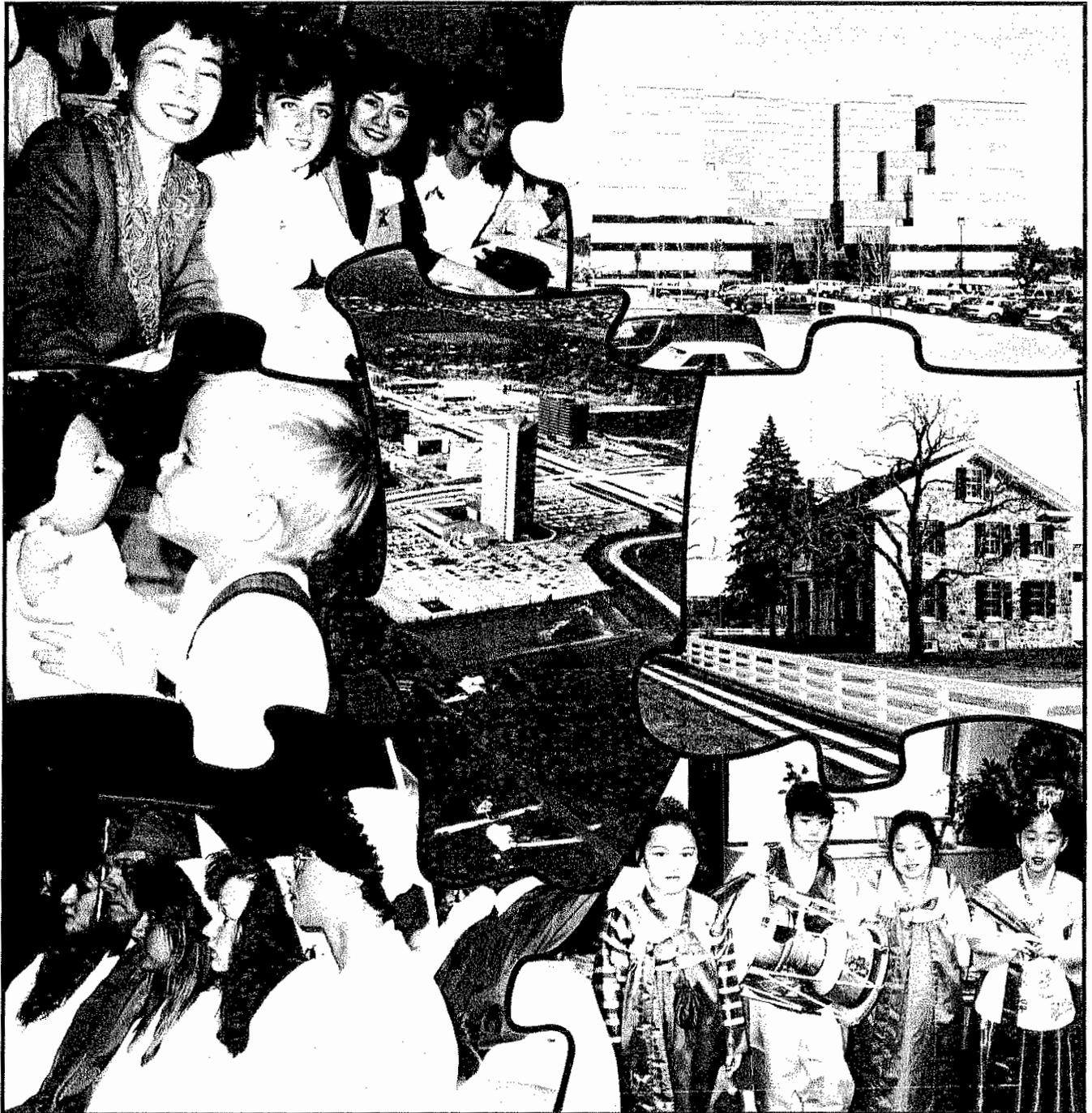
- *Expedite local, state and federal decision making by consolidating environmental agencies to avoid conflict*
 - More staff at State MDEQ is considered more important than consolidation to reduce long delays in obtaining necessary reviews and permits.

- *Urge the development and adoption of model regulations to achieve uniformity among communities*
 - This is not being done, but would be very helpful, especially when some ordinances must also be approved by MDEQ. Currently, ordinance approval depends on who is doing the review.

<p>FUTURES TASK FORCES COMMITTEE</p> <p>Ms. Nuha Aranki Dr. Robert Arking Ms. Marsha Baergen Pastor Tom Barbret Ms. Harriet F Barnard Judge Norman R. Barnard Mr. Dick Beaubien Mr. Richard C. Belloli Ms. Jeanette Bennett Ms. Hedy Blatt Mr. Jerry E. Bloom Ms. Paula Bobiney Ms. Carol Bosko Ms. Joan B. Brooks Ms. Ann Bruttell Ms. Angela Buczkowski Mr. Jim Buczkowski Ms. Julie Buttler Mr. Bob Carey Mr. Lawrence Carey Ms. Anita Carter Ms. Chris Carter Ms. Shirley Cash Mr. James Cavada Ms. Ester Chalfant Mr. Mike Choly Mr. Paul Clark Ms. Peggy Clifton Ms. Sallylou Cloyd Mr. Kenneth Courtney Mr. Mike Culpepper Mr. Jim D. Cyrulewski Ms. Shirley Darge Ms. CoraEllen DeVinney Mr. Kyle Dilley Mr. David P. Dingeman Ms. Randi Douglas-Young Ms. Ida Edmunds Ms. Mardah Edsall Mr. Mohammad Enayah Ms. Mary Jo Fifarek</p>	<p>Mr. James Fowler Ms. Margaret Gaffney Mr. Joel Garrett Mr. Kul Gauri Mr. Bill Gawthrop Mr. Frank Gerstenecker Ms. Marcia Gies Ms. Muriel Gordon Ms. Marilyn Gosling Mr. Lynne R. Gregory Ms. Mary Halpin Mr. James Halsey Mr. Sanders Hamson Mr. Joe Hass Mr. Thomas Hayden Mr. Robert Heyniger Mr. Bernard Johnson Mr. Joe Joseph Ms. Sylvia Kassab Ms. Colleen Joyce Kastelen Mr. Ron Kastelen Mr. Larry Keisling Mr. Paul Kennedy Ms. Hye Ja Kim Ms. Jan Mecoli Klco Ms. Hanna Korkis Mr. John Kovac Mr. Roger Kowalski Mr. David Lambert Mr. Bob Lawitzke Ms. Mary Lawitzke Mr. Peter A. Letzmann Dr. David Lohrmann Mr. Bernard Lutz Ms. Leonor Mandap Mr. David McEwen Mr. Tom McKinney Mr. Carmen Milia Ms. Unda Morrow Mr. Ken Muenk Mr. Lou Murray Ms. Anne Nagel Mr. Bill Need Mr. Ben Nelsen Dr. Phyllis Noda</p>	<p>Mr. Walter D. Noon Mr. Michael Palchesko Mr. Chuck Palmer Mr. John Pappageorge Mr. Wayne R. Poirier Ms. Carol Price Ms. Mary Pryor Mr. Matt Pryor Mr. Jim Reece Ms. Tammy Renshaw Ms. Barbara Repen Mr. Doug Repen Ms. Carol Reschke Mr. Ernest Reschke Ms. Jo Rhoads Mr. John Robbins Ms. Carol A. Roncelli Ms. Kristine Rose Dr. Inder Jit Saini Mr. John Schandavel Mr. David Schmidt Mr. Jack R. Schram Mr. Neall Schroeder Mr. Joseph Server Mr. Gary A. Shripka Mr. Anil Shrivastava Ms. Julie Sigler Mr. D. J. Singh Dr. Arvi Sinka Dr. Mitra Sioshansi Mr. Doug Smith Mr. John Smith Ms. Jan Staton Mr. Frank Straub Mr. Ken Strobel Mr. Bob Stromayer Mr. Bob Swartz Mr. John Szerlag Mr. Eldon Thompson Ms. Elaine Tokarski Mr. Don Townson Ms. Elizabeth Travis Mr. Ronal B. Travis Ms. Kathie Troshynski Ms. Marilyn Vance</p>
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<p>Ms. Ginny Van Dyke Ms. Pauline Veil Ms. Helen D. Vincent Mr. Mark J. Vieck Mr. Paul Waati Ms. Yvonne Waati Dr. Diana Waechter Mr. Stan Waechter Ms. Janice Wheeler Mr. Ken Wheeler Ms. Nancy Wheeler Ms. Lisa Wither Ms. Hilda Wootton Ms. Alicia Worthley</p>	<p>FUTURES ADVISORY COMMITTEE</p> <p>Mr. J. Howard Adams Ms. Andrea Arends Pastor Tom Barbret Judge Norman R. Barnard Mr. Garry Carley Mr. Richard E Doyle Dr. Barbara Fowler Ms. Gayla Houser Mr. John Labriola Mr. Pat McTigue Ms. Barbara Palazzolo Mr. Ed Powers Ms. Mary Ann Solberg Mr. David Spencer Mr. Ken Strobel Pastor George VanderWeit</p>	<p>ACKNOWLEDGEMENTS</p> <p>Ed Barlow, Futurist Kathy Moran, Writer Kent Nickol, Graphics Design Troy Chamber of Commerce, Photos Troy School District, Photos Troy-Somerset Gazette, Photos</p>
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TROY FUTURES COMMUNITY



R E P O R T

"Progress through Partnership"

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I N T R O D U C T I O N

May 1993

The challenge of today is to plan for tomorrow.

In Troy, when the challenge was issued, the response was astonishing. More than 400 persons responded to our invitation to help plan the community's future. We gathered in the Standard Federal headquarters on February 27, 1992 to learn about the futuring process and determine how each person could help shape the community's future.

That initial meeting set the tone for a community effort filled with eagerness, enthusiasm and commitment. The second meeting held on March 21, 1992 at Larson Middle School drew more than 240 people for an all-day planning session at which task forces set their own agendas, with some meeting as often as weekly.

