

TROY CITY MANAGER'S ROUNDTABLE MEETING FIRST QUARTERLY EXECUTIVE SUMMARY

The questions and topics that were discussed by our monthly participants have been color coded (**Red Items: September topics, Green Items: October topics, Purple Items: November topics**) followed by the City's responses to the questions/topics.

ECONOMIC DEVELOPMENT

- Better promotion of various "City incentives and programs" to the business community including Troy Work Perks, cultural opportunities and incentives.
- Use all of our assets – including businesses, to spread good news about the community and "sell Troy" to potential incoming investors.
- Get aggressive in economic development efforts by building our resource toolbox in order to be proactive in business attraction, business retention and entrepreneurship in tomorrow's growth sectors and the global economy.
- Embrace global business opportunities by marketing the diversity of the community and networking at various ethnic-focused business associations' events.
- Be more deliberate in our efforts to encourage businesses within Troy to support fellow Troy companies.
- Develop creative initiatives to further attract investments in focused clusters or sectors of businesses currently found within Troy (i.e. professional services, healthcare, advanced engineering).
- Develop solid business retention tools and initiatives.

Troy's economic development plan addresses four key strategic areas: business attraction, business retention, expansion and entrepreneurship. These four areas identify one of Troy's economic development goals to create an environment of investment within our business community. Any good model of a strong, sustainable community involves a balance of business and residents. This balance creates a sustainable means of funding the programs and services that its customers expect. And while the residential community can share its opinions and desires through an electoral process, the business community cannot. Therefore, it is essential that the City allow the business community to still have a voice, when they do not have a vote.

To ensure that Troy offers an environment for investment – now and in the future – City Council and Management must focus on economic development. Troy offers a couple of incentives to the businesses looking to locate and expand within the City including real and personal property tax abatements, discounts and perks for the workforce through Troy WorkPerks and development assistance through a Brownfield Redevelopment Authority.

Staff is looking at using our best assets – our existing customers – to assist in the sales process. When we meet with a prospect, we call upon our business owners to share from one CEO to another, the reasons why they chose Troy.

We must become proactive in our efforts and this cannot occur without the assistance of our partners including MEDC, Oakland County, Troy Chamber, Automation Alley, Troy Career Center, Michigan Small Business & Technology Development Center and a variety of educational institutions. We must also look to other strategic partners that interact with growing companies including our strong professional services community which includes bankers, CPAs, attorneys, brokers and site selection consultants.

Troy is a diverse community and one that continues to attract companies from all over the world. In fact, 20% of our attracted investment in 2010 was from foreign-owned firms looking to establish a presence in the U.S. We anticipate participating in international business events, seminars, and membership organizations in the immediate future.

In 2004, Oakland County developed the Emerging Sectors program. Ten sectors identified as the growth industries to attract business investment and jobs. While we can't appeal to them all, there are sectors that we recognize Troy has the ability to attract: healthcare, automotive R&D/engineering, defense, professional services, and retail. Staff attends conferences, expos and events that target these sectors to look for prospective opportunities or visit with the existing business community within their field of expertise.

Staff regularly makes one-on-one visits to existing businesses. This personal approach to relationship building has proven to be valuable to our business community. We make these visits independently and jointly with our partners including MEDC and Oakland County. We always are looking for opportunities to “get into more doors” to hear about their business, plans for growth and how we can be of assistance. Businesses must consider the Troy Economic Development Team as resource directors. There are a variety of financial programs, tax incentives, marketing assistance, workforce development tools that businesses can take advantage of as you grow your companies. Our Team excels at meeting with companies, determining their needs and introducing them to all the programs that they should be taking advantage of to help their company grow and succeed. We ask you to share this with your fellow Troy businesses to

take advantage of the wide range of individual business development opportunities available within the City of Troy.

MARKETING AND COMMUNICATIONS

- Better mass communication strategies to get information to the business community.
- Promote Troy as a “Cool Corporate City” and promote and deliver programs targeted to young workers.
- Tell our story! Develop a positive message about Troy’s recent efforts to be business-minded in the management of City finances and operations by creating a lean, effective organization.
- Create and implement a marketing strategy that develops a “Place To Be” environment for residents, businesses and our workforce.
- Develop a stronger relationship between elected City officials and the business community and recognize that local economic development success comes when City leadership and business executives work hand-in-hand.
- Work with the business community to attract needed talent and assist in the process of “selling” the community as a great place to live.
- Attract new residents and businesses, first impressions are everything. Thus we must work to keep the city looking maintained and presentable.
- Real measure of the community is the outcomes. The business community does not look at the micro level (size of your administration) but the macro level (how the City looks; number of vacancies).

