

AGENDA

Special Meeting of the

CITY COUNCIL OF THE CITY OF TROY

JUNE 11, 2007

CONVENING AT 7:30 P.M.

PERMITTED BY COUNCIL RESOLUTION #2007-06-177

**Submitted By
The City Manager**

NOTICE: Persons 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 at least two working days in advance of the meeting. An attempt will be made to make reasonable accommodations.

TO: The Honorable Mayor and City Council
Troy, Michigan

FROM: Phillip L. Nelson, City Manager

SUBJECT: Background Information and Reports

Ladies and Gentlemen:

This booklet provides a summary of the many reports, communications and recommendations that accompany your Agenda. Also included are suggested or requested resolutions and/or ordinances for your consideration and possible amendment and adoption.

Supporting materials transmitted with this Agenda have been prepared by department directors and staff members. I am indebted to them for their efforts to provide insight and professional advice for your consideration.

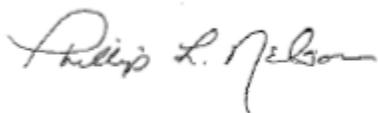
Identified below are goals for the City, which have been advanced by the governing body; and Agenda items submitted for your consideration are on course with these goals.

Goals

- I. Enhance the livability and safety of the community
- II. Minimize the cost and increase the efficiency and effectiveness of City government
- III. Retain and attract investment while encouraging redevelopment
- IV. Effectively and professionally communicate internally and externally
- V. Maintain relevance of public infrastructure to meet changing public needs
- VI. Emphasize regionalism and incorporate creativity into the annual strategic planning process

As always, we are happy to provide such added information as your deliberations may require.

Respectfully submitted,



Phillip L. Nelson, City Manager



**CITY COUNCIL
SPECIAL MEETING
AGENDA**
June 11, 2007 – 7:30 PM
Council Boardroom
City Hall - 500 West Big Beaver
Troy, Michigan 48084
(248) 524-3317

CALL TO ORDER: **1**

ROLL CALL: **1**

1. Strategic Planning Initiatives 1

PUBLIC COMMENT: Limited to Items Not on the Agenda **1**

ADJOURNMENT **1**

SCHEDULED CITY COUNCIL MEETINGS: **1**

- Monday, June 18, 2007 Regular City Council 1
- Monday, July 9, 2007 Regular City Council..... 1
- Monday, July 23, 2007 Regular City Council..... 1
- Wednesday, August 1, 2007 Special Joint City Council-Chamber of Commerce ... 1
- Monday, August 6, 2007 Regular City Council..... 1
- Monday, August 20, 2007 Regular City Council..... 1
- Monday, September 10, 2007 Regular City Council 1
- Monday, September 17, 2007 Regular City Council 1
- Monday, October 1, 2007 Regular City Council 1
- Monday, October 15, 2007 Regular City Council 1
- Monday, November 12, 2007 Regular City Council 1
- Monday, November 19, 2007 Regular City Council 1
- Monday, December 3, 2007 Regular City Council 1
- Monday, December 17, 2007 Regular City Council 1

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CALL TO ORDER:

ROLL CALL:

Mayor Louise E. Schilling
Robin Beltramini
Mayor Pro Tem Cristina Broomfield
Wade Fleming
Martin F. Howrylak
David A. Lambert
Jeanne M. Stine

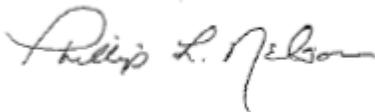
1. Strategic Planning Initiatives

PUBLIC COMMENT: Limited to Items Not on the Agenda

Public comment limited to items not on the Agenda in accordance with the Rules of Procedure of the City Council, Article 16 - Members of the Public and Visitors.

ADJOURNMENT

Respectfully submitted,



Phillip L. Nelson, City Manager

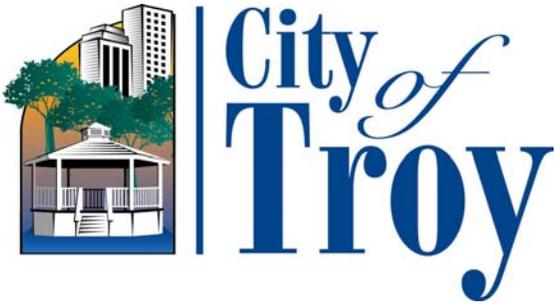
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STRATEGIC PLANNING INITIATIVES

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



GOVERNING BODY

Louise E. Schilling, Mayor
Cristina Broomfield, Mayor Pro Tem
Robin E. Beltramini, Councilmember
Wade Fleming, Councilmember
Martin F. Howrylak, Councilmember
David A. Lambert, Councilmember
Jeanne M. Stine, Councilmember

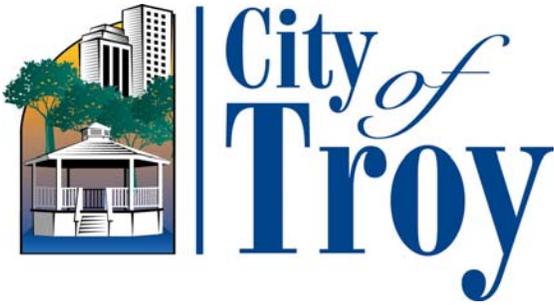
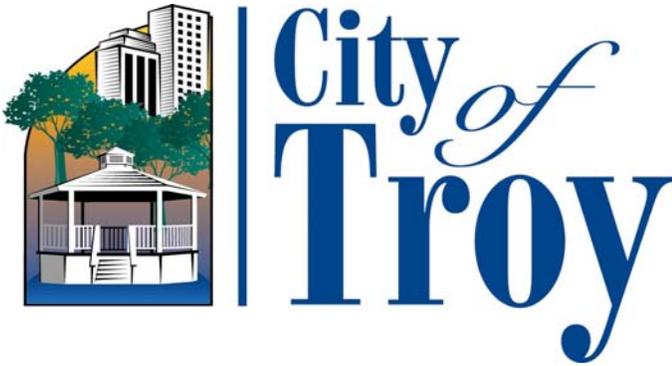


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TO: The Mayor and City Council
FROM: Phil Nelson, City Manager
SUBJECT: Strategic Policy Initiatives
DATE: January 24, 2007

Earlier this month, the Council reviewed their strategic planning Goals for the coming year. The Council made minor modifications to the goals and objectives. These goals and objectives will give staff a series of data points to act as the blueprint for meeting Council's Goals.

Goals set by the Council include:

- Enhance the Livability and Safety of the Community
- Minimize Cost & Increase Efficiency and Effectiveness of City Government
- Retain & Attract Investment While Encouraging Redevelopment
- Effectively & Professionally Communicate Internally and Externally
- Maintain the Relevance of Public Infrastructure to Meet Changing Public Needs
- Emphasize Regionalism and Incorporate Creativity into the Annual Strategic Planning Process

The following text is an extrapolated version of staff thoughts as to how to initiate and potentially implement Council Goals and the recently completed Troy Futures Report. As is indicated in the text, many changes take place over the course of time that changes either the goal, or how the goal is interpreted and implemented. In essence, the text provides critical policy points that the Council as the elected representatives of the citizens of Troy will have to address if the adopted Goals are to be implemented to conform to Council intent.

The text also provides suggestions for how goals can be implemented, and endeavors to give the Council options for gaining more community input, and in letting people know what they get for their tax dollars.

Each goal comes with proposed keys for Goal achievement, and ideas as to implementing keys to get the optimum results for investment of time and resources.

After the Council has had time to digest the material, staff would recommend holding study sessions so that staff can present details, and Council can give direction to staff.

The basis of this report is to provide a plan that meets the needs of today, but that can provide a flexible basis for the constant changes that will continue to guide every facet of a community.

There is a term that will be used as the basis for this report as it reflects the need for flexibility. The term, *Zeitgeist*, roughly translated means the style or spirit of the times. In terms of this report, the future will bring about constant changes to the style or spirit of the times not only for Troy, but for the entire global community as well. To quote from the movie *Field of Dreams*, “America has rolled by like an army of steamrollers. It has been erased like a blackboard, rebuilt and erased again.” This pattern will continue throughout the remainder of time, so it becomes imperative that we be as prepared as is possible for the constant changes to the style or spirit of the times by building a basic blueprint, putting it into action, but preparing the blueprint to change with the style or spirit of the times.

The following document tries to follow the spirit of the community based Futures Report. The report uses the findings of the citizens groups who met to try to determine the shape of the future and uses those findings to extrapolate current development with potential changes in the spirit or style of the future.

The City of Troy has a marvelous historical basis, and now is the time to step to the next level. The report attempts to use the historical base of the community with building the opportunities and facing the challenges of the future. While no one can predict the future, the citizens of today can certainly have a say in shaping the future.

This report is based on current realistic assumptions that include:

- The economic outlook in Michigan will remain stagnant for at least the next two to three years.
- Due to unstable global political situations the price of fuel and other natural resources will increase in price.
- The supply of natural resources, especially petroleum-based resources will continue to decrease.
- 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.
- Demographic changes indicate that homebuyers, especially baby boomers and people in the Generation X age category favor high-density condominiums/town homes 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.
- 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.
- The median age of the population will continue to increase.
- Partnerships with other governmental entities and with 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.
- The City of Troy will continue to fund a greater share of arterial street maintenance on roadways under the jurisdiction of the Road Commission of Oakland County.
- Information sharing with residents and property owners and more input from citizens with regard to public policy issues will become even more important.
- Embracing diversity and understanding of the different cultures of 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 meet the needs of changing demographics and other socioeconomic factors.
- 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 may be the only viable ways to make up for lost revenues.
- Land development and redevelopment will remain as the primary source of revenue generation for the future.
- 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 not only consider the next generation of development, but will also have to be flexible enough to plan for the second generation of development of Troy and surrounding communities as well.
- While the automobile will remain the primary mode of transportation, more emphasis will be placed on other forms of transportation, including light rail and bus.
- The “markets” will continue to drive the demands for land 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.

Based on these assumptions, the City of Troy and its policy makers have a lot to think about in terms of facing and developing solutions for how the City moves into the future.

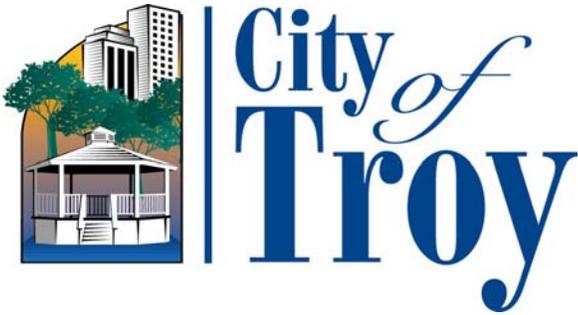
Land use constraints, population decline, and limited natural resources that carry higher and higher price tags, coupled with a changing regional economic base present significant challenges. Even in the face of these challenges, Troy has some very good and very significant opportunities. Opportunities in this climate always carry significant risks, but inaction could carry an even higher price tag than chosen opportunities.

This report is intended to give the Council options in developing policies and steps to move to the next era of this community. In a little over 50 years, Troy has been transformed from undeveloped farmland and vast areas of open space in all directions to a vital, economic and financial engine for the southeast region of the state.