The task forces addressed:

- The Community
- Human Services
- Leisure and Culture
- Preservation and Beautification
- Lifelong Learning
- Economic Vitality
- Regional Cooperation and Infrastructure

Each task force took stock of the city's present situation and weighed anticipated trends. How can the community respond to such trends as the two-income family, the aging of its population, or the technological advancements of the new "information age," they asked.

How can Troy nurture a sense of community and at the same time encourage and lead efforts to develop regional responses to regional concerns? How can an effective transportation system and further residential and commercial development co-exist with a community emphasis on nature, beauty and aesthetics?

After a year-long effort involving countless hours of brainstorming, researching and negotiating, the seven Futures Task Forces agreed on goals and developed the strategies needed to achieve them.

(continued)

P U R P O S E

Futures are many. The major institutions of the community (businesses, City and schools) have a future. Neighborhoods, ethnic groups, churches, families and even individual citizens will be in the future. Each of them as individuals and all of them together can have a profound effect on their futures.

In the day-to-day operations of these community groups it becomes absolutely essential to broaden the scope of participation through open and inclusive process. This inclusive process permits utilization of tremendous human resources for the long-term good of the community. This is essential in our democratic society.

Forces for change are experienced in the daily lives of all. These forces for change can have a significant influence on our daily lives. Some emanate from global causes, some national, some regional and some from local causes.

We are frequently confronted by negative forces for change while those which are good and positive are often overlooked. The Troy Futures' project permitted frank and open discussion of forces of change in the Troy community both positive and negative. The seven Task Forces of the Troy Futures' program completed an environmental scan to identify forces for change which then permitted them to develop views of possible futures along with intervention strategies to achieve desired outcomes and community imperatives.

Achieving shared visions throughout the community is essential. The great cities of the world were achieved historically by visionary leadership of one or two great persons. William Penn laid out the City of Philadelphia and Pierre L'Efant designed Washington, D.C., for George Washington. Napoleon III reconstructed Paris with its wide boulevards and many magnificent buildings in the mid-1800's.

The 20th Century and more and more as we look toward the 21st Century requires pluralistic decision making in democratic systems governing our communities. Moreover, informed leaders and citizens today realize that they must not only envision the future for the physical aspects of community but they must also address those human aspects which affect the daily lives of inhabitants.

Therefore, the futuring process offers the opportunity to share visions of direction among community leaders and their constituent groups. In months which will follow it is expected that the emerging leadership from the futures effort will call on business leaders, City leaders, leaders of educational institutions, neighborhoods, churches and others to examine and set into process actions to adapt or adopt suggested strategies. Indeed additional partnership efforts will be essential to achieve the shared vision.

The Futures Program takes us toward the 21st Century with challenging imperatives. The Troy Community and the host region will move into un-mapped territory of the future. Troy citizens understand the necessity of examining, reexamining and altering course. We must explore and colonize the future. It should be expected that this important process will be repeated again and again in the future and new imperatives will become apparent.

Frank Gerstenecker
City Manager

City of Troy

April 27, 1993

The Troy Futures program, very simply stated, was a year-long effort by a group of citizens to achieve a "preferred future" for the Troy community.

However, let us examine it more closely. Our futuring was really a labor of love, of commitment, of hard work and dedication. It was a pioneering effort by serious and sincere residents from various and diverse backgrounds who were willing to be challenged; whose curiosity, need for achievement, and work ethic bring us this completed document. Within these pages will be found their vision, their hopes and dreams, and their ambitions wrapped up in their personal commitment to a worthy cause for a flourishing Troy tomorrow. The words and ideas expressed here will capture the imagination of future Troy generations. They shall stand as a reminder of what is and what is to be. We have just to open our eyes and see.

In its completion it establishes a new mission for us as business and community residents, yet, we will come to learn there is no completion as the future is always present. It would behoove us then, to come often to revisit, to study, to alter, if necessary, the "Vision" as we mature.

Since cities are the cornerstones of America, we must work to keep our City secure philosophically, and physically. To that end action strategies have been suggested for possible implementation in order to pursue the dynamics of "The Vision."

We appreciate that Troy is a unique community. It is blessed with a caring, concerned, involved, enthusiastic and industrious citizenry. It is from this base that the Future Visions Task Force volunteers emerged. We thank them all and, through them, we extend best wishes for every success for our Troy Community's achievements for the 21st Century.

Jeanne M. Stine
Mayor

500 W. BIG BEAVER ROAD TROY, MICHIGAN 48084

Bldg. Inspections	524-3344	Dept. of Public Works	524-3370	Library	524-3545	Purchasing	524-3338
City Assessor	524-3311	Engineering	524-3383	Museum	524-3570	Recreation (Parks)	524-3484
City Attorney	524-3320	Finance	524-3411	Personnel	524-3339	Traffic Engineer	524-3379
City Clerk	524-3316	Fire	524-3419	Planning	524-3364	Treasurer	524-3334
City Manager	524-3330	Information	524-3300	Police Dept.	524-3443		

CREATING THE FUTURE

With Edward D. Barlow, Jr.

INC

COMMUNITY LIFECYCLES

Communities such as Troy are becoming increasingly aware of the fact that their future holds influences and conditions very different from their past. Recognizing this now, and preparing for the necessary adjustment, is seen as the best way to shape, rather than become a victim of, their evolution.

Communities, as organizations, go through lifecycles. They are started for a reason, which is in response to taking advantage of, or protecting oneself from, conditions that exist at the time. Policies and procedures, systems, programs and services, are developed and implemented. All too often, however, adequate attention is not given to the changing nature of the world, and approaches which worked once, become ineffective.

Astute communities, aware of the continuously changing nature of the world around them, are tapping the expertise of their citizens and various constituencies to assess their possible futures and develop appropriate responses to them.

The effort put forth by the City of Troy's futuring process participants has been extraordinary. The extensive amount of time put forth to discover the world of tomorrow within which Troy will find itself has led to the development of a vision and preferred future for the community. Their efforts have mobilized a special energy directed towards creating a positive future.

As was well stated in the famous tale of Alice In Wonderland, "If you don't know where you're going, any place will do." "Any place" is not Troy's destiny. It has defined and will realize its own preferred future.

Edward D. Barlow, Jr.
Futurist

A BRIGHT FUTURE BUILT UPON A STRONG PAST

Troy is no stranger at looking toward the future.

Since it incorporated as a city in 1955 and adopted the motto "The City of Tomorrow," Troy has guided its growth using a Master Land Use Plan and supporting documents such as a parks and recreation plan and a thoroughfare plan.

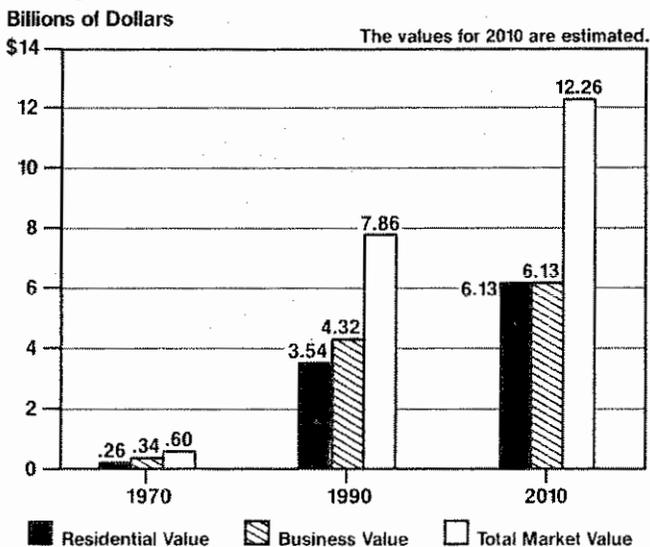
It planned for balanced land use and, thus, balanced property taxes to support city services and schools without placing undue pressure on either the residential or commercial segments of the city. It also

provided the infrastructure to support steady growth — roads, utilities, water and sewer, and other building blocks upon which the community could develop.

It made quality a priority long before it was fashionable, resulting in attractive developments that house many national and international headquarters.

In just 20 years, the city experienced phenomenal growth in every facet of its existence — and steady growth is expected to continue through the next 20 years. Consider these statistics:

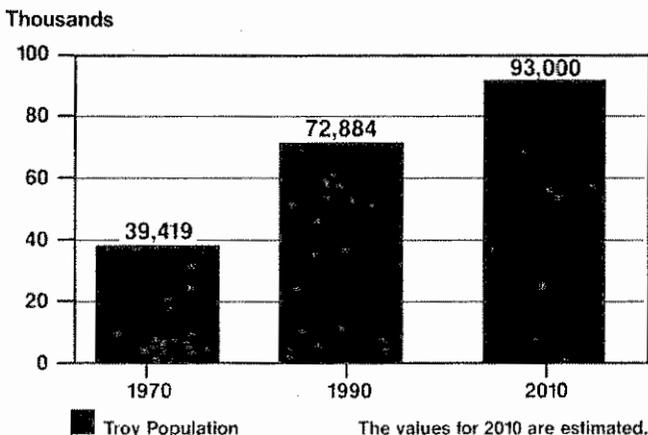
Troy Economic Base - Market Value



- The most staggering growth has been in the Troy property values. Between 1970 and 1990, the city's total value increased 1,210 percent from \$600 million to \$7.86 billion. The 1990 ratio of 45 percent residential to 55 percent commercial/industrial development reflects the city's dedication to balanced land use.

By 2010, the ratio of residential to commercial is expected to be 50-50 with the total reaching \$12.26 billion. If the projection holds true, the city's total value will have increased 1,943 percent in 40 years.

