



CITY COUNCIL REPORT

March 9, 2007

TO: Mayor and City Council
FROM: Phillip L. Nelson, City Manager
SUBJECT: Strategic Planning Initiatives - Part 1

Background:

- On Friday, January 26, 2007 I submitted a report on proposed strategic planning initiatives. Council has scheduled a special meeting to discuss these initiatives on March 22, 2007.
- Council Member Martin Howrylak suggested that Council and Administration begin discussing the topic of strategic planning initiatives at the next regularly scheduled Council meeting under the K-section of the agenda, which is reserved for study items.

Options:

- I have broken down the original PowerPoint presentation to "Part 1", which covers current assumptions and keys to goal achievement as they relate to Council goals I (Enhance the livability and safety of the community) and V (Maintain relevance of public infrastructure to meet changing public needs), which I chose to combine for the sake of discussion.

Strategic Planning Initiatives

**Keys for Implementation
of City Council Goals
and the
Troy Futures Report**

**Zeitgeist: The style or spirit of
the the times.**

Current Assumptions

- The economic outlook in Michigan will remain stagnant for the next 2-3 years
- Due to unsettled global political situations the price of fuel and other natural resources will continue to increase in price
- The supply of natural resources, especially petroleum-based resources, will continue to decrease

Current Assumptions

- Continued regional growth will impact Troy's infrastructure and possibilities for growth and development
- The continued focus for development will be "new urbanism", meaning higher land use densities with more emphasis on mixed use development

Current Assumptions

- Demographic changes indicate that homebuyers (especially baby boomers and Gen-Xers) favor high density condos and townhouses in urban settings over large lot single family suburban dwellings
- Another focus of new building will be “green” developments or more environmentally friendly buildings and land uses

Current Assumptions

- Very little money will be available to spend on new highways or roadways
- Just as big business is doing, government will restructure funding expenditures to focus on core product delivery
- Information technology will continue to be one of the basic components of the national economy

Current Assumptions

- The median age of the population will continue to increase
- Partnerships with other governmental entities and the private sector will be the primary mode of achieving goals and objectives for the community
- Revenue sharing and pass-through funds from other levels of government will continue to decrease

Current Assumptions

- Troy will continue to fund a greater share of arterial street maintenance on roads under the jurisdiction of the RCOC
- Information sharing with residents and property owners and more input from citizens with regard to public policy issues will become even more important

Current Assumptions

- Embracing diversity and understanding the different cultures in Troy will play an ever-increasing role in public policy making
- The City will have to be cognizant of changing development processes and will have to change planning philosophies to maintain new developments that promote community sustainability but also meet the needs of changing demographics and other socio-economic factors

Current Assumptions

- Continued unfunded mandates from other levels of government will continue to create mandates to reallocate funds or will result in the loss of funds
- Tax increases will not be seen as viable ways to make up for lost revenues
- Development and redevelopment will remain the primary source of revenue generation for the future

Current Assumptions

- Infrastructure capacities are sufficient to accommodate a certain amount of infill and redevelopment growth. However, growth of surrounding areas and large-scale development could strain capacity. Therefore, planning documents should be drafted to consider the next generation of development and be flexible enough to plan for the second generation of development in Troy and surrounding communities.

Current Assumptions

- While the automobile will remain the primary mode of transportation, more emphasis will be placed on other forms, including light rail and bus
- The markets will continue to drive the demands for development which, based on the level and timing of new development, could result in potential changes to the City's investment in infrastructure and other ancillary needs

Keys to Goal Achievement



Enhance the livability and safety of the community

and

Maintain relevance of public infrastructure to meet changing public needs

Sustainability: To keep up or keep going, as an action or process.



Keys to Goal Achievement

1. Variety of housing stock
2. Sound law and code enforcement
3. Outstanding protection services
4. Good parks and open space, and quality-of-life venues and practices
5. Good schools



Keys to Goal Achievement

6. Property maintenance and rehabilitation
7. Sound infrastructure and maintenance of infrastructure
8. Sound financial structure to pay for infrastructure construction and maintenance
9. Excellent communications among neighbors and with local government

Critical Policy Points

- Does the Council want to investigate creation of a certified development corporation to act as a clearing house for loan pool development, contractor and design pool, and development of a corporate partner pool?
- Should the City consider the design and implementation of a stipend program for various neighborhoods around the community?
- Does the Council want strict interpretation of existing laws?

Critical Policy Points

- Does the Council want to expand community-oriented policing programs?
- Is City Council willing to accommodate requests to increase land use densities and to allow multiple-story commercial buildings in smaller areas?
- If so, will Council support additional or reprioritized funding for equipment, resources and programs intended to assist and accommodate new development?

Critical Policy Points

- Does City Council want to partner with the Troy School District and the higher education establishments in Troy to develop training and educational programs to assist the unemployed or underemployed in the community?
- If the Council chooses to be a partner, to what extent is Council willing to participate, financially, in terms of area maintenance and infrastructure development, and in other areas such as public parking, etc.?

Critical Policy Points

- Financially, does the Council wish to establish and utilize alternative revenue sources to pay the public share of development costs, such as:
 - ✓ Common Area Maintenance Agreements
 - ✓ Build-for-Art Fees
 - ✓ Excise Fees (if allowable)?

Critical Policy Points

- Does City Council want staff to work with the Road Commission for Oakland County on a series of short-term improvements to the road system?
- Does the Council want to move toward a longer-term solution of taking over maintenance of the entire major arterial street network within Troy?

Key Board & Commission Roles

Parks and Recreation Advisory Board

Ensure viable programs and venues to offer to residents for relaxation and reflection. To assist in formation of programs such as build-for-art and other criteria that encourages new art or cultural programs

Key Board & Commission Roles

Planning Commission

Creation of land use planning and development programs to correlate with new density or form standards. Review of relevant codes for home businesses. Work with Council and staff on a planned unit development standard that conforms to principles of what the City wants rather than what the City wants to preclude. Work with staff concerning residential bulk regulations for housing rehabilitation or remodeling that might have higher lot coverage and reduced setbacks.

Key Board & Commission Roles

Zoning Board of Appeals

Work with Planning Commission to review codes concerning home businesses

Primary Staff Focus

- ◆ Design criteria for creation of a certified development corporation and foster public-private partnerships for housing upgrades or remodeling
- ◆ Develop proposals to initiate amendments of current building codes where and if needed
- ◆ Establish logistics for park and open space plans that provide flexible and relevant uses for the community

Primary Staff Focus

- Creation of programs that assist the unemployed or underemployed with adequate time and resources to find employment or to start different career paths
- Develop a neighborhood liaison system to assist neighbors in maintaining properties or other forms of assistance

Primary Staff Focus

- ◆ Generate budget programs that allocate resources to Council-adopted core products and other budget programs and projects based on Council-adopted level of service classification
- ◆ Produce communication media to ensure that residents are aware of what is happening in Troy
- ◆ Work with the private sector to provide financial management information to residents who might need assistance

Key Partnerships

- Oakland County
- State of Michigan
- Financial Community
- Building and Trades Contractors
- Communications Companies
- Home Improvement Materials Vendors

Primary Staff Focus

- ◆ Enforce existing codes
- ◆ Draft zoning text amendments or use consultants to draft new form-based zoning codes
- ◆ Develop policy-related information concerning core products

Primary Staff Focus

- ◆ Draft business plan to correlate Council goals with available resources
- ◆ Establish logistics for Council review concerning level of service and allocation of resources
- ◆ Form criteria for filling any employment vacancies to meet highest priority needs