To paraphrase the quote from the movie Field of Dreams, America has been built, erased and built again. The same possibilities have and will continue to occur in Troy. The main questions are what the new design will be and how the processes to get the next blueprint ready for construction will be generated? In other words, what will the Second Renaissance of Troy look like?

Materials or comments in this report are not intended to place emphasis on or denigrate any philosophies or personal feelings. The material is intended to start the policy thought, development, and implementation processes for the future. The Council has some important decisions and will have to possess the political energy and will to prepare the community for the future.

**“I believe in looking reality straight in the eye and denying it”
Garrison Keillor**



POSSIBLE POLICY AGENDA ITEMS

Council Goal: Enhance the Livability and Safety of the Community and Maintain Relevance of Public Infrastructure to Meet Changing Needs

UUUUUUKeys to Community Sustainability and Goal Achievement:

- Variety of Housing Stock
- Sound Law & Code Enforcement
- Outstanding Protection Services
- Good Parks and Open Space & Quality of Life Venues and Practices
- Good Schools
- Property Maintenance and Rehabilitation
- Sound Infrastructure & Maintenance of Infrastructure for added value to Troy Properties
- Sound Financial Structure to Pay for Infrastructure Construction and Maintenance
- Excellent Communications Among Neighbors and with Local Government

One of the keys to maintaining community sustainability is to ensure that the available or proposed housing stock provides options for those wishing to move to that community. Troy has a very diverse housing stock that accommodates all different income levels. For the most part, homes are well kept and have been remodeled to stay current with changing construction of personal wants and needs.

The City of Troy is a maturing community with some of the housing stock over 50 years of age. The majority of the housing stock is in good condition with the vast majority of residents taking good care of their properties. With the natural aging of a community, property maintenance and major remodeling of homes becomes more difficult. Without the ability to grow into new development areas, those living in older houses and wanting to move up to larger or better housing, the community stands the chance of increasing the balance of more rental properties with out of town landlords.

The City of Troy provides outstanding recreational and open space venues. The quality of life in Troy is second to none, and the City has plans to keep parks up to date and in synch with community wants and needs. The annual operating and capital budgets usually include funds for park and open space improvement projects, and for upgrades to the museum and other historical venues.

The School Districts that serve Troy are considered to be some of the finest in the State and continue to strive for excellence.

Parental influence on study habits and school viability is very evident in the fact that Troy students continue to score exceptionally well on reading and math tests.

Currently, the City of Troy invests heavily in infrastructure maintenance, but is somewhat handcuffed on major arterial street maintenance due to the fact that all of the major arterials are to be overseen by the Road Commission of Oakland County. The Commission has limited funding, and cannot stay up with construction demands. Additionally, Troy needs to move forward with additional development so that property values continue to increase which means that Troy will be more capable of continued investment in infrastructure construction and maintenance. Policy documents should mandate a balanced mixture of land use that is compatible with infrastructure, or the Council needs to determine the level of investment the City is willing to make to build the infrastructure that is capable of accommodating large-scale changes in land use and land use density.

The City of Troy is in sound financial condition as is evidenced by its AAA bond rating. Finances continue to be stable and cash balances continue to be adequate to take care of obligations and current policies. Both the cost and the price of government continue to increase, and the Council and staff continue to look for ways to cut costs. The very cost of service provision will continue to escalate through normal increases in inflation, product costs and in labor costs as well. If Troy is to continue to meet its fiduciary obligations, stable existing revenue sources, new longer-term revenue sources, and directing revenues to higher priority needs will have to be explored.

The Community Affairs Department does an excellent job in communicating the various happenings of the City through the Troy Today quarterly publication, the Troy cable channel and the various media in the community. Reliance of residents getting the information is based on reading and wanting to view available programs.

Potential Methods to Maintain Community Sustainability:

➤ Variety of Housing Stock

One of the things that keeps Troy as a unique suburban area is the fact that there are no tract houses. New subdivisions in other areas usually have the same floor plan, the same paint color, and the same landscaping. With the fact that Troy is maturing, in terms of structure and demographics, the Council and staff need to be cognizant of the need to work with citizens to keep a varied and upgraded housing stock.

As mentioned, some homeowners don't have the funds to improve their properties while others don't have the inclination to maintain their property. Deterioration of property leads to deterioration of neighborhoods, which in turn causes decline of property values. The following methods for maintaining community sustainability involves a multi-faceted approach to keeping neighborhood(s) viable:

Phase 1: Develop a Certified Development Corporation appointed by the City Council to work with various neighborhoods toward a goal of remodeling or rehabilitating properties.

The CDC could be the clearinghouse for funds from private lending institutions, and could work with local architects/engineers to get lower cost plans drawn for anything from minor remodeling to adding floor space. The CDC could also work with Troy businesses to develop a “corporate partners” list that could supply building materials and contractor services to assist homeowners with any type of improvements. The CDC could also do workshops for property owners on items such as weatherproofing, energy conservation, etc. The CDC could also apply for grant funds, and could make application for housing rehab funds at reduced interest rates.

Phase 2: Through the Community Affairs Department, meetings could be held with different neighborhoods in the community to develop a community resources list, and to develop information conduits. These conduits could be used to channel accurate information to interested individuals. The conduits could also be used to develop neighborhood volunteer groups that could help disadvantaged or disabled people in their neighborhoods keep their properties up to code. Community Affairs and the Police Department could work together to provide information about keeping properties and people safe through informal channels or through the neighborhood groups.

Phase 3. The Council might want to consider neighborhood stipends. An amount of money could be provided to do landscaping on rights of way; buy vacant lots and turn them into neighborhood pocket parks; assist people in need to maintain or upgrade properties or other ways the Council might consider and approve.

➤ Sound Law & Code Enforcement

Another essential element of maintaining livable neighborhoods is to ensure sound law enforcement and strict enforcement of codes. While some might question the need for code enforcement, the true fact is that without enforcement of existing codes and regulations, one deteriorating property can reduce property values for an entire neighborhood. As indicated in the previous methods for neighborhood preservation, strict code enforcement could be tempered with assistance from neighborhood volunteers, grants from the neighborhood, or assistance through the CDC.

Troy is already the fifth safest city in the country, and in order to maintain or even improve that standing, more and more communication with neighborhood groups will have to take place. Expansion of the Community Oriented Policing model will go a long way in meeting the needs of the residents of Troy.

➤ Outstanding Emergency Services

Emergency Services, including police, fire and EMS are some of the best agencies anywhere. In order to maintain quick access to and from emergency sites, careful consideration must be given to land use densities and overall planning. High density mixed uses could have impacts on response times, and on life and property. Redevelopment of prime areas should be done by use of the Planned Unit Development as much as is possible, and should take access to and from redeveloped areas by emergency services into serious consideration.

Any change in existing land use to higher densities should be well planned to ensure quick and relatively easy access by emergency service crews and equipment.

➤ Good Parks and Open Space & Quality of Life Venues and Practices

Keys to comprehensive and safe communities are solid, fun and well-planned quality of life venues. The Park and Recreation Department offers a full range of activities including Family Festival; youth sports leagues; golf for all ages; arts and crafts; and many more individual and group activities. There are some missing links in this area including private venues such as movie theaters, music venues, and nightclubs with musical entertainment. The City of Troy has a unique opportunity to fill a void by adopting and working with the public and private sectors to implement the Big Beaver Corridor proposal, and to work toward renovating the Maple Road corridor and other areas around the community.

The majority of work will have to be undertaken by the private development community, but the City will have to be an active partner in ensuring adequate infrastructure to support new and higher density commercial and residential developments. This is not to say that the City will have to shoulder the entire bill for improvements. The Council might want to examine cost sharing or repayment type methods such as adoption of Common Area Maintenance Agreements whereby tenants or property owners pay varying levels of the maintenance costs. Another element that the Council might want to consider is the development of a “Build for Art” program. This program levies a fee, usually in the form of a percentage of the building permit that goes into a fund to finance the costs of sculpture, artwork, or fountains in a redevelopment area. The real question here is “What does the Council want Troy to be?” The answers could range between another suburb in a major metropolitan area, or a true regional destination point.

Troy is also home to one of the finest libraries in the State. The Library does a masterful job of providing up to date educational and learning materials, and has excellent community volunteer support through the Troy Friends of the Library. As the City continues to develop into the future, the Library will also have to look at changes. While the computer provides new avenues for research materials, the Library has all of the resources necessary to provide those in search of knowledge with resources and a learning environment through lectures and other educational sessions. The library also offers something that the computer never will—social interaction.

Over the coming years, functions and processes of the Library will change, but as is witnessed in the number of people who use the facilities, community support will no doubt remain strong. The Friends of the Library and City staff have prepared a very thoughtful and comprehensive plan for expansion of services and floor space. Portions of the Library are showing their age, and the Council will have to look at periodic modernization and expansion of the Library to keep pace with new styles and spirits of the times.

A City is also developed on its history. The philosopher George Santayana stated, “Those that cannot remember the past are condemned to repeat it.” In this day of rapid change, there is a tendency to forget the times that built a community.

The Troy Historic Preservation Society has been a driving force in keeping the history of Troy in the present through publications and working with the Council to develop the Troy Museum into a model of what Troy looked like years ago.

The Historic Preservation Board has also developed a thoughtful, longer-term plan for expanding the Museum site, and for maintaining Troy's history. The Council might want to work with the Board to determine the level of development of the Museum site and how the Board will continue to develop the historical presence and needs of the community.

➤ Good Schools

A critical element to attracting a strong workforce is the quality of local schools, and the opportunities for higher education and employee training. Troy is home to the finest school districts in the state. Troy also has a higher education presence through Walsh College, Central Michigan University in Troy, Oakland University, Michigan State University, Northwood University, the University of Phoenix, Spring Arbor, Baker College, and Oakland Community College.

With the current economic climate in Michigan, working with area schools to provide continuing education and retraining workers in the area becomes even more of an imperative. With the anticipated layoffs at General Motors and Ford, many of those unemployed workers will be looking to the state and to local government to assist in not only recruitment of new jobs, but in providing training for new career paths.

Troy could assist in getting workers ready for a new life by working with area schools and colleges to develop course work, both on and off line, and by enhancing computer technologies for area residents.

Another possibility could include the City of Troy working with higher education to develop a business incubator project that would give unemployed or underemployed people the opportunity to develop new businesses at reduced overhead and start up costs. The City would be giving opportunities for business creation, and would be keeping some outstanding minds and talents in the community. If an incubator business started to flourish and needed to expand beyond the incubator stage, one method of a return on investment would be a stipulation that in exchange for assistance in the businesses formation, the expanding business would have to stay in Troy for a specified amount of time.

➤ Property Maintenance and Rehabilitation

As indicated, Troy is a maturing community, and as such, will need to be ready to promote and encourage maintenance and upgrades of residential and commercial properties. Staff is aware that there are private lending institutions and that there are private firms that do design and construction work. However, the City could play a major role in redevelopment and reconstruction by being the clearinghouse for those residents wanting to improve their properties.