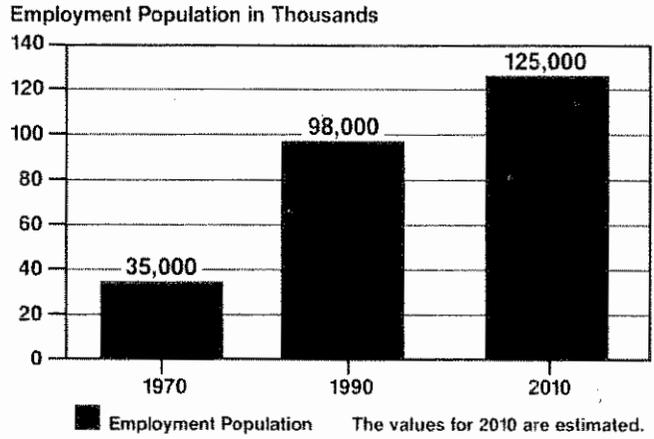
Troy Population



- Between 1970 and 1990, the city's population grew 85 percent, from 39,419 to 72,884. It is expected to increase to 93,000 residents by 2010.

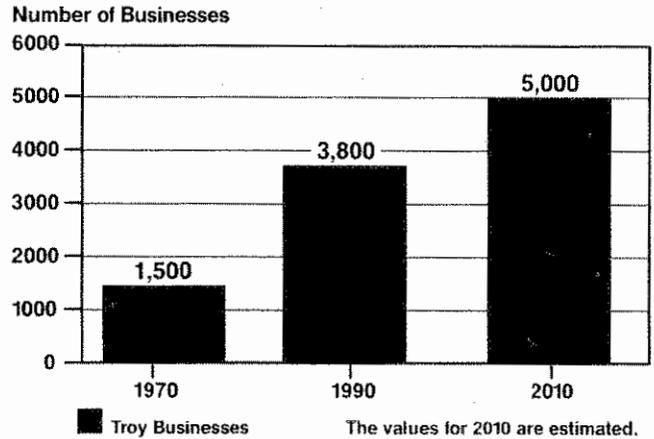
- The community's employment population has increased at an even more rapid rate. The number of employees in 1970 more than doubled in 20 years, increasing from 35,000 to 98,000, a growth of 180 percent. The employment population is expected to reach 125,000 by 2010.

Troy Employment: Population



- The number of businesses increased from 1,500 in 1970 to 3,800 in 1990. This growth reflects the establishment of businesses of all types and sizes, including the international headquarters of several major corporations. By the year 2010, Troy is expected to be home to 5,000 businesses.

Troy Businesses



The growth pattern isn't accidental. The community's development has been carefully guided by conscientious city officials and citizens.

As a result, the Troy Futures Task Forces started with a legacy: They could look to the future with the strength that comes from a rich past and a well planned present.



The Troy community of the future will build upon the strengths present in the city today. Already a vibrant community, it will continue to build a sense of identity, fueled by civic pride and determination. Residents will be drawn together through neighborhood activities as well as community initiatives.

The richness of Troy's ethnic diversity will be valued. Education and cultural activities will improve understanding. Schools will promote multicultural education.

The community will be at the vanguard of information technology and the educational community will be integral

players in the efforts to address social change.

COMMUNITY MISSION:

The Troy community exemplifies its slogan "**City of Tomorrow . . . Today**" through vibrant community spirit, commitment to action and leading edge services.



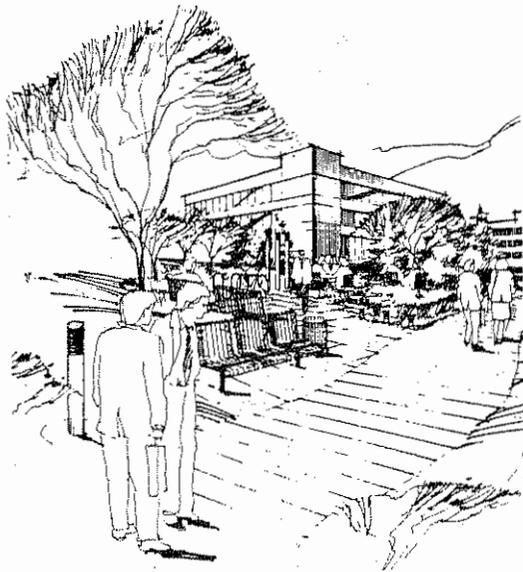
Desired Outcome & Community Imperative:

Neighborliness and Sense of Identity

The citizens of Troy have a sense of identity with their city, neighborliness prevails, a city center exists, and youths and adults know their neighbors and work together on community activities.

Action Strategies:

- Develop a city center atmosphere in the Civic Center/Big Beaver corridor; encourage people to walk between buildings and provide focal point areas



- Encourage neighborhood and community activities
- Establish comparative culture programs to improve knowledge of and level of understanding among all residents
- Promote self-help and neighbor cooperation in property clean up, maintenance and beautification activities and in resolution of problems
- Promote programs employing youths in both community and neighborhood maintenance activities
- Emphasize community benefits of property maintenance
- Encourage activities involving both youths and adults



- Encourage communication between neighbors to provide a safer environment
- Promote volunteerism in the city
- Promote the community's concern for, and success with, cleanliness
- Promote neighborhood programs that encourage seniors and other residents to socialize
- Promote involvement of short-term residents in the community
- Support and expand newcomer services and programs

Desired Outcome and Community Imperative:

Business and Community Cooperation



Through cooperation between business and the community, Troy will continue to be an attractive location for corporate

headquarters, upscale shopping, and other business enterprises, and will provide additional opportunities for its citizens.

Action Strategies:

- Establish a business/school/city joint venture to identify common services, avoid duplication, identify common goals and share information



- Recruit task teams to make recommendations regarding community use of business facilities, business support of cultural institutions and events, and joint business/civic support of facilities for public use
- Develop a business study/promotion group
- Improve communications regarding business promotions
- Support home-based work that conforms to city codes and regulations
- Encourage high technology industries
- Encourage community leaders to become "public relations representatives" for high tech industries in Troy
- Promote Troy's youth programs and opportunities, as well as academic and community success of Troy youth
- Encourage Troy business leaders to employ Troy teens

- Establish a business and planning group composed of seniors to generate ideas for employment and volunteer opportunities for senior citizens



Desired Outcome and Community Imperative:

Improved Communication Systems

Troy will create a state-of-the-art communication system that will integrate the needs of home, business, government and education and constantly expose its citizens to leading applications of information technology. This system will increase citizen awareness and involvement in the community.

Action Strategies:

- Establish a full-time communication/public relations position on the city staff
- Expand the responsibilities and focus of the Troy Cable Commission to become a Troy Communication Advisory Committee
- Encourage the Troy Communication Advisory Committee to consider:
 - Utilizing the existing cable TV system to establish interactive programming
 - Taking an aggressive approach to improving media coverage of Troy
- Utilizing cable television to improve coverage of Troy civic meetings and activities
- Pursuing a partnership with a high tech company to create a model futuristic communication system





- Establishing a town hall meeting for identification and discussion of common interests and concerns; consider televising the meeting on the cable system
- Create a Troy Communication Plan which encourages use of cable television, newsletters, press releases and electronic information delivery systems
- Develop a new city logo combining emphasis on the past and future, possibly through a city-wide contest
- Advance the goals and strategies of the futures committees and promote program plans
- Educate citizens on the functions of government and the duties of citizens
- Publish a monthly city newsletter

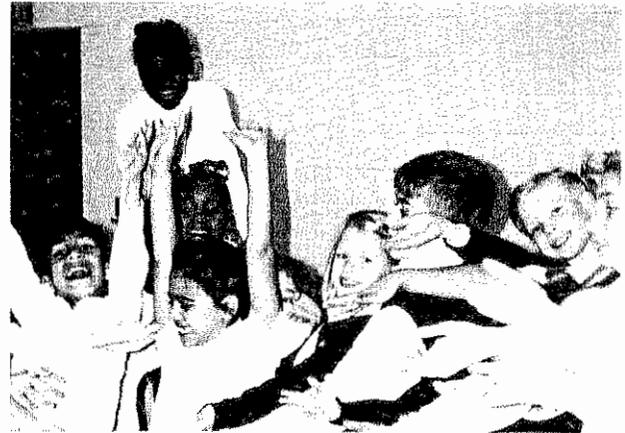
**Desired Outcome &
Community Imperative:**
*Harmony Within the Diverse
Community*



The Troy community will take pride in its rich ethnic diversity and will create an educated and harmonious environment which promotes sharing of ethnicity and cultures.

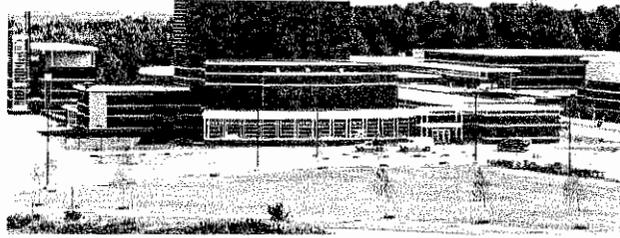
Action Strategies:

- Advocate acceptance of a multicultural perspective to the citizenry



- Arrange for the provision of multicultural education
- Insure that public employment, including the city and the schools, reflects the diversity of the community
- Insure equal access for all citizens to all systems in the community
- Provide opportunities for ethnic/cultural activities
- Promote regular public programming to present the issues and cultures of the diverse ethnic community
- Educate non-native individuals how to function in the various community systems, especially the new immigrants
- Utilize non-judicial dispute resolution systems, when necessary, relying on self-help rather than the judicial system

- Provide support systems to maintain ethnicity and culture



Desired Outcome & Community Imperative:
Expand the Role of Schools in the Community

Troy schools will take a proactive approach in helping to address changes in society and in the education community.

Action Strategies:

- Establish a task force to determine how schools can accommodate working parents and supplement traditional family roles
- Maximize the availability of school facilities for community programs
- Encourage parents and senior citizens to volunteer in schools
- Consider the family structure in school programming and scheduling
- Promote transportation safety and other subjects related to substance abuse
- Coordinate school, church and private programs on substance abuse



- Encourage participation of teachers and students regarding common community goals and objectives



- Include multicultural perspectives in areas of curriculum such as history, political science, the arts, sciences, and humanities
- Offer classes and activities on understanding different cultures for all ages
- Include ethnic representatives in a process to review and develop appropriate multicultural materials



Desired Outcome & Community Imperative:
Opportunities for Teenagers

Anticipating an increase in the number of teenagers, the community will provide resources and activities designed specifically for this age group.

Action Strategies:

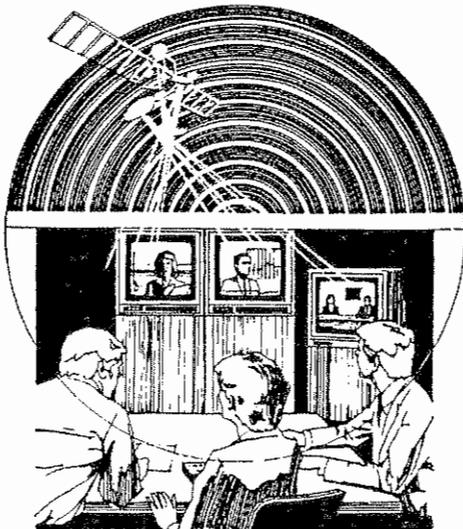
- Provide increased technology to facilitate the teaching capacity of schools, such as videotaped courses



- Establish programs to build on positive peer pressure
- Provide workshops for teens to work on teenage issues
- Provide a means to communicate needs of teenagers to civic and business leaders
- Increase the use of school facilities and the number of programs aimed specifically at teenagers
- Coordinate programs of city, schools, churches and volunteer groups to make programs available for teenagers
- Promote city youth programs and opportunities

Desired Outcome & Community Imperative:
Contemporary Information Resources

Leading edge information opportunities will be available to the entire Troy community, resulting in residents reaping the benefits of technology and remaining highly employable.



Action Strategies:

- Provide an Information Age Resource Center, possibly through the Technology Commission identified in the Lifelong Learning report, to promote awareness, experimentation and practical use of information age tools and resources. This center will:
 - Provide services such as computer-based, self-study courses, access to computer bulletin boards, video conferencing, interactive learning centers, and interactive programs with citizens of other countries/states
- Form a task force representative of the primary beneficiary groups to further refine this idea

Desired Outcome & Community Imperative:
Pedestrian Safety

The community is committed to providing for pedestrian safety.

Action Strategies:

- Determine if pedestrian right of way enforcement is feasible, looking to California for ideas
- Improve visibility at intersections
- Encourage curvilinear street pattern to safely reduce traffic speed
- Increase maintenance of roads to facilitate control of motor vehicles and bikes



- Locate pedestrian and recreation areas a safe distance away from main roads
- Increase the police presence in residential areas through traditional and non-traditional methods (foot patrols, etc.)
- Increase citizen support activities for security services

*Desired Outcome & Community Imperative:
Optimum Land Use*

Through effective planning, Troy will optimize land use for the remaining undeveloped areas of the city.

Action Strategies:

- Determine the future land needs for public property, facilities and services
- Support low density residential use as the major land use in the city, while recognizing that some development flexibility may be necessary for remnant parcels
- Provide for non-residential structures / buildings that are adaptable to changing requirements



- Provide for increased development of service businesses
- Update construction codes for changes such as increased storage area needs and increased power supply needs
- Project the needs and potential for commercial, office and industrial areas for full development
- Examine community needs, versus business needs with regard to land use





Human services, the providing of basic needs and support services, will become more critical as socio-economic conditions in the country, and the community, change. The shift from an industrial to an Information Age economy may displace workers, causing joblessness and the need for retraining. The aging of the population will prompt demands for improved health care and support services. Family pressures and the growth of non-traditional families will create renewed emphasis on family values.

As the need for human services grows, government funding is expected to decrease. Creative ways of providing these services will be required, including

working with the private sector and encouraging volunteerism and wellness education. Better coordination of services on a regional basis will improve access for those in need

COMMUNITY MISSION:

To insure and promote the care and well-being of the citizens of Troy.



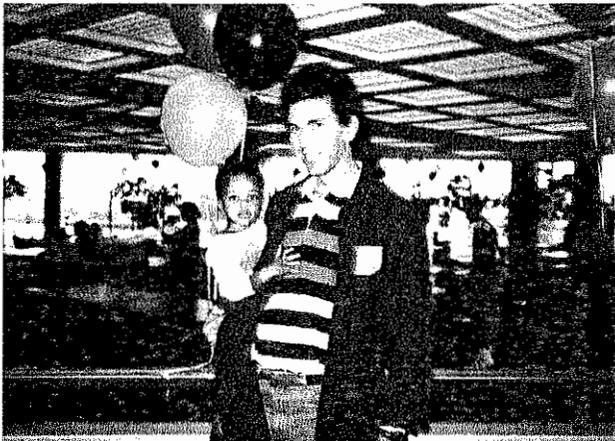
Desired Outcome & Community Imperative:

Available Human Services

Creative ways of providing human services will assure availability of these services to all who need them.

Action Strategies:

- Encourage volunteerism
- Urge the private sector to become involved
- Use sliding fee scales to help service delivery agencies to be more self-supporting
- Promote family/neighborhood values to supplement services
- Develop health promotion activities in areas of nutrition, hygiene, physical fitness, stress relief, and lifestyle
- Use computer and telecommunication technologies to improve the communication and coordination of human services through the establishment of a "Help Line" referral system
- Enhance existing human service delivery programs with more dollars, more staff and more up-to-date equipment and facilities



Desired Outcome & Community Imperative:

Services for Elderly



The projected growth in the number of older Americans provides an opportunity to benefit from their knowledge and experience, but also creates a need for more support services.

Action Strategies:

- Promote volunteerism in order to benefit from the wisdom and experience of older residents
- Explore creative ways of easing the property tax burden, such as providing tax rebates in exchange for volunteer community service
- Provide incentives to encourage private development of elder care facilities (Refer to Regional Cooperation/Infrastructure report)
- Improve recreation and walking facilities (refer to Leisure and Culture report)
- Improve maintenance and clearing of walkways
- Provide sidewalk ramps at street intersections
- Increase penalties for crimes against senior citizens

- Make shopping facilities "user friendly" for the elderly
- Initiate programs to bring recognition for senior citizens
- Expand home- and community-based activities for seniors with an emphasis on wellness education
- Promote coordination of senior citizen programs to improve quality, including a biannual needs assessment

*Desired Outcome & Community Imperative:
Appropriate Health Services*

All residents will have access to appropriate health care services.

Action Strategies:

- Support efforts to establish universal health care insurance
- Establish local testing and treatment programs
- Provide assisted living within congregate housing
- Establish wellness education programs to promote interest in a healthier lifestyle



- Establish rehabilitation programs including counseling centers and a crisis center
- Support efforts to increase independent living for the physically and mentally challenged through hospices, group homes, day care, nursing homes and outpatient hospital care



- Improve awareness of the requirements in laws designed to assist persons who are physically or mentally impaired
- Insure that care givers have appropriate training and education

*Desired Outcome & Community Imperative:
A Safe Environment*

To enhance the quality of life, Troy will work with other communities in the creation of a safe environment.

Action Strategies:

- Identify and address the causes of crime
- Provide family services, especially counseling
- Encourage adult mentoring of youth
- Promote methods and activities for enhancing self-esteem



- Enhance support for victims of violent crime



- Establish regional coordination of crime prevention and management
- Involve community in problem solving
- Continue to develop a system for regional response to emergency situations
- Develop alternative options in order to improve social and vocational skills
- Establish consortiums of business, industry and government to address societal problems

*Desired Outcome & Community Imperative:
Community Support for the Unemployed*

The community will provide support for those who are unemployed, homeless or impoverished.

Action Strategies:

- Promote and support the efforts of charitable organizations to provide basic

needs — food, shelter, clothing, health care

- Encourage business and industry participation in counseling, job training or retraining, and placement programs
- Provide transportation to and from counseling, training and placement sessions (Refer to Regional Cooperation/ Infrastructure report)

*Desired Outcome & Community Imperative:
Emphasis on Family Values*

The community will support efforts to increase cohesiveness within families and to improve family values and attitudes.

Action Strategies:

- Provide education classes on parenting
- Encourage parental involvement in education



- Encourage businesses to adopt flexible hours, job share programs and family leaves
- Encourage businesses to provide child care programs



- Encourage adults to be role models with positive values and attitudes
- Promote and encourage responsibility, pride and respect as motivating factors in the educational process by all concerned with the education of our youth

*Desired Outcome &
Community Imperative:
Family Support Services*



As life expectancy increases and the definition of the family changes, the Troy community will provide appropriate support services.

Action Strategies:

- Determine the adult and child care support services needed within the community and how to fulfill those needs
- Revise zoning policies, if necessary, to encourage cooperative arrangements between residents, employers, employees and service providers to meet the community's adult and child care needs
- Develop a community wellness plan



Recreational and cultural activities will draw the community together. The community will provide adequate open spaces, bike paths and walking paths to encourage citizen interaction. Recreational activities will expand beyond the traditional offerings to encourage participation from new segments of the community.

Through collaborative efforts, the city will offer a broad range of visual and performing arts and exhibits of interest to citizens of all ages. A truly community effort, the cultural activities will enrich the lives of its residents and become a source of pride for the community.

The quest for knowledge will focus more attention on the library where technologically advanced services will serve residents and businesses alike. Networking will allow access to greater resources in a cost-effective manner.

COMMUNITY MISSION:

For the community of Troy to enhance its cultural and recreational offerings.



Desired Outcome & Community Imperative:

Adequate Open Space and Facilities

Troy will acquire the open space necessary to provide appropriate land and facilities to meet the cultural and recreational needs of the community.

Action Strategies:

- Determine future needs for land, facilities and programs; acquire land and facilities as needed
- Encourage private ownership and partnership with the city



- Develop multipurpose athletic fields to gain flexibility in using the present resources
- Establish a cultural arts/activities center with adequate facilities for music, dance, theater and the visual arts
- Explore the feasibility of providing:
 - An outdoor, artificial ice skating rink with a warming building
 - Model airplane flying on undeveloped land
 - Indoor soccer field
 - Rollerblade/skateboard area
 - Lighted, nine-hole executive golf course
- Explore the feasibility of developing a lake or pond as a public beach for swimming and other recreational activities
- Form an alliance with hotels for the use of their pools and communicate this opportunity to the public

- Improve parking for the civic center

Desired Outcome & Community Imperative:

Building a Sense of Community

Troy will increase the quality of life and bring a sense of community to the city through recreational and cultural activities.