As example, with the creation of a certified development corporation, CDC staff could work with local financial institutions to develop a loan pool utilizing those Troy institutions that wanted to participate. The CDC Board could also look for available money to loan, or to pay for operating costs. In all honesty, the City would probably have to provide some monetary support for the CDC in the initial years of operation, but depending on resident interest, City funding support could probably be curtailed after a certain time frame. Staff could also develop a pool of architects and contractors to do design and construction work. Staff could also compile a listing of corporate partners to provide materials for any remodeling project.

➤ Sound Infrastructure & Continued Infrastructure Maintenance

Investment in the City's infrastructure is accomplished each year in the annual operating budget. As is indicated in the budget, capital investment is made in the street network, parking lots, water and sewer lines, storm drains, parks and recreation facilities, and sidewalks.

With the proposed redevelopment of the Big Beaver Corridor and focus being given to new land uses on Maple and on Rochester, the City will have to invest money in the supporting infrastructure. Changes in land use and in land use density will require new or improved streets, and unless good forethought is given to zoning and land use planning, infrastructure could be overburdened. The Road Commission of Oakland County maintains major arterials within the City, and it is becoming more and more apparent that if the City wants timely repairs, it will become even more incumbent on the City to provide funding to keep the streets passable.

Traffic counts will no doubt increase on many of the major arterials in the City, especially if land uses are changed, or if building densities are increased. Unless the Road Commission decides to invest a significantly greater sum of money into the arterials in Troy, without local investment, road conditions will continue to worsen, and traffic volume will overtake safe traffic carrying capacity on many of the major arterials. Traffic congestion on arterial streets means difficult access and egress for local businesses. Traffic congestion will also make it difficult to recruit new businesses, especially if the street is already congested or nearing gridlock.

A short-term solution would be to work with the Road Commission and the Michigan Department of Transportation to develop a series of intersection improvements. Improvements could include: right turn bays, improved signalization that is activated by video cameras rather than the old fashion clock controllers, or by traffic detector loops installed in the pavement. Short-term improvements to increase traffic capacity can be made with relatively small expenditures. Longer-term, the Council might have to look at taking control of the arterial street system, and programming a significant amount of funding through budget expenditures or the issuance of bonds to fix the deteriorating roads.

There are many reasons to reinvest in the City's infrastructure, but one of the most significant is that a well-maintained infrastructure adds value to properties. Among these reasons include:

The Wharton School of the University of Pennsylvania has completed studies indicating that:

- *Improvements to streetscapes (trees, small pocket parks, parking lot screens and median plantings) can add more than 25 percent to the value of a nearby home.*
- *Neighborhood commercial corridors in “excellent” condition are correlated with a more than 20% net rise in value for homes within ¼ mile of the corridor and 10% net rise for those within ½ mile.*
- *Homes located in “business improvement districts (BIDs)—neighborhood-based organizations that provide special services like trash removal and greening—are valued 30 percent higher than comparable homes not located in BIDs.*
- *While proximity to a neglected vacant lot subtracts 20 percent from the base value of an adjacent home, adjacency to a stabilized lot—one that has been improved through cleaning and greening—increases the home’s base value by approximately 15 percent.*

➤ Sound Financial Structure to Pay for Infrastructure Construction and Maintenance

There is a fine line between financial stability and financial security. Since the majority of the City’s finances are based on the property tax, it is imperative that the City continues to grow, and that existing properties are kept in good condition so that valuations continue to grow. The City of Troy has a great opportunity to maintain its place as a true regional player by taking some significant steps by planning for the future.

Since the City is landlocked, the City must take full advantage of infill opportunities. The Big Beaver Corridor Study provides a great impetus for taking advantage of land use development on the City’s major corridor. The impacts of the development will be felt for many years to come if the development is done correctly and in concert with the concepts indicated in the plan. If the City is to be prepared for the future, planning has to be initiated now. Infrastructure ranging from street construction to adequately sized water and sewer pipe should be reviewed now and if upgrades are necessary, planning for financing construction and any related service should be initiated now. Different types of land uses and increased land use density can impact infrastructure so planning needs to begin now.

Serious consideration should be given to deferring General Fund costs through the use of excise fees, common area maintenance agreements or through programs such as build for art.

➤ Excellent communications among neighbors and with local government

If citizens are to be informed about the need for City programs, or for fiscal or physical growth, the price of that growth, and how the City plans on paying for the growth, open lines of communication have to be maintained at all times. Communications have to address not only the positive points of a proposal, but should also make the community aware of any major changes to routines as well as changes to quality of life aspects, either positive or negative.

It is extremely important to provide periodic news releases and updates with as many of the media as possible.

The City will have to use local cable programming, website, “Troy Today” newsletter; the Troy radio station, press releases to the various news outlets, and will have to address community concerns as quickly as is possible.

One of the biggest avenues for information sharing is open communications with the various neighborhood groups and the City. This method is a true test of getting the right information to the neighborhood rather than letting gossip or rumors be the basis for community feelings. The costs of this type of information are somewhat higher, but the end product should and could be more meaningful to everyone concerned.

Critical Policy Points For Council Consideration:

- The level of participation in the housing rehabilitation issues that will be facing the City in the coming years. Does the Council want to investigate the development of a Certified Development Corporation to act as a clearinghouse for loan pool development; contractor and design pool; and development of a corporate partner pool?
- Should the City consider the development and implementation of a stipend program for various neighborhoods around the community?
- The level and comprehensive approach to code enforcement. Does the Council want strict interpretation of the existing laws? Does the Council want to expand community oriented policing programs?
- Is the Council willing to accommodate requests to increase land use densities and to allow multiple-story commercial buildings in smaller areas? If so, will the Council support additional or reprioritized funding for equipment, resources and programs intended to assist and accommodate new development?
- Does the Council want to partner with the Troy School District and the higher education learning establishments in Troy to develop training and educational programs to assist unemployed or underemployed in the community?
- The level of City participation in development issues. If the Council chooses to be a partner, to what extent is the Council willing to participate, financially, in terms of area maintenance and infrastructure development, and in other areas such as public parking, etc?
- Financially, does the Council wish to develop alternative revenue sources to pay the public share of development costs such as: Common Area Maintenance Agreements; Build for Art Fees, or, if allowable, excise fees?
- Does the Council want staff to work with the Road Commission of 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 the City?

Key Board & Commission Roles:

- Park & Recreation Board—Ensure viable programs and venues to offer residents for relaxation and reflection. To assist in development of programs such as “Build for Art” and other criteria that encourages new art or cultural programs.

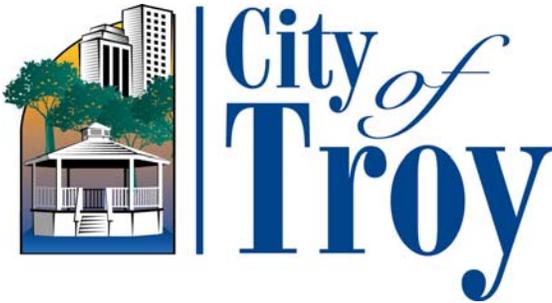
- Planning Commission—Development of land use planning and development programs to correlate with new density or form standards. Review of relevant codes for “Home Businesses”. Work with Council and staff to look at Planned Unit Development Standard that conform to principles of what City wants rather than what 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.
- Zoning Board of Appeals—Work with Planning Commission to review codes concerning “Home Businesses”

Primary Staff Focus:

- Development of criteria to develop Certified Development Corporation and develop public-private partnerships for housing upgrades or remodel
- Development of proposals to initiate amendments of current building codes where and if needed
- Develop logistics for park and open space plans that provide flexible and relevant uses for the community
- Development of programs that assist unemployed or underemployed with adequate time and resources to find employment or to start different career paths
- Develop neighborhood liaison system to assist neighbors in maintaining properties or other forms of assistance.
- Developing budget programs that allocate resources to Council adopted Core Products and other budget programs/projects based on a Council adopted level of service classification.
- Developing communication media to ensure that residents are aware of what’s happening in Troy
- Working 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



POSSIBLE POLICY AGENDA ITEMS

Council Goal: Minimize the Cost and Increase the Efficiency and the Effectiveness of City Government

Keys to Goal Achievement:

- Continue to hire the highest quality employees.
- Continue to follow adopted Council Goals and Objectives while providing flexible plans that are firmly coordinated with the principles of community sustainability.
- Develop plans that are flexible and that can be re-aimed to meet changing demographics, community/regional needs, and that add value to the community.
- Develop a listing of Core Products and aim the majority of resources at meeting the principles of the products at the highest level possible; and determine appropriate funding and service levels for the services/programs/projects that are considered to be marginal.

Potential Methods to Maintain Community Sustainability:

- Continue to hire the highest quality employees

If the residents of a community are to be truly served and protected, the employees of a community should be prepared to help residents, property owners and visitors who use City services succeed as much as is possible within the rules and regulations that the City Council has adopted and maintained. While there has to be a somewhat strict interpretation of the codes adopted by the Council, there are times when staff can help residents with options that fit the code. Staff can and should be as helpful as possible, but they also have to be cognizant of the fact that any assistance or options have to fall within the spirit of the law.

The City of Troy is blessed with having an exceptional staff. There is a strong mix of “futurists” and of day-to-day operations people that have to be a part of every good organization. Now, more than ever, staff has to stay in front of changing economic conditions, the changing demographic trends, and due to impending and imminent changes to the face of Troy, will have to change the way that business as usual is done.

Troy will have to be very creative to maintain its position as a regional force, and Troy’s staff will have to create solutions that don’t fit the aphorism that any plan is a one size fits all. As such, staff will have to prepare plans that meet the style of the times today, but are flexible enough to be changed to meet the unexpected needs and wants of the future.

Due to the potential changes in the way business is done by the City of Troy, staff will be looking at all job descriptions to determine if new priorities will create a need to change the staffing tables of the City. In essence, the anticipated focus of the community will probably require staff to be more flexible and to accept new challenges that are beyond current job descriptions. Additionally, the new development environment could create a need to hire employees with different skill sets to replace those who leave City employment.

- Continue to follow adopted Council Goals and Objectives while providing flexible plans that are firmly coordinated with the principles of community sustainability

Definition: Sustainability—Improving the quality of life while living with the carrying capacity of the supporting environment

There is always a fine line when staff is asked to provide a plan that will help the Council or residents get what they want without violating the laws, principles or regulations that govern a particular subject. In Troy, staff has been asked to implement and maintain the Goals and Objectives of the Council, and to provide options or solutions that meet the Council's goals, and to make absolutely sure that the options/solutions fall within the intent of existing laws, rules and regulations.

There are arguments on both sides of any issue as to what role City employees should play. One side wants every word of every rule or regulation to be enforced with all of the force that the City has at its disposal. To those the need for community sustainability is based on a strict interpretation of each ordinance or resolution. On the other side of the coin, some believe in personal property rights, and the axiom that a person's home is their castle and they should be able to do whatever they want with their property.

Staff has been instructed to be as flexible as is possible, but in some instances, the law or regulation is very clear in its purpose, and will not allow a great deal of flexibility. In some cases, staff has to plan for the worst possible scenario, and ask the Council and boards and commissions to understand that these instances are not cases of bureaucracy blocking progress, but trying to maintain sustainability. Staff does not adopt rules and regulations, but it is our job to make sure that those rules and regulations are upheld to the Council's intent.