Action Strategies:

- Provide bicycle and walking paths to and through neighborhoods and parks; pursue financing alternatives for these paths
- Interconnect with other cities through such means as bike paths along I-75
- Connect sidewalks throughout the city
- Work with local health care professionals to establish fitness courses in safe environments and to promote health and wellness
- Design recreational activities to meet the needs of the diverse population, with special consideration given to the unique needs of teenagers and the elderly



- Offer programs that promote quality family time and build a sense of community
- Consider alternate forms of leisure and entertainment, such as coffee houses

- Coordinate and communicate the various cultural and recreational activities in the city



- Encourage citizen participation representing all ages and cultures in decision making on leisure and cultural activities
- Establish collaborative relations between the city, commerce and cultural interests
- Urge the formation of a private foundation to obtain funding for a cultural arts/activity center
- Consolidate the current city-wide endeavors in the arts into a new entity (commission)
- Expand the community center to serve citizens of all ages
- Provide community bulletin boards to promote activities and events
- Increase interaction between seniors and youths
- Train teens for recreational leadership and encourage them to head programs

**Desired Outcome &
Community Imperative:**
An Arts Advocate

To establish an active voice for the arts in Troy, to serve as an arts advocate for civic,

private and business interests and to represent Troy regionally and statewide in art endeavors.



Action Strategies:

- Develop the civic center campus as a cultural center
- Expand visual and performing arts and exhibits to include:
 - Innovative multi-media programming
 - A civic band and other musical activities (soloists, ensembles)
 - Additional free concerts and art shows
 - Resident theater
- Augment enrichment classes with more in-depth instruction
- Support artist-in-residence and art apprentice programs in the schools



- Establish a role for the arts on the local cable television channel
- Encourage institutions of higher education to offer cultural activities in the city



Desired Outcome & Community Imperative:

Valued Library Resources

The Troy Public Library will continue to be a valuable community resource and will change as needed to incorporate new technology and meet the needs of the community.



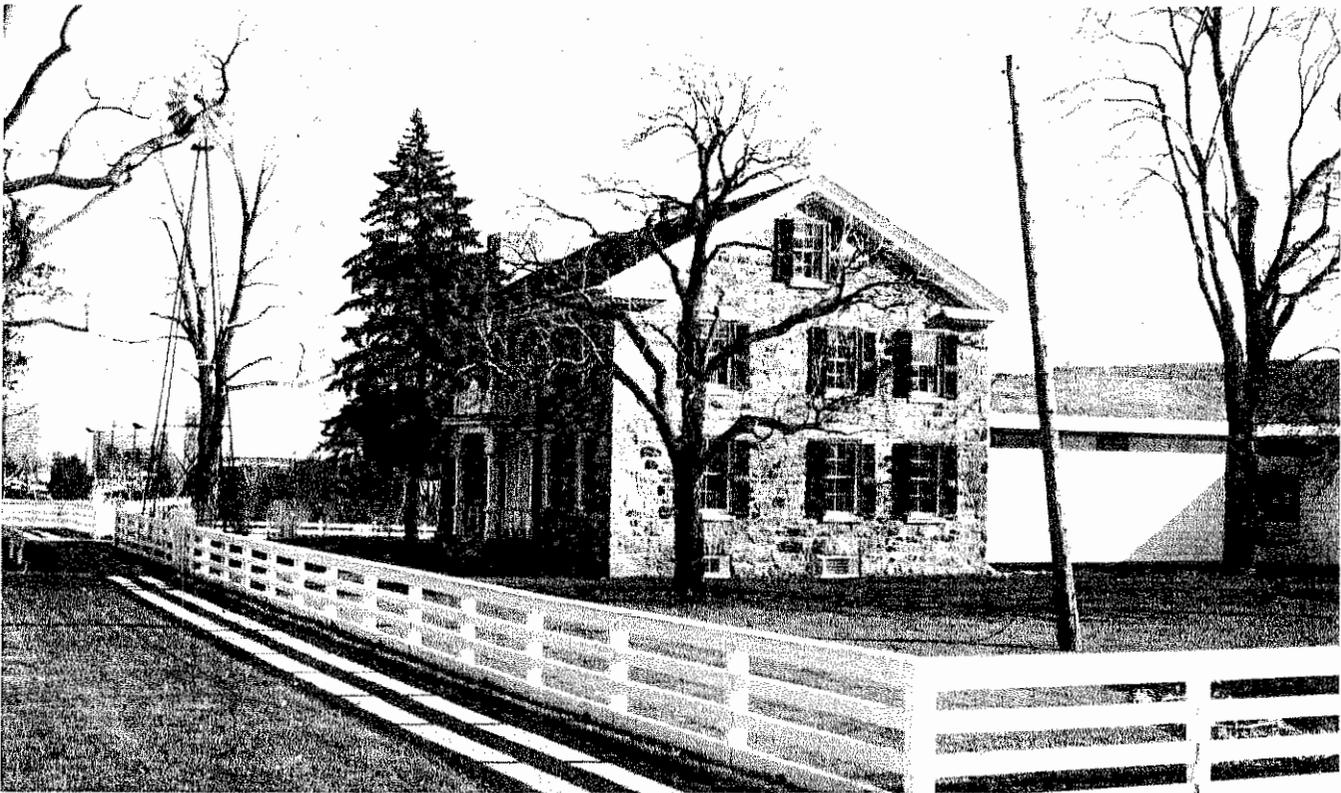
- Expand networking with educational institutions and other types of libraries
- Provide services to persons working from home offices, including dial access to library information and home deliveries of information
- Establish neighborhood library facilities
- Expand library hours to serve its constituency
- Provide trained personnel to help library users to obtain and interpret information
- Join information networks as a cost-effective means of expanding access to information
- Support the efforts by the Friends of Troy Public Library to meet the library's needs

Action Strategies:

- Provide the necessary financial support to insure that the library meets the needs of various groups within the community, including ethnic groups, the aging population, and teenagers
- Provide technologically advanced services
- Encourage the participation of multicultural groups in establishing collections
- Maintain the home delivery service
- Provide materials in a variety of media, including print, audio visual, electronic formats and on-line and compact disk databases
- Provide adequate space for resources and study areas
- Make available special devices for persons with disabilities



PRESERVATION & BEAUTIFICATION



Historical preservation and beautification efforts will be integrated into ongoing planning processes. The preservation of historic places will become a community effort and awareness of the city's heritage will increase.

Troy's urban setting will become more

aesthetically pleasing through a renewed emphasis on the visual elements: trees, landscaping, open spaces, scenic roadways and paths, parks and attractive focal points. Restrained use of signage will be encouraged. Focal areas will be identified and improved visually.

COMMUNITY MISSION:

Create an atmosphere which produces an urbanized setting of human dimension for the future. This vision blends the elements of preservation, aesthetics and education to make it attainable.

Through combining the fundamental ingredients of neighborhoods, open spaces, urban forest, focal points and roadways, a visual master plan is charted

addressing beauty and the preservation of places with meaningful character. While important in themselves, it is recognized that these objectives can be accomplished only by motivational alliances. The driving mechanism depends on the cooperation of public and private sectors, volunteers, generational connectedness and diversified ethnic inclusion.



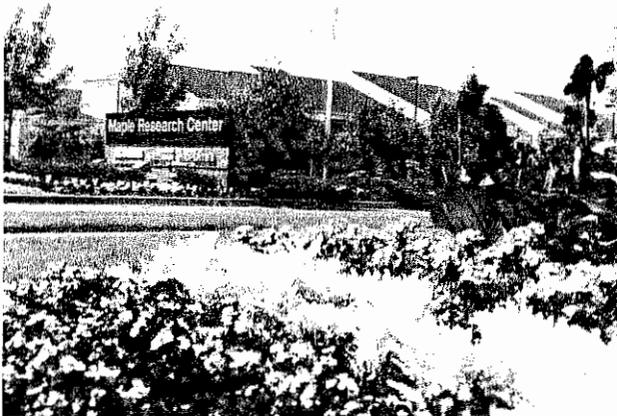
Desired Outcome & Community Imperative:

Ongoing Aesthetic and Historic Preservation

Troy will create an atmosphere which makes aesthetic and historic preservation a normal part of the planning process.

Action Strategies:

- Incorporate beautification and adaptive reuse considerations in the plan review process
- Encourage alternatives to overhead utility lines
- Reevaluate continually the engineering and landscape design standards for new and changing uses of property
- Include aesthetic considerations in all development and redevelopment in the city



- Strengthen and enforce existing landscape standards
- Provide incentives for property upgrades, such as tax abatements
- Allow free market pressures to act as a stimulant for aesthetic and adaptive reuse improvements

Desired Outcome & Community Imperative:

Aesthetically-Pleasing Residential Areas

Troy will promote preservation and aesthetic improvement of its residential neighborhoods.

Action Strategies:

- Enforce existing codes related to home maintenance
- Initiate home inspections at time of resale, including rental properties
- Support homeowner beautification activities
- Provide incentives for property upgrades
- Increase attention to declining neighborhoods in terms of code enforcement, street sweeping and related activities
- Recognize the beautification efforts of residents and/or homeowner associations

Desired Outcome & Community Imperative:

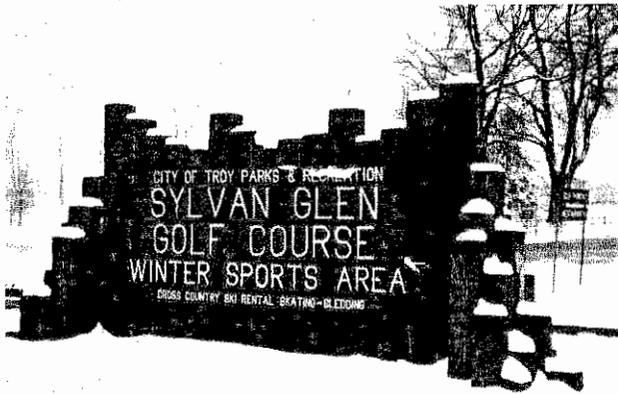
Attractive City Focal Points

Troy will improve the aesthetics of focal points within the city.

Action Strategies:

- Focus improvements on these areas:
 - Retention basins
 - Gateways
 - Stream road crossing
 - Open spaces/common areas
 - Residential street islands
 - Major street medians
 - Off ramps
 - Hotel locales
 - Subdivision entrances
 - Historic venues

- Buildings/structures
- Utilitarian facilities such as pumping stations and parking lots



- Replace green metal signs municipal boundary signs at important entry points with more attractive signs
- Determine primary and secondary access points
- Develop signage standards for each type of access

Desired Outcome & Community Imperative:
Parkway Road System

Troy will formulate and implement a plan for a parkway road system which provides for noise reductions, visually-pleasing settings, safety and interconnection with focal points.

Action Strategies:

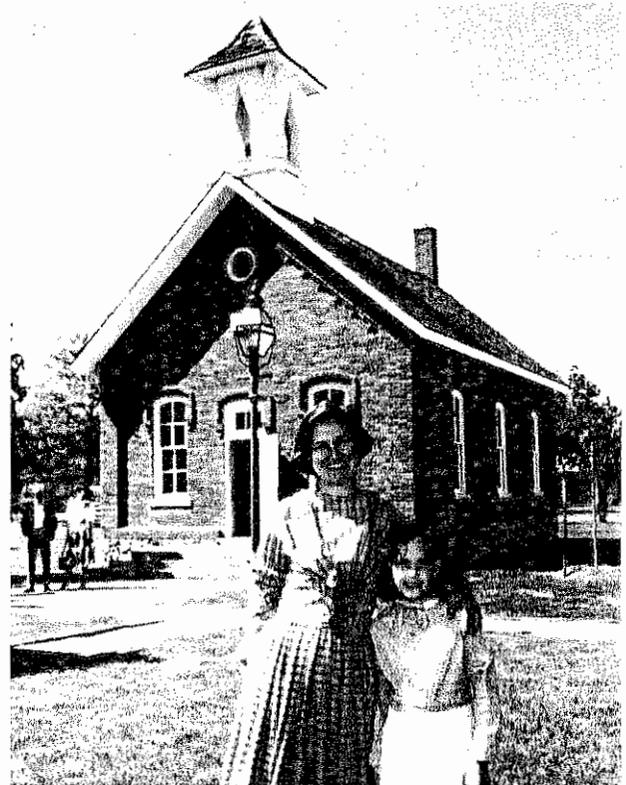
- Develop a special master plan for the I-75 corridor to address screening, signage, planting and upkeep
- Dissuade attempts to weaken the sign ordinance
- Dedicate more efforts to street sweeping, litter control and snow removal
- Preserve designated scenic roads



- Designate other appropriate roadways as scenic
- Establish rules for properties along major roadways to provide consistency and encourage good maintenance
- Consider aesthetics and human needs when building roads

Desired Outcome & Community Imperative:
Attractive Public Lands and Properties

Troy will encourage beautification efforts aimed at its historical areas, parks, schools and right of ways, thereby encouraging further enjoyment of these areas.



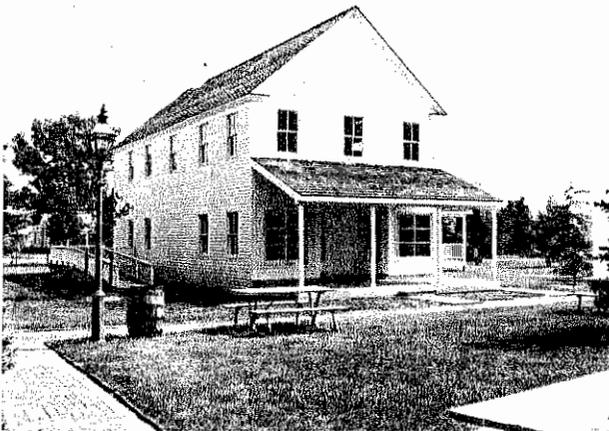
Action Strategies:

- Create botanical/memorial gardens in municipal cemeteries
- Educate the public about the history of municipal cemeteries



- Design City of Troy historical markers

- Expand the Troy Museum, possibly by acquiring adjacent property
- Encourage the placement of site amenities such as plantings, kiosks and trash receptacles
- Designate a municipal department to monitor and improve the maintenance of county, state and federal property within the city
- Designate projects that could be completed as community service initiatives by volunteer organizations
- Develop a volunteer network for maintaining municipal botanical gardens



- Encourage adaptive reuse of buildings and sites that are of an architectural, aesthetic, historic or otherwise distinctive significance
- Develop a master plan for historical preservation that would include sites and structures that are not currently designated for preservation
- Seek a possible civic reuse of the old Troy High School property

Desired Outcome & Community Imperative: *An Urban Forest*

Recognizing that trees are an important resource in an urban environment, Troy will encourage the development and management of an urban forest.

Action Strategies:

- Develop a comprehensive tree planting program that encourages planting along local and major streets, public properties, public/private areas and residential areas.
- Offer low cost residential tree sales
- Educate citizens on the benefits and management of an urban forest
- Advise homeowners of proper tree maintenance
- Develop a comprehensive management program to incorporate proper varietal selection, cultivation, pruning, pest control and protection
- Coordinate urban forest harvesting and preservation with related municipal improvement projects



**Desired Outcome &
Community Imperative:**
Visual Master Plan

In order to have a unified aesthetic impact throughout the community, Troy will establish a visual master plan.

Action Strategies:

- Create a visual master plan that would encompass aesthetic improvements to private and public properties and all roadways
- Allow free market pressures to encourage aesthetic improvements to public and private properties
- Improve and enforce zoning ordinances as well as engineering and landscape design standards
- Inventory the existing visual environment as a starting point for making improvements
- Upgrade the aesthetic impact in the I-75 corridor

**Desired Outcome &
Community Imperative:**
Citizen Awareness

Troy will educate its citizens about the community's rich historical heritage and its beautification efforts.

Action Strategies:

- Promote a cooperative effort between homeowner associations, businesses, real estate sales persons and welcoming organizations to educate new residents

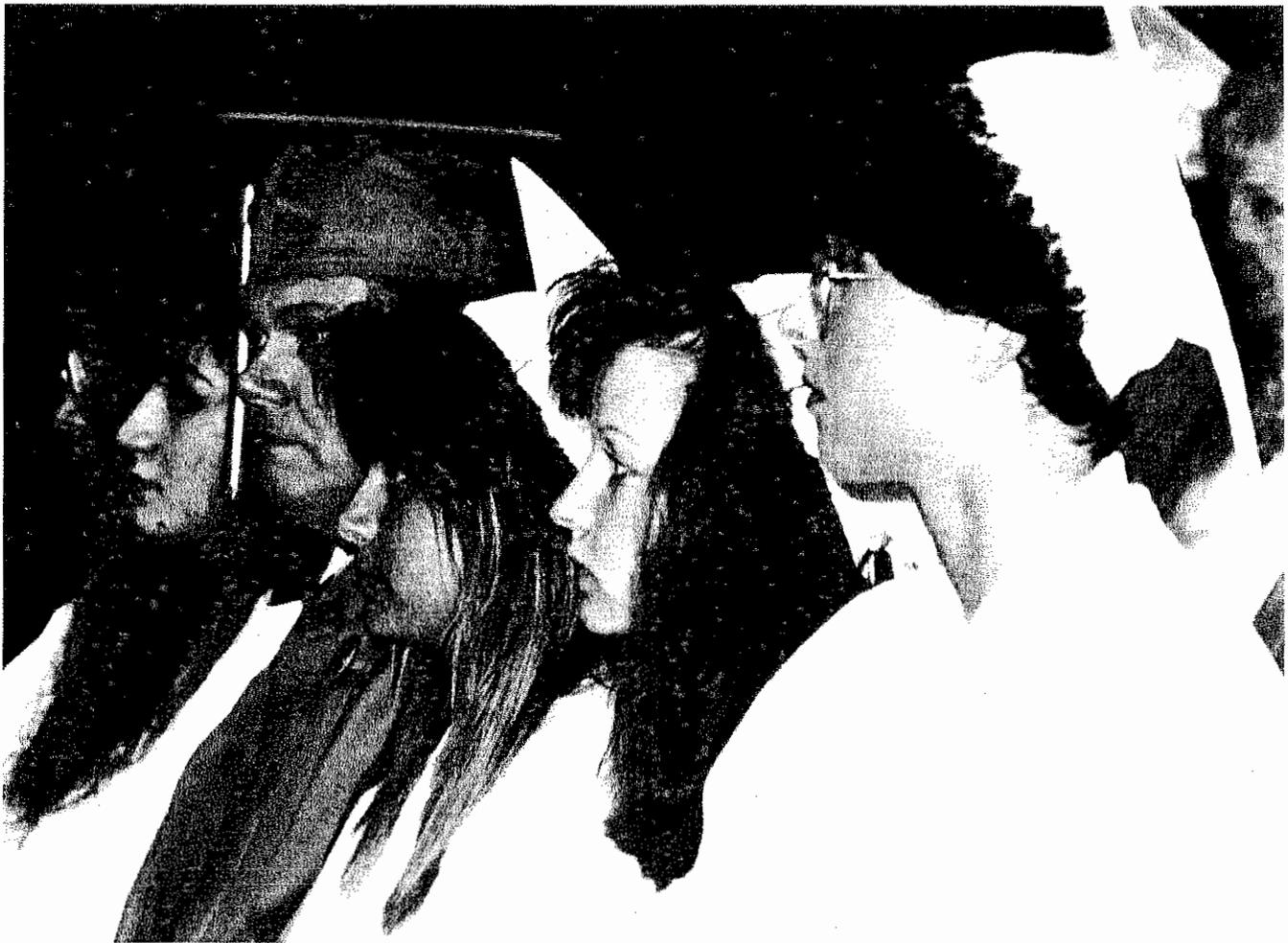
regarding historical preservation and city beautification



- Develop guidelines for implementation of an education program
- Upgrade the tree sale program to provide improved selection and to increase the awareness of residents



- Establish an awareness program through the schools
- Develop a listing of all possible volunteer projects
- Make court system aware of community service projects that would be appropriate for persons on probation
- Promote beautification and preservation through floats and displays in the annual Troy Daze city festival
- Create an awards program to increase awareness and recognition
- Expand and promote museum programs
- Consider using cemeteries for history lessons



The rapid change brought on by computers and technology as well as the demands of the global economy will change the role of education. Once seen as a short-term experience, education will become a lifelong process through which people continually update and expand their knowledge and skills.