In most cases, rules and regulations have been drafted in response to someone having taken advantage of flaws or loopholes to the disadvantage of someone else. In most cases, laws have been drafted to prevent further abuse. In the case of zoning laws and subdivision regulations, principles of consistency are the basis for almost all of the laws and rules/regulations. As example, building setbacks are consistent so that each homeowner has the same view, and the same sight distance. Grading plans are usually required so that water from a lot or lots with higher elevations does not flood the property at the low end of a street. Prior to grading plans, the norm was called the "Common Enemy Doctrine", which basically stated that if your neighbor's lot drained stormwater on your lot, the solution was to re-grade your lot higher than your neighbor's so water would drain back on his lot.

Zoning bulk regulations were instituted to maintain consistency, and to act as a guide for the installation of infrastructure of adequate size and affordable cost. These are just some of the basic principles of community sustainability.

A relatively new question that many governments are faced with today is how to deal with ensuring individual property rights while maintaining community sustainability. While the City does not want to inhibit individual freedoms and choices, until the laws of the community are changed, staff is required to follow the true mandates of ordinances, and/or rules and regulations that have been promulgated by the City Councils of the past and of today. The simplest possible answer to the dilemma is if the law or rules are not meeting community acceptability and needs, change the law or rule. If something dire were to happen to a citizen or visitor due to our failure to follow an adopted law, the City would be potentially liable for lawsuit in accordance with civil or even criminal law.

- Develop plans that are flexible and that can be re-aimed to meet changing demographics, community/regional needs, and that add value to the community

Tom Peters wrote a book called In Search of Excellence that was one of the most popular management related books of the 1980's. Peters' basic premise was that no plan was ever drafted that at some point wouldn't be subject to change. Peters contended that there are many external factors such as economics, social change, budgets, politics and a plethora of other factors that would create a need to change a plan on a constant basis. Peters advocated that managers should adopt a ready, fire, aim philosophy meaning that plans should be researched as extensively as possible, implemented, and re-aimed when they are pushed off track by external or internal change.

This approach demands a penchant for accepting change, as well as having the political will to stay with an adopted approach, and the ability to know when a plan needs to be refocused or re-aimed.

In the near future, the City of Troy will be faced with many development and redevelopment choices that will require some high-risk decisions. Based on the current economic challenges of the State, the Council will be faced with several choices that will shape the future of the community. Those choices come in the face of the Big Three automakers reshaping and reorganizing their companies through massive layoffs, cost reductions and other means that will have even longer-ranging impacts on the region, state, and nation.

At the same time, the Troy City Council will be asked to initiate one of the largest redevelopment projects in the history of this region. The Big Beaver Corridor Study calls for incredible investment by the development community, and reshaping the infrastructure and planning criteria of the Big Beaver area through investment by the City and the Downtown Development Authority. These serious and looming choices for the future will have to be made today if the City is to maintain a strong, viable economic basis for the future.

- Develop a listing of Core Products and aim the majority of resources at meeting the principles of the products at the highest level possible; and determine appropriate funding and service levels for the services/programs/projects that are considered to be marginal

In preparation for the future, staff is being asked to reshape the way we look at budget preparation and budgeting philosophies. Staff will seek input and guidance from the City Council to determine what services, programs, and projects are the highest priorities of the Council. From that list, staff will prepare a supplemental Business Plan to act in concert with the Annual Operating and Capital Budget as a longer-term planning document.

The Business Plan will use the Annual Budget as the blueprint for prioritizing the Council's Goals and Objectives, and will place a longer-term planning emphasis on the Council's Goals. Therefore, it is imperative that Council and staff meet to develop a listing of Core Products that will receive the biggest share of budget dollar allocations. The Council will also be asked to prioritize other current programs, and projects into a short-range, five-to-six year plan. Funds that are available outside the Core Products will then be allocated to those secondary priorities, and levels of service delivery will be coordinated with the available capital.

Staff will also look at overall staffing needs, and will review every vacancy to see if the position needs to be replaced, or if there is a greater need to move the position to another area to better meet Council priorities or Core Products.

Critical Policy Points For Council Consideration:

Since the Council has voted to adopt the key principles of the Big Beaver Corridor Study in the very near future, does the Council support, with the appropriate amount of Council input and direction, staff moving ahead with plan development and implementation as quickly as is possible?

Does the Council support the development of a listing of Core Products that will receive the majority of staff time and energy? Does the Council support the development of a "Business Plan" to act as the short-term blueprint for future budget development? Does the Council support the fact that if the majority of funds and staff time and focus are spent on Core Products that the Business Plan be drafted to show a level of service and funding amount that is commensurate with available resources?

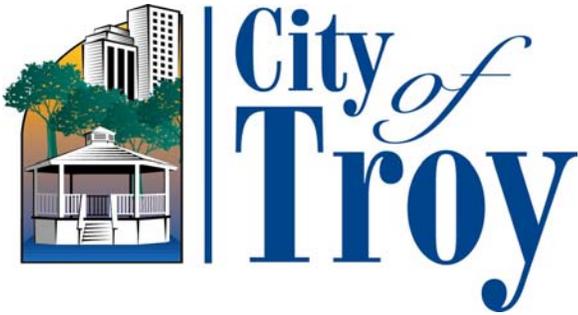
Key Board & Commission Roles:

- Planning Commission—Involvement in Big Beaver Project through development of Form-Based Zoning Overlay areas.

Primary Staff Focus:

- Enforcement of existing codes
- Drafting zoning text amendments or using consultants to draft new form based zoning codes
- Developing policy related information concerning Core Products

- Drafting Business Plan to correlate Council Goals with available resources
- Developing logistics for Council review concerning level of service and allocation of resources.
- Developing criteria for filling any employment vacancies to meet highest priority needs
- Managing opposites by attempting to find a balance between both ends of the spectrum



POSSIBLE POLICY AGENDA ITEMS

Council Goal: Retain and Attract Investment while Encouraging Redevelopment

Keys to Community Sustainability:

- Commitment to Infrastructure Enhancements/Investment Through Viable Capital Improvements Planning & Timely Project Implementation
- Commitment to Existing Business Community By Implementing Sound Policies That Do Not Inhibit Business And Through Recruitment of Businesses That Can Enhance Existing Business Community
- Commitment to Diversifying the Local Economy That Will Maintain Troy As The Driving Economic Engine Of Southeast Michigan
- Commitment to Partnerships That Provide Educational & Training Opportunities To The Troy Business Community
- Commitment to Continued Medical and Health Services
- Commitment To Troy Maintaining Its Place As a Regional Destination Point

Definition: Sustainability—Improving the quality of life while living within the carrying capacity of the supporting environment.

Potential Methods to Maintain Community Sustainability:

- Commitment to Infrastructure Enhancements/Investment Through Viable Capital Improvements Planning and Timely Project Implementation

Successful private sector companies annually reinvest in their companies in terms of new infrastructure and in research and development. In the case of a municipality, it would be prudent for the Council to set a percentage to annually invest in total infrastructure. The percentage would have to be calculated on operating revenues required to operate on an annual basis. The cost of living index would also have to be added if the investment is to be developed over a short-term, for example 5 to 6 years. Per the 2006 Comprehensive Annual Financial Report, the City has an estimated \$313 million dollars in asset value including depreciation.

Using the 2006-2007 Annual Budget, total capital reinvestment in the City's infrastructure is about \$19.8 million from the Capital Projects Fund and \$33.3 million from all funds, or about 10.6% of total estimated depreciated asset value of the City's infrastructure.

The Budget also indicates estimates of \$459,000,000 that needs to be invested in the infrastructure over the next 20 years, or about \$23,000,000 per year. As stated, the City's ability to reinvest in infrastructure is based on potential revenues over estimated expenditures, and increasing revenues over expenditures over an extended period of time. Therefore, continued growth of revenues and placing emphasis on core product expenditures will become of even greater importance in the future.

One of the critical factors to building a "complete community" is the Comprehensive Master Plan. This document helps to guide the planning process in terms of land use development as well as being an integral factor toward setting fiscal policy in development terms. Therefore, it is extremely important to make sure that the document is updated on a regular basis, and that the document is flexible in nature to make sure that the document takes new types of development and development trends into consideration. The comprehensive plan also needs to be flexible enough to consider changing demographics so that community facilities and quality of life venues can be changed to reflect what people need and want.

While the City has the ability to continue to grow fiscally, a time will come when the City will complete "infill" developments, and when that time comes, normal anticipated increases in property tax values will not continue at the levels they have in the past. Overall, property values will continue to increase as long as there is an interest in business development and redevelopment, quality infrastructure and as long as the housing market is diverse and residential properties and neighborhoods are well maintained. Additionally, there are other pertinent factors to maintaining/increasing property value such as quality school systems and excellent quality of life venues.

- Commitment to Existing Business Community By Implementing Sound Policies That Do Not Inhibit Business And Through Recruitment of Businesses That Can Enhance Existing Business Community

Another key to achieving continuing community sustainability is to retain existing viable businesses and attract new business that meets the needs, and in some cases the wants of area residents. It is doubly beneficial to attract new businesses that can also bolster regional attractions so that existing business can benefit from the rollover economic benefits. Another focus could be to recruit new businesses that could utilize products or services that are generated by the existing business community

Troy is blessed with having an outstanding business and manufacturing core, but the current economic conditions in Michigan have impacted these types of businesses. It has been City policy to try to keep an equal balance of tax load between commercial and residential properties. However, in the past few years that balance has begun to shift more to residential properties. By working to enhance business expansion opportunities for existing businesses and attracting new business to Troy, the City's goal of balanced property taxation can be better realized.

The world of business is constantly changing, and the business community has to be in step with changes.

One of the key factors to success of the Troy business community is the City working with business to assist rather than inhibit. The City can act as a partner by maintaining a sound infrastructure, and by making rules and regulations as an assistance to business rather than acting as roadblocks.

The City might have to show a willingness to follow the principles of physical and social change in developing codes and regulations to ensure flexibility to change with the style of the times. Businesses have to change to keep pace with changing trends and with “psycho-graphics”, or more simply put, what the public buys.

The City can help by maintaining information flow to the business community by sharing data such as demographics, in-migration statistics, gross income statistics, and thorough community surveys, or developing focus groups that touch on public concerns, complaints, or how the Zeitgeist might be changing.

Most of all, the City should stay cognizant of changes in land use planning, transportation systems and modes of transportation, code amendments and other relevant rules and regulations to make sure that the City is helping the business community to succeed.

➤ Commitment to Diversifying the Local Economy That Will Maintain Troy As The Driving Economic Engine Of Southeast Michigan

The State of Michigan has seen many changes in the economic atmosphere. In modern times, the state relied on the automotive and shipping industries to build an enviable position in the United States and the world. Recent world developments involving natural resources and the costs of equipment have reduced the industrial/manufacturing economic catalysts, especially in the automotive sector. All of the Big Three automotive manufacturers have announced large-scale layoffs, and closing assembly plants. While not all of the layoffs and plant closings will take place in Michigan, the economic aftershocks will be felt deeply in the Michigan economy for the near future at a minimum.

There is little doubt that companies the size of General Motors, Ford and DaimlerChrysler will rebound from the economic downturn, but it is also obvious that the restructured companies will not be in the same form after the rebound. What the companies will look like is unknown, but they will be leaner in terms of employees, and more focus will be on technology and innovation.

Troy is the new home to a hybrid technology center jointly developed by General Motors, DaimlerChrysler and BMW. Each of the companies has committed \$100 million dollars toward research and development. This venture has been developed as a means to fuel conservation and will soon find its way into numerous cars and trucks. GM, DaimlerChrysler and BMW have been working together on hybrid technology since 2005, but the relocation of engineers, technicians and executives from Europe and around metro Detroit to the Hybrid Development Center was just recently completed. Over the coming years, the new cooperative effort will invest over one billion dollars into new technology.

While Troy has a relatively diverse economic base, the surrounding area and pretty much all of Southeast Michigan relies on the automotive industry as its economic base. Troy has the opportunity to be a leader in economic change and remain as one of the strongest catalysts in the Michigan economy. Automation Alley could be the focal point for even more emphasis on research and development for alternative fuels, increased technology such as robotics, new forms of information technology and new innovations that will draw more investment dollars, new people and new ideas.

Changes in the future could also mean significant investment in revitalizing or changing the face of the manufacturing and warehouse areas of the community. If the face of the economic catalysts in Michigan will change, more thought will have to be given to what Troy will have to do to stay a vital and driving force in Michigan, the region and the national economy. Questions that the policy makers will have to answer could include: should the City be looking at maintaining manufacturing and warehouse areas in the City, or should the City be looking at revitalizing the “Brownfield” areas to new and modern mixed uses of retail/residential and other like uses? Should the City be looking at expanding service type uses such as more technology, more biomedical, or other more high tech uses?

This change in the future of the economy of the City will take a heavy investment in the technological and physical infrastructure, a renewed commitment to the educational system, and revitalized quality of life venues. The opportunity to push forward with revitalization of the Big Beaver and Maple Road Corridors will provide one of the required elements and the groundwork for investment in technology and education should be a focus of future budgets and planning documents. The City should also closely monitor the condition and viability of the Oakland Mall, and work with the property owners to make sure that the property stays viable, and start discussions concerning the possibilities for the mall in the future.

➤ **Commitment to Partnerships That Provide Educational & Training Opportunities To The Troy Business Community**

Another key component of continued community development and/or redevelopment will be that the community continues to support the Troy educational system. People will not come to a community, or stay in that community if the school system is not maintained as first rate. Troy is extremely fortunate to have one of the finest educational systems in the State.

The education system will also play a huge role in the changing economy of Michigan. With the recent news of corporate restructuring and layoffs in the automotive industry, there will be a significant number of people that will have to be retrained and reeducated to fit the changing style and spirit of the times.

The primary question is how can the City of Troy, the Troy School District and the many higher educational establishments that have facilities in Troy assist in maintaining a vital work force. The recently completed Comprehensive Housing Needs Assessment commissioned by Oakland County provides some eye-opening statistics. Among the most telling of the report’s statistics is the fact that Oakland County is a net exporter of population.

In fact, over the period of 2000 through 2004, Oakland County lost about 7,500 residents per year. In terms of age cohorts, the largest loss is in the 55 and older moving out of the region/state.

The City of Troy also has a tremendous opportunity to utilize the intelligence and the education of some of the work force that will be looking for other kinds of work. These are the people that developed ideas and new scientific concepts that fueled the Big Three automakers for many years. There could be opportunities to provide venues for these idea and scientific people to use their skills and backgrounds in small business economic gardening settings, or through research and development settings for fields other than automotive. Therefore it is extremely important that we have the information technology infrastructure to help develop the kinds of venues needed to expand the City's Smart Zone.

Another telling statistic is the housing "burden", or the categories of Oakland County residents that pay over 30% of their gross income for housing. The study indicates that 22% of all households (103,000), face economic burden, and 9% of all households face severe burden by spending over 50% of their income on housing.

The housing situation coupled with the current economic condition of the state, create some potentially significant challenges. Those challenges will create the need to refocus energies and policy considerations to the short and longer-term potential of the City.

Michigan is also experiencing a "brain drain", in that many of the most talented, educated and skilled citizens and our younger people are leaving the state in search of higher paying jobs and what they determine as a higher or better quality of life. With the reorganization of the automobile companies and the resultant reduction in jobs, there is reason to believe that the "brain drain" will continue.

On the other end of the age spectrum, the first wave of the baby boom is turning 60 this year. Many of the baby boomers will be looking to retire in the very near future, but retirement for this generation will not be the same as in recent times. Baby boomers are looking at a more active life style with different social and recreational needs. Baby boomers will look to smaller group activities and do not see a typical "Senior Center" as the answer to the social interaction needs. The fact that boomers will retire in record numbers also creates a new challenge, that being leaving a number of professions void of adequate numbers of people to fill vacant positions.

Talents of today, and the nearing retirement of boomers could be used to the advantage of the City. The City should look to take advantage of the knowledge of the current senior population as well as those who will retire in the near future by creating "Saging Centers" rather than the normal Senior Center concept. While many of the new seniors won't want to think about working atmospheres, they will want to give something back to the community, and the community should be ready to accept that input.

It becomes eminently important that the City work with the educational community, and the existing business community as well trying to recruit professional businesses to keep well-educated and productive citizens in Michigan and in Troy.

➤ Commitment to Continued Medical and Health Services

Troy is extremely fortunate in having an outstanding medical and health service community. Anchored by Troy Beaumont Hospital, the community offers a full and comprehensive range of medical and health services. Troy Beaumont has consistently been rated as one of the best surgical facilities and continues to expand their commitment to the residents of the region. Troy Beaumont is also planning a \$141 million dollar expansion to create more bed space, a greater emergency room presence, and more outpatient services. Additional office and patient care facilities are also planned. The City and other relevant governmental agencies should be a partner in Troy Beaumont's planning process to ensure that patient access to the facility is an easier process. The City will also have to be a partner in the planning and development process to ensure that expansion is done under the criteria of what the community wants.

➤ Commitment and Political Will To Troy Maintaining Its Place As a Regional Destination Point

The essential life of a community is based on a series of comprehensive services and how those services are delivered. As stated, those services include: quality of life venues; a superior school and educational system; sound infrastructure; a sound commercial and business community; and, sound financial planning and use of available resources.

There are also intangible qualities that set some communities above others. Those qualities include: political will and energy to stand up to those who doubt that certain things should be done because they can't contemplate the pathway to the future, or because they are afraid of the future; the ability to understand that the only thing constant in life is change; and, to plan facilities and programs to flex with changing circumstances. Other intangibles include the abilities for each of the players and pieces of a viable community to work together to add value and worth to the community.

Troy has shown by the very development of the community that it possesses all of the elements required to get the job done. The community is now at a crossroads. One fork in the road leads to a path that is comfortable inaction and that will hopefully maintain the City without looking toward the future. It is a path that tries to placate those who do not understand vision and the need to look past today. The other path is more difficult and is full of roadblocks, but also bears the fruits of opportunities if all of the players and pieces that make up a comprehensive community have the political will to move toward the future with eyes wide open.

The City of Troy has one of the greatest opportunities ever presented to a community. The Big Beaver Corridor Study provides the written catalyst for making Troy a "World Class Community". Now comes the hard part—the part that mandates strong political will, commitment of resources, and the ability to change things that worked, but do not lend or focus toward future needs. Some of the changes that will be necessary to start the pathway to Troy's Second Renaissance could include, but are in no way limited to attention being given to some regulatory documents and changing current styles or spirits of today for tomorrow.

As example, while the Zoning Ordinance is a workable document, it is based on Euclidian land use principles that have not kept pace with new patterns of land use.

Other regulatory documents will also have to be changed, but still meet the need for community sustainability while serving the new needs of new development or redevelopment. Those who will make decisions need to be cognizant of the fact that most of the resources needed to keep the entire country strong and economically viable are finite and every effort should be made to reduce demands on those resources. At the same time, we have to look at new options for those finite resources so that the new pathway to the future will be adequately fueled.

Political will, both public and private, has to play a major role in guiding future land uses that reduce demand on finite resources and provide places for social interaction and opportunities. Information flow to the citizen investor should be constant, accurate and should tell the whole story. Partnerships should include Oakland County, the Troy School District, the Troy business community, and especially the citizens of Troy.

The style of the times will continue to force the community to change. Documents, programs and projects will have to be continually reviewed to determine that they are still viable in the face of constant change. Resources will have to be allocated to the highest priority, and the City of Troy will indeed have to be a leader in all aspects of community purpose if Troy is to continue to be a model of a comprehensive community.

More and more, the scope of City business gets intertwined with regional, national, and now more than ever global situations. While the majority of this report is based on what the City can do in partnership with residents, business owners, and other governmental entities, the City of Troy is linked, for good or bad to global situations.

Men and women from Troy are asked to help defend the nation, and to get involved in geopolitical situations and conflict. Since the beginning of time, conflict, for the most part, has occurred as a result of cultural, religious or political/ideological conflict.

Troy is one of the most diverse communities in the country as is seen in the school districts that represent the citizens of Troy. According to the school districts, over 80 different dialects are spoken at the K-12 levels. While not part of the City of Troy's normal day to day functions, or in some cases, a part of the policy considerations that come before the Council, understanding and education as to the important aspects of diversity are key to the City, the region, the nation and world stability.

There is a great opportunity to take advantage of Troy's diversity that can start at a local level and with the right format could become an important force in the world of nations. Through the concept of the Saging Center that was mentioned under the context of Senior Citizen involvement, the City, in conjunction with the ministerial alliance of the community could become a center for cultural and religious education and information.

The current conflict in the Middle East is a direct result of sectarian differences. Conflicts in Afghanistan, Croatia, Serbia and Herzegovina and other world hot spots are basically due to lack of understanding of cultures, religions and history.

Through its diverse cultures, religions and understanding citizens, Troy could become a national or world leader in helping citizens of the world become more tolerant and understanding of cultural and religious differences. The many universities represented in Troy could be other potential partners in this endeavor.

Critical Policy Points For Council Consideration:

The movement to downsize the number of employees in the automotive industry will no doubt have rollover impacts on ancillary businesses. If this pattern does come to fruition, what role can the City of Troy play in retraining or reeducating workers to be ready for the next work emphasis?

What role does the Council want to play in developing housing policies for the short and longer term? Policies might include: the need for more affordable housing; the need to address the future employment picture; and, how can the City be prepared for the changing style of the housing and economic times?

The Big Beaver Corridor Study indicates the possibilities of creating as many as 28,000 new jobs, and increasing Troy's population by as many as 10,000 people. Does the Council want to move the process ahead as quickly as is possible and feasible?

Does the Council want to make a financial commitment for the future by channeling City funds, grant funds and partnership funds with other governmental entities into technology, educational programs and advanced infrastructure development.

Should the City find partners interested in revitalizing Brownfield areas as similar uses of today, or should investments be made in infrastructure that will promote changes in land uses to other type uses such as service or medical or other types of mixed use?

With the possibilities of smaller work forces, will those left behind be able to find new jobs in Michigan, or will they move out of the region/state? Again, what role can the City of Troy play in maintaining a viable job base, as well as retraining or reeducating workers to be ready for the next work emphasis? Is the Council willing to look at development of new business incubator (economic gardening) process to give new business opportunities to unemployed or underemployed professional people?