To keep abreast of change, the community will provide a means for establishing education priorities, integrating and accessing technology resources, coordinating education and training, and providing support for those in transition. The community will also be responsible for improving the quality of

education as well as for insuring equal access to education opportunities.

COMMUNITY MISSION:

It is our mission to encourage and enable all individuals in the community to become lifelong learners, thereby empowering them to meet the challenges of an ever-changing world.



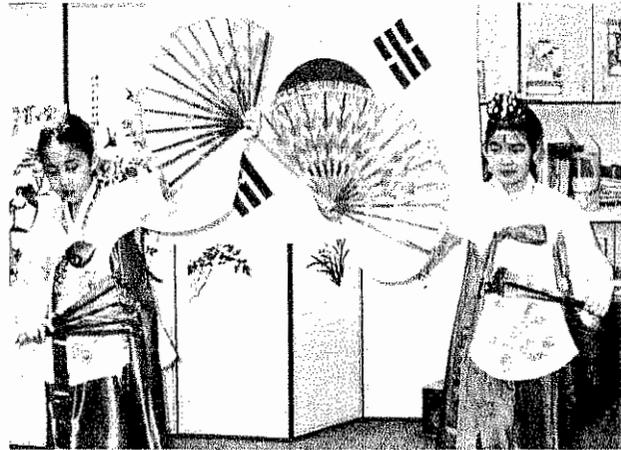
Desired Outcome & Community Imperative:

Quality Education

The Troy community will provide quality, cost-effective education at all levels. Through coordinated efforts, providers will use technologically up-to-date methods of delivery and will increase awareness within the community of available education and training opportunities.

Action Strategies:

- Create a Troy Educational Council to:
 - Involve the community in establishing education priorities and resource allocations
 - Coordinate resources for alternate methods of delivering education opportunities, such as cable, library, interactive computers and television
 - Encourage coordinated curriculum and outcomes-based education in private and public education and business
 - Centralize information on education and training opportunities, perhaps through the Information Age Resource Center suggested by the Community committee
 - Develop more business/school partnerships



Desired Outcome & Community Imperative:

Effective Social Support Systems

The Troy community will provide education and support mechanisms to enable its citizenry to deal effectively with complexities in life and lifestyles.

Action Strategies:

- Create a Community Resource Team to coordinate education and professional assistance with crisis/conflict resolution, family stress management, and related areas
- Expand library resources related to personal and professional global lifestyles and cultural diversity
- Develop lifestyle programs with global perspectives for all residents
- Improve residents' awareness of social and educational resources

Desired Outcome & Community Imperative:

Equal Education Opportunities

The Troy community will support all efforts to provide equal education opportunities.

Action Strategies:

- Encourage the development of fair and reliable means for evaluating student progress

- Increase the residents' awareness of political action that the Troy community can take relative to education and governmental issues
- Initiate discussions on the feasibility of consolidating the seven school districts within Troy into one district with boundaries contiguous to city boundaries and take the appropriate steps to achieve the desired outcome
- Obtain funding to support lifelong learning programs
- Establish a network of communities to share information and improve lifelong learning programs
- Support equitable funding of education systems



Desired Outcome & Community Imperative:
Enhanced Learning Through Technology

Through advances in technology, people will have ready access to information.

Action Strategies:

- Create a Technology Commission comprised of representatives from the city, educational institutions, leaders from information and communication industries, businesses, and the residential community to:



- Assess technology needs
- Develop and implement a plan to meet technology needs
- Evaluate the feasibility of city ownership/management of technology (voice, video, data) on a city or regional basis



- Integrate all technology resources within the community
- Evaluate and support the technology related suggestions of other futures committees
- Provide access to global information using current technology
- Provide dial access to library resources and to the National Research and Education Network
- Provide adequate funding to maintain and update technology hardware and software
- Provide user training that will enable people to gain, maintain and update skills
- Require computer skills for graduation from high school
- Train city employees in high technology areas which would facilitate cost effectiveness
- Expand programs related to occupational change, retraining and adult continuing education



Through foresight and good planning, Troy presently enjoys a vital economic balance, a healthy mix of residential, commercial and industrial development. The challenge of the future will be to maintain that balance — and to reach out to businesses and provide community support where needed.

While most of Troy's growth to date has been in new development, the city will reach a saturation point in the future, turning community efforts to redevelopment of some areas. The recycling of existing structures will present a new challenge as the community strives to maximize its economic strength.

Information technology will change the way business is conducted in the future — and will create opportunities for improving communication between businesses, government and the community at large.

COMMUNITY MISSION:

Maintain the economic balance that Troy enjoys today. Create an environment that encourages retention and growth by managing the future through redevelopment, innovation and the adoption of appropriate technology.



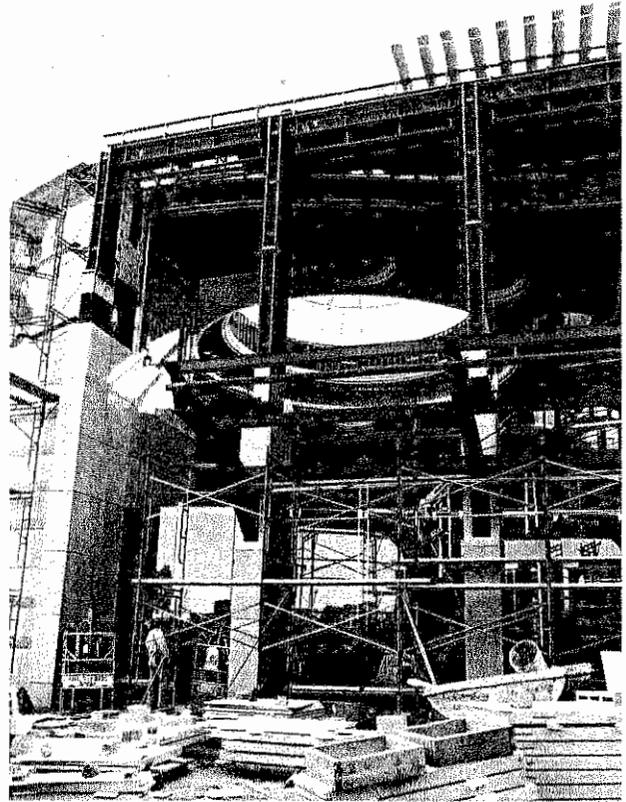
Desired Outcome & Community Imperative:

Reduced Business Costs

To keep businesses competitive, the community will find creative ways to reduce costs and preserve employment opportunities.

Action Strategies:

- Promote the creation of a Job Bank/ Education Center that will help businesses to hire and train local residents
- Create a local health insurance pool open to the residents and employees of local companies
- Work with local health care providers to determine ways to contain costs
- Adapt business improvement processes for government and schools
- Establish an educational process in conjunction with businesses that results in business literacy and practical business skills



Action Strategies:

- Offer incentives for redevelopment, including:
 - Promoting the recycling of existing structures
 - Creating awards to publicize redevelopment
 - Evaluating zoning to achieve greater flexibility
 - Using economic incentives to encourage reinvestment and business retention

Desired Outcome & Community Imperative:

Redevelopment

As Troy's expansion period ends, the redevelopment of older non-residential structures will become a pressing need in order to maximize economic strength, jobs and resources.



Desired Outcome & Community Imperative:

Regional Cooperation

Regional cooperation will enhance service delivery and address common interests that transcend political boundaries. Troy has the opportunity to provide leadership and regional cooperation to better manage growth and change.

Action Strategies:

- Explore a partnership or cooperation with Detroit and other surrounding communities
- Establish a business conference center and supporting facilities in Troy to support the businesses in the region
- Promote county and regional land use and zoning laws

Desired Outcome & Community Imperative: *City and Business Planning*

Improved planning and communication between government and business will strengthen the economy of Troy.



Action Strategies:

- Maintain a permanent business planning department to implement these recommendations and promote better planning and communication with local businesses
- Provide ongoing programs and information on economic trends and job opportunities on a local, regional, national and global basis
- Continue to develop the city's Geographic Information System (G.I.S.) that networks data between building, assessing, engineering, planning and water/sewer departments

- Improve the marketing of Troy with brochures, videos and trade/business conferences



- Consider a joint marketing budget between the city and chamber of commerce

Desired Outcome & Community Imperative: *Information Infrastructure*

Information and communication technology will help businesses survive amid intense competition. For the health of the business community, organizations must adapt to the new technology.

Action Strategies:

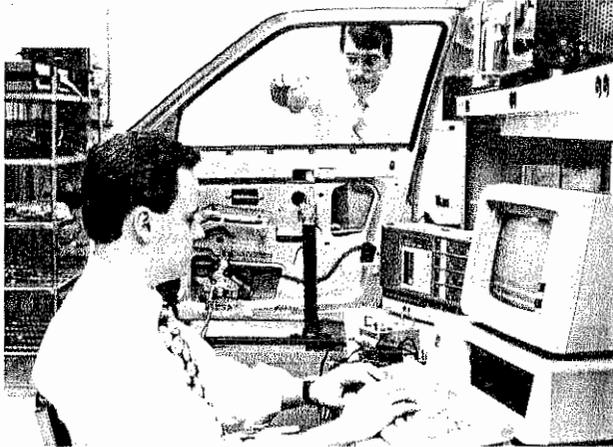
- Maximize the linkage of business, government, educational institutions and homes via a communications infrastructure
- Provide facilitators (including retirees) to assist in using the communications and information infrastructure
- Expand the information data base to the community for the community



Desired Outcome & Community Imperative:

Nurturing High Technology Business

As employment shifts from manufacturing to high technology and engineering, the Troy community should assist in providing a smooth transition for businesses and individuals.



Action Strategies:

- Promote the development of a teleconferencing center in Troy for business use, perhaps in conjunction with educational institutions
- Offer education and training in high tech communication
- Maximize the linkage of business and governments via the communications and information infrastructure, for the exchange of information

REGIONAL COOPERATION/ INFRASTRUCTURE



As the city and the areas around it mature, the aging of its infrastructure will be addressed through cooperative regional initiatives. Creative approaches will be needed to fund the maintenance and improvements to roads, water and sewer systems and other infrastructure throughout the region. Managed growth will encourage regeneration of central cities and a decrease in urban sprawl.

Concern for the aging population will promote strategies for providing affordable housing and alternative methods of transportation. Efforts to reduce traffic congestion through staggered work

schedules, at-home work, and increased use of bikes and buses will be encouraged.

COMMUNITY MISSION:

To maintain and enhance the developing character of Troy through strengthened infrastructure and related services in cooperation with the region's communities.



Infrastructure consists of all those physical systems which make for the smooth operation of modern communities, including roads, transportation and traffic control systems; utilities; telephone, computer and other communication systems; water and sewer, air pollution control, and waste management systems, etc. Many parts of the infrastructure are managed and maintained by cities or other levels of government; many public services are related to infrastructure. Most parts of the infrastructure do not stop at city borders, but flow throughout large geographical regions.



Desired Outcome & Community Imperative:
Regional Cooperation to Manage Growth

On a regional basis, orderly outward growth will be balanced with regeneration of the center.

Action Strategies:

- Work with adjacent communities to:
 - Eliminate tax abatements that encourage urban sprawl
 - Offer incentives for redevelopment of urban areas
 - Offer incentives for reusing current facilities/buildings
 - Promote the establishment of a forum for review of developments that impact multiple communities (Refer to the Human Services report)

Desired Outcome & Community Imperative:
Improved Infrastructure

Adequate planning and funding will ensure the development and maintenance of a good infrastructure throughout the region.

Action Strategies:

- Consider funding possibilities such as user fees for maintenance and improvements to roads, water and sewer systems and other infrastructure
- Increase the state gas tax
- Convert to a life-cycle bidding process for building and maintenance of infrastructure
- Consider design-build for infrastructure, including providing long-term warranties for work
- Streamline the local, state and federal approval process for infrastructure planning and right-of-way acquisition
- Consider advanced right-of-way acquisition



Desired Outcome & Community Imperative:
Excellent Traffic Flow

Troy will maintain an efficient road system which provides good traffic flow between neighborhoods, schools and community facilities.

Action Strategies:

- Promote awareness of the benefits of connecting roads between residential areas
- Widen roads
- Provide improved road maintenance
- Encourage improved maintenance of properties adjoining major roads
- Provide efficient access to major thoroughfares
- Identify ways to buffer residential areas from increased traffic and noise
- Provide better signs at entry points, street intersections and civic facilities



Desired Outcome & Community Imperative: *Alternative Methods of Transportation*

Adequate alternative transportation modes will be available.

Action Strategies:

- Provide shuttle services to concentrated business areas through business owners' associations
- Provide a community bus service available to all
- Provide reliable, efficient movement to major transportation hubs
- Consider establishing monorail on major north/south and east/west thoroughfares
- Increase sidewalks and bike paths throughout the city for alternative travel

- Consider privatization of the public and school transit system
- Investigate the possible integration of the school bus system with the public bus system
- Increase awareness of private and public transportation services available in Troy

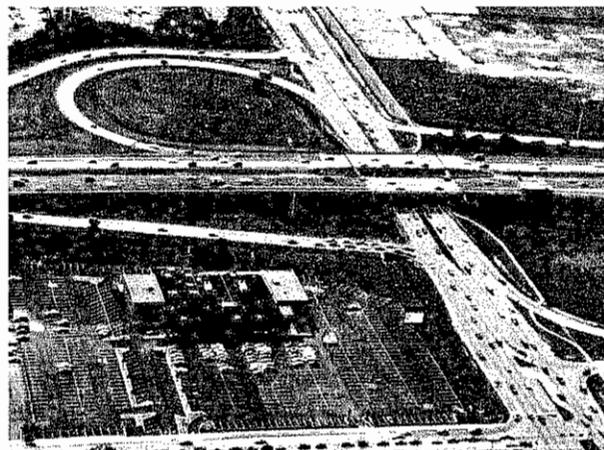


Desired Outcome & Community Imperative: *Reduced Traffic Congestion*

Rush hour traffic will be reduced; fewer vehicles will be on the road at any one time.

Action Strategies:

- Encourage car and van pooling; encourage employers to sponsor car and van pooling programs
- Encourage employers to allow work at home
- Encourage employers to stagger working hours and use flex time
- Promote alternate work and school schedules
- Encourage greater use of biking, buses and walking
- Encourage high-occupancy vehicles
- Expand the use of the Intelligent Vehicle Highway System





Desired Outcome & Community Imperative:

Traffic Safety

Vehicle safety will be promoted and the number of traffic accidents will decrease.

Action Strategies:

- Establish guidelines for use of mobile communications equipment while driving or walking
- Encourage residents to report traffic safety problems and violations



- Enforce traffic laws and safe speeds
- Encourage off-street parking in residential areas
- Examine and enforce codes with respect to driveway clearances and corner clearances

Desired Outcome & Community Imperative:

Affordable Housing for the Aging Population

As housing costs rise, affordable housing will be available for the aging population.

Action Strategies:

- Support alternative methods of taxation to reduce reliance on property taxes
- Review zoning requirements and consider allowing smaller lots for homes
- Consider innovative residential uses in commercial districts
- Allow the building of "granny flats" over garages
- Reevaluate regulations
- Encourage conversion of schools, stores, etc. to housing
- Encourage the use of small, three- to five-acre plots for moderately-priced, medium-density, multiple housing
- Consider manufactured housing
- Develop a plan to communicate these new concepts

Desired Outcome & Community Imperative:

Adequate Transportation for People Unable to Drive

A transportation system will meet the needs of those who are unable to drive, and liability exposure will be reduced for the providers of specialized transportation.



Action Strategies:

- Support regional special transportation systems like SMART
- Encourage volunteer drivers
- Establish liability limits and eliminate contingency fees related to this type of specialized transportation
- Form a group of teens and seniors to study and recommend transportation systems that satisfy their needs

Desired Outcome & Community Imperative: *Cost-effective Public Services*

Efficient and cost-effective city services will be provided throughout the region.

Action Strategies:

- Consider the life-cycle bidding process for infrastructure
- Promote city manager system of government in the region
- Use Total Quality Management techniques that focus on customer, or citizen, satisfaction
- Lead efforts to promote regional cooperation in providing services efficiently
- Apply high-tech methods where appropriate
- Work with adjacent communities to privatize public services where appropriate and cost effective
- Identify public services that can be done by volunteers

Desired Outcome & Community Imperative: *An Effective Communication Infrastructure*



Effective communication technology will be available to all in the community.

Action Strategies:

- Stay abreast of technical innovations for improved communications, for example through a public/private partnership with a high-tech, communications-related company
- Install 24-hour community electronic information services

Desired Outcome & Community Imperative: *Clean Air, Water and Soil*

There will be consolidated, reasonable and adequately funded environmental regulations in the region.

Action Strategies:

- Expedite local, state and federal decision making by consolidating environmental agencies to avoid conflict
- Urge the development and adoption of model regulations to achieve uniformity among communities



Futures Task Forces Committee

Ms. Nuha Aranki	Ms. Mary Jo Fifarek	Mr. Ken Muenk	Mr. Ken Strobel
Dr. Robert Arking	Mr. James Fowler	Mr. Lou Murray	Mr. Bob Stromayer
Ms. Marsha Baergen	Ms. Margaret Gaffney	Ms. Anne Nagel	Mr. Bob Swartz
Pastor Tom Barbret	Mr. Joel Garrett	Mr. Bill Need	Mr. John Szerlag
Ms. Harriet F. Barnard	Mr. Kul Gauri	Mr. Ben Nelsen	Mr. Eldon Thompson
Judge Norman R. Barnard	Mr. Bill Gawthrop	Dr. Phyllis Noda	Ms. Elaine Tokarski
Mr. Dick Beaubien	Mr. Frank Gerstenecker	Mr. Walter D. Noon	Mr. Don Townson
Mr. Richard C. Belloli	Ms. Marcia Gies	Mr. Michael Palchesko	Ms. Elizabeth Travis
Ms. Jeanette Bennett	Ms. Muriel Gordon	Mr. Chuck Palmer	Mr. Ronal B. Travis
Ms. Hedy Blatt	Ms. Marilyn Gosling	Mr. John Pappageorge	Ms. Kathie Troshynski
Mr. Jerry E. Bloom	Mr. Lynne R. Gregory	Mr. Wayne R. Poirier	Ms. Marilyn Vance
Ms. Paula Bobiney	Ms. Mary Halpin	Ms. Carol Price	Ms. Ginny Van Dyke
Ms. Carol Bosko	Mr. James Halsey	Ms. Mary Pryor	Ms. Pauline Veil
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Ms. Ann Bruttell	Mr. Joe Hass	Mr. Jim Reece	Mr. Mark J. Vleck
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Mr. Jim Buczkowski	Mr. Robert Heyniger	Ms. Barbara Repen	Ms. Yvonne Waati
Ms. Julie Buttler	Mr. Bernard Johnson	Mr. Doug Repen	Dr. Diana Waechter
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Notes

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