Will Michigan continue to experience the "Brain Drain" of our young and talented citizens moving out of State in search of new job opportunities? What roles can the City of Troy play in maintaining viable work force entry jobs that lead to higher paying jobs in the future?

Does the Council want to look to take advantage of the new generation of senior citizens by creating a Saging Center concept to take advantage of the wisdom and talents of groups?

How will the changing style or spirit of the times change the way the City does business? How do we use changing styles of the times to be better prepared for the future?

Is the Council interested in becoming partners in a Troy Saging Center for cultural and religious education and information?

Key Board & Commission Roles:

- Planning Commission—Development of planning principles to allow more diversity in land use, transportation planning and business opportunities

Primary Staff Focus:

- Development of training and retraining programs
- Development of business retention and recruitment programs
- Development of marketing and branding programs
- Development of partnerships with other governmental and private agencies that will help to maintain Troy's economic and community being

Key Partnerships:

- Troy School District
- Oakland County
- State of Michigan
- Road Commission of Oakland County
- Troy Chamber of Commerce
- Troy represented Colleges/Universities
- Ministerial Alliance
- Troy Higher Education Representatives



POSSIBLE POLICY AGENDA ITEMS

Council Goal: Effectively and Professionally Communicate Internally and Externally

Keys to Goal Achievement:

- Continued Development of Viable Outlets for Information
- Work on Educational Information Format for Employees
- Develop a Valid Sampling Format to Obtain Viable Community Information Concerning City Related Issues
- Develop Focus Groups to Give A Valid Level of Information to Council on City Related Issues
- Develop Communication Partnerships with the Business and Service Communities to provide critical information to potential users

Potential Methods to Maintain Community Sustainability:

- Continued Development of Viable Outlets for information

Current external communication practices of the City of Troy include: annual calendar and quarterly city newsletter “Troy Today” mailed to all households and businesses; excellent programming on the City’s cable television network WTRY; posting updated information on the City’s website; and, press releases to the various radio, television and press outlets. The City also has a form of a speaker’s bureau in that the Mayor and Council and staff are ready to address community groups on any City related item.

One of the shortcomings with communications is that for the most part, the only return of response is when someone disagrees with something. The majority of opinion is not given due to many different reasons. Therefore, a response to making sure that people get information is to make sure that the City knows how people truly feel through a viable cross section of response.

This section of the policy planning process will be a blending of topics listed above. As with policy item, the Council wants to get feedback during the decision making process so that decisions are based on public input as well as information from staff. Staff usually bases information flow of facts, research materials, and documents that guide enforcement and interpretation of a previous Council’s decisions.

- Develop a Valid Sampling Format to Obtain Viable Community Information Concerning City Related Issues & Develop Focus Groups to Give A Valid Level of Information to Council on City Related Issues

Public opinion usually comes in the form of passion either for or against an issue due to location of an issue that might be close to a person's "backyard", impact on personal finances, or the issue not meeting personal expectations or perceptions.

Much of the controversy over public matters comes as a result of timing and perception. Any public issue normally comes in the form of four distinct timings.

- Time One is when an issue usually comes to staff for action;
- Time Two is when staff addresses the issue;
- Time Three is when the issue is brought before Council for action; and,
- Time Four is when the public hears about the issue and either reacts to, or dismisses the issue.

Staff would like to change the process to be more proactive in bringing major, community-wide issues to the Council and citizens. It is staff's intent to move Time Three and Time Four to between Times One and Two. This would be a departure from normal process in that staff would be coming to the Council with a plan of action based on a broader-range of citizen input.

Too many times in the policy making process, Councils are inundated with passionate advice from special interest groups on both sides of any issue. The majority of residents in a community do not take part in the political process, as they don't see immediate personal impact from the majority of City Council decisions.

In order to get a broader range of input from more than just those who have something to gain or lose in the process, staff would like to put a new "Timing" of processes for future major community-wide policy decisions. The process would be formulated to follow a process for Major Public Policy issues where:

- Major policy issues are identified
- Upon identification, policy issues are brought to the Council for updates and direction;
- Focus groups of citizens are gathered through random sampling methods to ensure a valid cross section of community demographics and opinions. Focus groups are given fact sheets and are asked to state opinions. Opinions are formulated into a staff report to the Council or appropriate Board/Commission for policy action, or if initially sent to a Board/Commission for recommendation to the City Council.
- Staff then writes a report for final policy action by the City Council.

By implementing a new policy process **for major community-wide policy issues**, staff would get direction from the Council that is based on a larger community input. Giving the Council the ability to form their final decisions on a valid cross-section of community input could help to eliminate the old adage of the "squeaky wheel gets the grease".

Examples of community-wide policy issues could include:

- Cell Phone Tower locations
- Zoning Ordinances
- Community Master Plans
- New Roadways
- Federal or State mandates
- Group Day Care Codes
- Construction of Community Facilities

➤ Work on an Educational, Informational Format for City Employees

In many cases, City employees are the first point of contact with the public, and assuring that employees have the correct information could be helpful for citizen and employee alike. Employees should also be given copies of the Council's Goals and Objectives, and through in-house training, employees could participate in learning experiences as to what the Council feels are the highest priorities, and how staff can work smarter in meeting the Council's Goals and Objectives.

➤ Develop Communication Partnerships with the Business and Service Communities to provide critical information to potential users

The City of Troy provides periodic information circulars to over 32,000 homes and over 6,000 businesses. The City also reaches an even bigger audience through the City of Troy's website. The City could be an important link between businesses and health services providers and the general public who are looking for service or products. While there are those who advocate that government should not be a player in private business, the City could be a vital link to business and health care providers by providing links to businesses on the website, and by providing health information to the community in the various publications and brochures.

Critical Policy Points For Council Consideration:

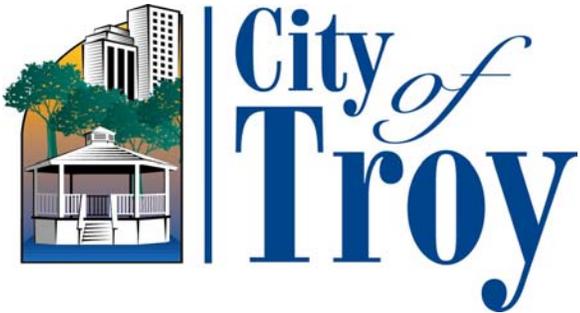
Does Council favor the use of focus groups to provide more public input and advice to the policy makers on major policy related issues?

Primary Staff Focus:

- Development of additional communication media
- Expansion of weekly news programs to keep people up to date
- Development of web page to show Troy "Featured Business"
- Development of Employment links on the webpage
- Development of Grant or Small Business opportunities on the webpage
- Development of logistics to develop focus group information networks
- Development/expansion of venues such as job fairs, community events

Key Partnerships:

- Troy School District
- Troy Chamber of Commerce
- State of Michigan
- Marketing/advertising agencies



POSSIBLE POLICY AGENDA ITEMS

Council Goal: Emphasize Regionalism and Incorporate Creativity Into the Annual Strategic Planning Process

Keys to Goal Achievement:

- Commitment to Balanced and Flexible Planning Principles
- Individual Property Rights in Conformance with Sustainability Principles
- Commitment to Balanced Partnerships
- Commitment to Natural Resource Preservation
- Commitment to Capital Improvements Planning

Potential Methods to Maintain Community Sustainability:

- Commitment to Balanced and Flexible Planning Principles

The primary purpose for comprehensive planning documents is to prepare a community for the future. Over time, Comprehensive Plans have been developed by taking typical community related elements such as: housing; transportation; parks and recreation; socioeconomic factors; demographics; and other aspects and showing current levels, and the potential changes for each of the elements during a specific planning period. The Plan usually has Goals and Objectives and recommendations as to how to meet the Goals and Objectives. The main problem with development of plans based on this format is that in this new information age, changing demographics, and changes in the economy constantly alter the approved plan, and in many cases, make the plan obsolete before it's fully implemented.

Too often plans, programs or other documents that are meant to act as guides for the future become bogged down with a premise that one size fits all and do not take changes in the spirit or style of the times throughout the normal planning period into consideration.

It is essential to have a standard from which to build new plans and elements of future or potential community life. It is also essential that future goals and objectives trace the potential for what a community might look like, but it is critical that the plans be adopted to take changes in the spirit or style of the times into consideration.

As is indicated in other sections of this report, planning documents should take the current situation in account, but like everything else, the plans should be adaptable and flexible to change with the spirit or style of the times.

Plans should be developed based on the current style of the times, but should also contain caveats that many factors including demographics, economics, social issues, change in levels of resources, or any number of other factors will change the plan, at any given time.

Potential formats could require a formula for modeling economic conditions; housing trends and needs; potential demographic changes; transportation needs; and how Michigan fits into the regional and national picture. As example, the Comprehensive Plan could be divided into two segments. The first volume could show current conditions and could even make predictions as to how current conditions could be extrapolated into the short and longer term planning periods.

The second volume could entail strategies for making Troy even more of a destination place, and could provide what might be needed to make goals come to fruition. Over the years, many planning theories have been brought forward, and have changed to reflect changing spirit or styles. As example, after the Second World War, high-density cities gave way to urban sprawl and the emergence of suburbia. Now planners are concerned about the sprawl and the impact that sprawl has on transportation, the environment and the economy, and are calling for a return to higher density uses through the “new urbanism” movement. New urban design calls for higher density developments, infill “redevelopment”, more intermodal transportation uses such as light rail or bus routes, and more neighborhood type development featuring mixed uses. In essence, new urbanism is a return to the neighborhood concepts that really encourages “Mom and Pop” stores, higher density residential and employment opportunities that are in close proximity to residential areas.

Planners are seeing that the wave of “new urbanism” not only makes sense, but also is a product of changing style or spirit of the times. Not only do higher densities and mixed land uses make sense from a planning point of view, but from a saving of natural resources and the environment point of view as well. Most of the other factors that impact the development future of a community such as the economy, new housing trends, socio-economic factors, demographics and other elements, will also create a need to develop a new kind of planning document that can be flexed and fitted to accommodate constant change.

The Big Beaver Corridor Study calls for some fairly radical amendments to physical land use planning when a recommendation was made to change zoning principles from the old Euclidian philosophies to “form based zoning”. In essence, form based zoning is more permissive by its very nature in that the basic principle is planning for what a city wants rather than trying to prohibit what the city doesn’t want.

Several cities throughout the nation have changed out-of-date planning documents to reflect the new wave toward form-based principles. Grand Rapids recently adopted a form based plan and will pioneer the new elements of zoning in Michigan. Rather than reinventing the wheel, staff recommends that the Planning Commission be asked to develop plans that fit Troy’s future needs and changing styles of the times.

➤ Individual Property Rights in Conformance with Sustainability Principles

Another change in the style of the times comes in the new wave of thought that individual property rights should be a primary determinate in land use and zoning decisions. The thought involves a property owner being able to do with their own property as they wish. The other side of the coin involves the thought that a community is better sustained if there is uniformity in urban design, meaning more consistency provides for better neighborhoods so that each property owner gets the highest use and value from their property.

While there are no right or wrong answers to how people feel about their property and their rights as property owners, the good of the community is the strongest component of how individual properties are used and how those properties maintain value.

Without some form of consistency, it is extremely difficult to provide normal services that government and for that matter, private business can offer. Without planned easements or rights-of-way dedications, streets, utilities and other service functions, system users would have to pay much higher costs. Consistent urban design, while it has some flaws, provides the same opportunities for every property owner whether it is views, access to streets and other utilities, and ensuring that property values are consistent as well.

Individual property rights should ensure that land uses are not detrimental to property values and the true pursuit of happiness from property ownership. Additionally, if property is located in an area where public improvements have to be made, if land has to be taken for the public good, the property owner should be assured of proper compensation for the property.

Government has to be very careful when planning new facilities or infrastructure to ensure that an improvement does not make a property unusable or without access. If that instance should occur, the government should plan on acquiring the property to ensure that the improvement does not constitute a “taking” under the current interpretation of the laws of eminent domain.

➤ Commitment to Balanced Partnerships

Because of ever increasing costs, some large-scale developments and infrastructure improvement projects will be beyond an individual or entity’s abilities to finance. In the past, capital-intensive public projects have created a need for intergovernmental partnership programs where other levels of government have supplied some of the capital to construct the project. In this changing economy, revenue sharing or grant programs will continue the trends of being under-funded or in some cases, unfunded. Revenue and pass-through programs that used to help sustain local government budgets are going away in the form of unfunded mandates, or put realistically, legislatures keeping the funds to help with their own budget concerns. Common knowledge, however, indicates that actual facility or project construction constitutes about one-third of the actual overall cost of a project. The other two-thirds of the cost come with operation and maintenance of the project.

On the private sector side, some of the large-scale mixed-use developments planned for the Big Beaver Corridor, Maple Road, Rochester and other areas will most likely require a number of creative partnerships between the public and private sector.

Partnerships between the Troy Downtown Development Authority, the development community, the financial community, the State of Michigan, Oakland County and the City of Troy will probably be the only way that all of the proposed developments will come to fruition. Partnerships might have to come in the form of viable incentives that can be proven to provide a valid rate of return on the public's investment.

Investment of public funds, energy and time will come with built in risks. There are those who think that public funds should not be invested in private development, and there are those who understand that partnerships are the only way to keep a community vital, especially in the current economic condition in the state. Therefore, continuous and comprehensive information sharing is essential if programs and projects are to be completed in a timely and community based process.

The true proof of public investment lies with increased employment opportunities, increased property values, increases in fees, and development of projects that allows City work functions to be done on a working smarter basis.

There are several ways to build partnerships, but to also take the majority of the funding onus from government. Some of these possibilities are:

- Formation of a Business Improvement District. Through the City, business owners develop a Business Improvement District. Business owners pay the costs of some of the private development improvements; and other capital items by levying fees on the properties within the district. The District forms their own board and the businesses in the area vote on expenditures and work with the City to plan for the future and to develop regulatory processes.
- Expansion of the proposed CDC to include clearinghouse functions for business areas.
- Development of excise type fees for development that contain a "buy-down" mechanism for any building or development that meets criteria that the Council and the residents of a community have imposed. As example, the fee could be reduced if the building are planned to be more environmentally friendly, or if the business encourages processes that reduce impacts on the City and/or neighboring land uses.
- Development of Common Area Maintenance Agreements (CAMA's). These agreements are developed by developers and the City, or by adjacent property owners that call for maintenance procedures to be done by the building owners rather than by the City.

➤ Commitment to Natural Resource Preservation

Planning, both physical and strategic has a great impact on natural resources. Poor coordination of land use and transportation can also have significant impacts on the economy, and on how we face the future. Poor strategic planning that is based on slow moving trends rather than the inevitability of change will create wastes of time, money and energy—three resources that are becoming more and more precious as the world moves to the next generation of change.

Planners have discovered that past land use development practices have resulted in people having to use their vehicles for almost any trip. This translates into increased uses of natural resources, greater impacts on the environment, and in some cases, significant impacts on health. The average single-family home generates about nine vehicle trips per day, which in the case of Troy, means that single-family homes generate over one-quarter million-vehicle trips per day. The fact that urban traffic is subject to stop and go movements that waste gasoline and emit greater particulate matter into the atmosphere has created a return to a planning philosophy that encourages more pedestrian friendly developments as well as a greater trend of mass transit to replace “unnecessary” vehicle trips. New planning trends also call for better coordination of development or redevelopment with existing transportation networks.

An example of how dependence on the vehicle impacts natural resources could be a one-mile section of arterial street that handles 50,000 vehicles per day. In order to accommodate left turn movements that cannot be made at the major intersections, there could be as many as four signalized intersections from one-mile road to the next. If 50% of all vehicles traveling through the one link have to stop at each of the signals, based on the fact that a vehicle uses 1 to 2 ounces of fuel in idling and from stop and go movements from the intersection, about 1,200 gallons of fuel are wasted every day on just one link of an arterial. Over the course of the year, that one link of the arterial could be responsible for over 425,000 gallons of fuel being wasted in stop and go driving.

Multiplied by the current average price of fuel of \$2.259, over \$950,000 per year is spent in stop-and-go driving on just a one-mile link of an average arterial street. Think of the magnitude if the same formula is extrapolated to every major arterial street in the Detroit metropolitan area. At the same time, the Environmental Protection Agency estimates that every gallon of fuel burned puts 20 pounds of carbon dioxide into the atmosphere. Using the same formula for fuel usage on a one-mile link of one arterial street, the estimated 425,000 gallons of fuel being wasted constitutes about 8.5 million pounds of carbon dioxide released into the atmosphere. Again, extrapolate the formula for every major street in the Detroit area, and it becomes more evident why better coordination of land use and transportation facilities is extremely important.

➤ Commitment to Capital Improvements Planning

Other costs associated with the development of a community could include supplying access and egress to all of the various land uses of the community. In most cases, transportation costs are borne by the entire city. Other comprehensive costs could include water and sewer distribution equipment; emergency services; park and recreation facilities; libraries; community facilities; and, other ancillary costs associated with supplying services.

Based on the statistics and relevant facts shown, the City of Troy has to make significant investments in infrastructure and equipment. Failure to do so would place severe limitations on the City's ability to compete, especially for new businesses that help to supply jobs and property value.

While some would decry the fact that government partner with private business and that government should not utilize tax dollars for partnerships, it is more and more apparent, especially in the current Michigan economy that if the City of Troy is to maintain its position as a driving socioeconomic force, any possibility to create and stimulate the economy should be investigated.

Critical Policy Points For Council Consideration:

Does the Council want to implement a new format for future planning documents that changes the "way planning documents have always been done? That is to discuss current planning conditions, but to determine methodologies for making the documents better reflect changing style or spirit of the times.

Does the Council want to develop policies that have as their primary aim to supply improved services to the community and take into consideration the true pursuit of private property ownership as described in governing documents?

Is the Council willing to enter into public-private partnerships to ensure that the community continues to prosper. Such partnerships could include, but are not limited to: cash infusions to build infrastructure, in some cases on private property; possible bonding by the Troy DDA to buy land, or construct infrastructure; installation of vegetation and plant materials on private property, etc.

Key Board & Commission Roles:

- Planning Commission—Development of Strategic Plan and Master Planning Documents that are flexible in nature so as to reflect changing style or spirit of the times. Review existing documents that provide for community sustainability while offering options to property owners to "do what they want with their properties" as long as the chosen measures do not adversely impact neighbors or the community.
- Downtown Development Authority—Develop criteria and logistics for entering into public-private partnerships to enhance the overall value of the community in terms of resources and making Troy a true regional destination point. Develop criteria for using existing and projected tax increment to the benefit of the community and to relieve financial pressure from the City's General Fund.
- Park and Recreation Board—Development, in conjunction with the Planning Commission and staff, of guidelines that will help to increase and use more open areas as "Green Space".

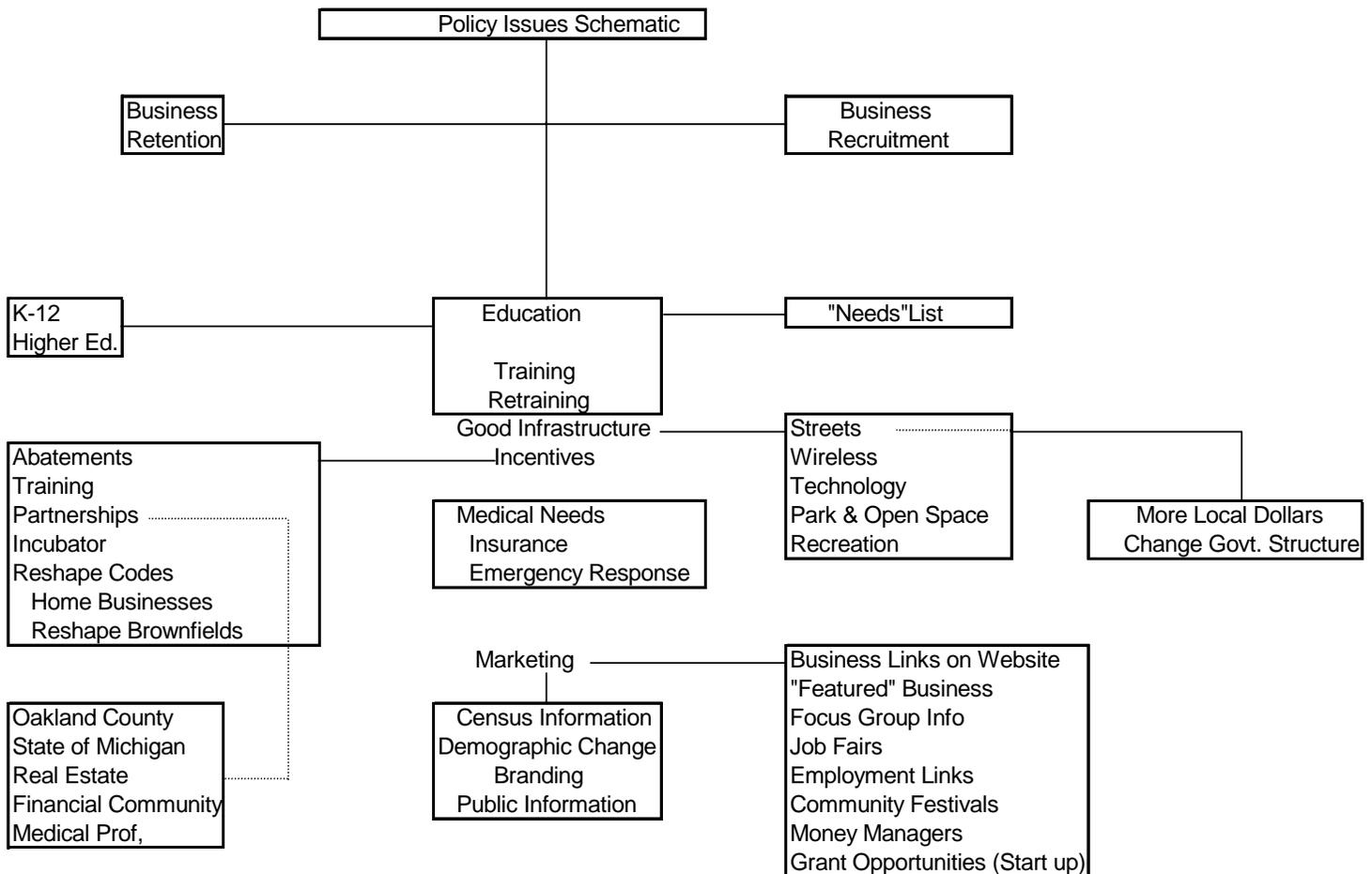
Primary Staff Focus:

- Development of criteria determining “Who Pays for What” in terms of new development or redevelopment of mixed land uses.
- Development of new standards for development in certain development districts including, but not limited to Big Beaver Road, Maple Road, and Rochester Road.
- Development of plans that will reduce natural resource demands even with the possibilities of higher land use densities.
- Development of plans that increase the “Green” environment.
- Development of short-range capital improvement plans to better coordinate available resources with highest priority capital needs.
- Development of short to medium range financial forecasts based on potential development models and on economic trends in Troy, Michigan and the Upper Midwest.
- Development of fact sheet that truly and accurately shows the resident and commercial investors of Troy what they get for their tax dollars.
- Development of plans to reshape some of the uninhabited “Brownfield” areas in the City of Troy. Such plans might include development of plans to change land uses, or to utilize some of the vacant buildings as an incubator for new or developing businesses.

Key Partnerships:

- Financial Community
- Oakland County
- Road Commission of Oakland County
- State of Michigan
- Troy Chamber of Commerce
- Real Estate Community
- Commercial/Industrial property owners

The following chart indicates a portion of what the City of Troy might be able to do to prepare for the future. The current style or spirit of the times still indicates a number of positive things that are going on in the State, but most of the economic indicators call for some struggles in the future. Large-scale layoffs and plant closings signal a change in the way business will be done by the major manufacturing companies in the State. With so much of the economy in Michigan being related to the automotive industry, the change in style by the major automotive manufacturers will have some fallout on the ancillary manufacturers that supply parts or labor to the Big Three.



Due to the diversity of the Troy economic base, Troy will probably not have all of the problems that other Michigan communities will experience. However, the current trends show higher levels of unemployment, and more burdens to meet financial obligations. As indicated, the recently completed Housing Needs Study for Oakland County indicates that an increasing percentage of property owners are having more and more of disposable income go toward paying mortgages. The study also indicates that Oakland County has been a net exporter of population over the past four years.

While times, at least in the near future, will probably get more difficult, the City of Troy can start a process to lessen the burdens on our residents and place the City in position to take advantage of the opportunities of the future. Working through partnerships with the school district, and private business, Troy can chart a course to alleviate some of the common struggles that our region and state could experience. Pathways to the future will not be easy travel, but if the community is prepared, there will always be a light at the end of the path.

While the path to the unknown future might be unclear, innovation, risk taking, and leadership will be required to find the way.

**“Imagination is more important than knowledge”
Albert Einstein**

Strategic Planning Initiatives

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

The Governing Body

Louise Schilling, Mayor
Cristina Broomfield, Mayor Pro Tem
Robin Beltramini, Council Member
Wade Fleming, Council Member
Dave Lambert, Council Member
Martin Howrylak, Council Member
Jeanne Stine, Council Member

City Council Goals

- Enhance the livability and safety of the community
- Minimize the cost and increase the efficiency and effectiveness of City government
- Retain and attract investment while encouraging redevelopment
- Effectively and professionally communicate internally and externally
- Maintain relevance of public infrastructure to meet changing public needs
- Emphasize regionalism and incorporate into the annual strategic planning process

**Zeitgeist: The style or spirit of
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

Keys to Goal Achievement



**Minimize the cost and
increase the efficiency of
City government**

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



Keys to Goal Achievement

1. Continue to hire the highest quality employees
2. Continue to follow adopted Council goals and objectives while providing flexible plans that are firmly coordinated with the principles of community sustainability
3. Develop plans that are flexible and can be re-aimed to meet changing demographics, community/regional needs, and add value to the community



Keys to Goal Achievement

4. Develop a listing of core products and aim the majority of resources at meeting the principles of the products at the highest level possible, and determine appropriate funding and service levels for the services/programs/projects that are considered to be marginal

Critical Policy Points

- Does City Council support strict interpretation of codes, or options that fall within the intent of the codes and continue to meet the principles of community sustainability?
- Does the Council support moving ahead with implementation of Big Beaver corridor study elements as quickly as possible?
- Does City Council support development of a listing of core products that will receive the majority of staff time and energy?

Critical Policy Points

- Does Council support development of a business plan to act as the short-term blueprint for future budget preparation?
- Does Council support the fact that if the majority of funds and focus of staff are spent on core products, then the business plan will be drafted to show a level of service and funding amount that is commensurate with available resources?

Key Board & Commission Roles

Planning Commission

Involvement in Big Beaver project through development of form-based zoning overlay areas

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

Keys to Goal Achievement



**Retain and attract investment
while encouraging redevelopment**

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



Keys to Goal Achievement

1. Commitment to infrastructure enhancements and investment through viable capital improvements planning and timely project implementation
2. Commitment to existing business community by implementing sound policies that do not inhibit business, and through recruitment of businesses that can enhance existing business community



Keys to Goal Achievement

3. Commitment to diversifying the local economy that will maintain Troy as the driving economic engine of southeast Michigan
4. Commitment to partnerships that provide education and training opportunities to the Troy business community
5. Commitment to Troy maintaining its place as a regional destination point

Critical Policy Points

- What role can the City of Troy play in retraining or reeducating workers to be ready for the next work emphasis?
- What role does City Council want to play in establishing housing policies for the short- and long-term?
- How can the City be prepared for the changing housing and economic climate?

Critical Policy Points

- The Big Beaver corridor study indicates the possibility of creating 28,000 new jobs and increasing Troy's population by as many as 10,000 people. Does City Council want to move the process ahead as quickly as possible?

Critical Policy Points

- Does City Council want to make a financial commitment to the future by channeling City funds, grant funds and partnership funds (along with other governmental entities) into technology, educational programs and advanced infrastructure development?

Critical Policy Points

- Should Troy find partners interested in revitalizing Brownfield Redevelopment Districts as similar uses of today, or should investments be made in infrastructure that will promote changes in land use to other types of uses, such as service, medical or mixed uses?
- What role can Troy play in maintaining a viable job base?

Critical Policy Points

- What role can Troy play in preventing “brain drain” and maintaining a viable work force with entry jobs that lead to higher paying positions in the future?
- Does City Council want to acknowledge the new generation of senior citizens by creating a “saging center” concept to take advantage of the wisdom and talents of this generation?

Critical Policy Points

- How will the changing style or spirit of the times (Zeitgeist) change the way the City does business?
- How does Troy use the changing styles of the times to be better prepared for the future?

Key Board & Commission Roles

Planning Commission

Design of planning principles to allow more diversity in land use, transportation planning and business opportunities

Primary Staff Focus

- ◆ Develop training and retraining programs
- ◆ Form business retention and recruitment programs
- ◆ Create marketing and branding programs
- ◆ Cultivate partnerships with other governmental and private agencies that will help to maintain Troy's economic and community wellbeing

Key Partnerships

- Troy School District
- Oakland County
- State of Michigan
- Road Commission for Oakland County
- Troy Chamber of Commerce
- Troy Represented Colleges and Universities

Keys to Goal Achievement



**Effectively and professionally
communicate internally and
externally**

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



Keys to Goal Achievement

1. Expansion of viable outlets for information
2. Design educational information format for employees
3. Develop a valid sampling format to obtain viable community information concerning City-related issues
4. Form focus groups to give a valid level of information to City Council on City-related issues

Critical Policy Points

- Does City Council favor the use of focus groups to provide more public input and advice to the policy makers on major policy-related issues?

Primary Staff Focus

- ◆ Develop additional communication media
- ◆ Expand weekly news programs to keep people up to date
- ◆ Design web page to show Troy featured business
- ◆ Create employment links on the web page

Primary Staff Focus

- ◆ Develop grant or small business opportunities on the web page
- ◆ Establish logistics to develop focus group information networks
- ◆ Development and expansion of venues such as job fairs, community events

Key Partnerships

- Troy School District
- Troy Chamber of Commerce
- State of Michigan
- Marketing/Advertising Agencies

Keys to Goal Achievement



Emphasize regionalism and incorporate creativity into the annual strategic planning process

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



Keys to Goal Achievement

1. Commitment to balanced and flexible planning principles
2. Individual property rights in conformance with sustainability principles
3. Commitment to balanced partnerships
4. Commitment to natural resource preservation
5. Commitment to capital improvements planning

Critical Policy Points

- Does the Council want to implement a new format for future planning documents that changes the way planning documents have “always been done” ...to better reflect the changing style or spirit of the times?
- Does City Council want to develop policies that have as their primary aim to supply improved services to the community and take into consideration the true pursuit of private property ownership as described in governing documents?

Critical Policy Points

- Is Council willing to enter into public-private partnerships to ensure that the community continues to prosper? I.e., cash infusions to build infrastructure, in some cases on private property; possible bonding by the DDA to buy land or construct infrastructure; installation of vegetation and plant materials on private property, etc.

Key Board & Commission Roles

Downtown Development Authority

Establish criteria and logistics for entering into public-private partnerships to enhance the overall value of the community in terms of resources and making Troy a true regional destination point. Develop criteria for using existing and projected tax increment to the benefit of the community and to relieve financial pressure from the City's General Fund.

Key Board & Commission Roles

Parks and Recreation Advisory Board

Development (in conjunction with the Planning Commission and staff) of guidelines that will help to increase and use more open areas as green space

Key Board & Commission Roles

Planning Commission

Development of strategic plan and master planning documents that are flexible in nature so as to reflect the changing style or spirit of the times

Review existing documents that provide for community sustainability while offering options to property owners to “do what they want” with their properties, as long as the chosen measures do not adversely impact neighbors or the community

Primary Staff Focus

- ◆ Establish criteria determining “who pays for what” in terms of new development or redevelopment of mixed land uses
- ◆ Formulate new standards for development in certain development districts including but not limited to Big Beaver, Maple and Rochester Roads
- ◆ Develop plans that will reduce natural resource demands even with the possibilities of higher land use densities

Primary Staff Focus

- ◆ Develop plans that increase the green environment
- ◆ Create short-range capital improvements plans to better coordinate available resources with highest priority capital needs
- ◆ Develop short- to medium- range financial forecasts based on potential development models and on economic trends in Troy and the upper Midwest

Primary Staff Focus

- ◆ Produce a fact sheet that truly and accurately shows the resident and commercial investors of Troy what they get for their tax dollars
- ◆ Develop plans to reshape some of the uninhabited Brownfield areas in Troy; such plans might include development of plans to change land uses or utilize some of the vacant buildings as an incubator for new or developing businesses

Key Partnerships

- Financial Community
- Oakland County
- Road Commission for Oakland County
- State of Michigan
- Troy Chamber of Commerce
- Real Estate Community
- Commercial/Industrial Property Owners