A story isn’t good until you tell it. The City of Troy has been recognized for numerous accomplishments, is a leader among other communities in services and efficiencies and has been used as a model across the country for various initiatives. However, none of this means anything if Troy is not sharing this good news with its existing and potential residents, businesses and visitors.

Troy has taken great pride in a variety of programs and services that it makes available to its 85,000 residents; 6,100 businesses and 110,000 workforce. To ensure that this information is disseminated in a timely fashion to these audiences, Troy maintains a variety of informational sources. The website (www.troymi.gov) is maintained in-house and thus is the most current source of information. Updates are made on a daily basis.

There are three new features to Troy's website. The first is a series of promotional videos that allow visitors to tour the community and learn about why so many people and businesses call Troy home. Secondly, City Management has added a section called Organizational & Economic Sustainability Resources. Within this section, viewers are able to review City Council's plan for efficiency and fiscal sustainability. One will also find a "Best Practices" section which illustrates all the positive efforts Council and City Management have taken thus far to effectively manage the City. Lastly, a section has been added called "Who's Hiring in Troy". Here, found within the Economic Development section of the website, visitors can find a listing of companies, located in Troy, that are currently looking to fill open positions in Troy. This is an excellent resource for Troy residents and visitors looking to land a job or further their career here in the area. It also provides visibility to our Troy businesses that are experiencing positive growth and are looking to promote job openings. The section is updated as soon as the information becomes available and provides direct links to company websites that specify the open positions. Every day, the section grows with job listings, proving that positive things are happening in Troy.

The City of Troy makes it easy for residents and businesses to keep up with the latest news and information through the Internet's social media - Facebook and Twitter.

The City as well as the Police Department created a presence on the two sites this year as one more way to keep the public informed of city news. "Instant and informative communication has become the standard in our society today and residents and businesses who make use of the City's Facebook and Twitter sites will be able to stay up to date on City news, events and other activities of interest.

These sites are also great tools that give users the ability to get instant notification of significant events such as emergency road closures or snow emergencies.

To view the City's Facebook page, go to: <http://www.facebook.com/troy> and become a fan.

To stay connected to Troy through Twitter, go to: <http://twitter.com/troy>. Once a twitter account is created, you can "follow" the City of Troy and receive informational "tweets" to your computer and/or cell phone.

The City also publishes the Troy Today, a 60+ page quarterly magazine that provides City news and information, and upcoming events and programs. Troy Today also promotes new business developments and services offered to the residential and business community. This publication is mailed to all households and businesses on a quarterly basis. The magazine is also disseminated in our new resident packets and relocation kits, at all City facilities and online. The Troy

Today also accepts advertising from our local businesses. This is an excellent way to ensure your business message reaches every Troy household.

Troy maintains a local government cable channel, WTRY, broadcast on channels 10 WOW/17 Comcast. Viewers within Troy can watch live City Council meetings, replays of Planning Commission, Board of Zoning Appeals and Downtown Development Authority meetings. Other programs include City lectures, concerts and informational programs taped at Troy's various facilities.

Troy also develops and prints a number of marketing materials that promote City facilities, programs and services. These are not only disseminated by staff from all City facilities but multiple copies are shared with a number of local partners including the Chamber, non-profit organizations, schools, hotels and churches. New residents can come to City Hall to pick up a complete welcome packet that familiarizes them with the City of Troy.

These welcome packages can be extremely helpful for businesses that are recruiting talent from outside of Michigan. Some of you shared the process you go through to lure employees to work for your organizations and the deciding factors that these individuals consider in their decision. Staff would like to work directly with our businesses and relocation specialists, as a partner, to "sell" the community as a great place to live, work, learn, play and prosper. We can provide statistics, materials, maps, listings and contacts to assist in further research of the region.

Staff is also in the process of enhancing the way we share information with the businesses. Staff is currently updating the Economic Resource Guide which acts as our lead marketing material targeted to an audience of business decision makers and the factors that are important to them in choosing a new location. Staff is also developing an electronic distribution list where we can disseminate regular updates and e-newsletters that are pertinent to the business community. Troy also maintains a small advertising campaign where we purchase advertising space in magazines including Automation Alley's X-ology; the Metro Detroit Relocation Guide and Oakland County Prosper.

TRANSPORTATION AND INFRASTRUCTURE

- Rush hour traffic management and timing of traffic lights, specifically on Big Beaver Road.
- Possibility of the City of Troy taking over privately-owned Equity Drive.
- Develop a Troy-to-Troy Transit system that creates more walk ability and mass transit options for residents, employees and visitors.

The traffic signals in the City are owned, operated and maintained by the Road Commission for Oakland County (RCOC). Big Beaver itself is also under the jurisdiction of the RCOC. The traffic signal system in use in Troy and Oakland County is part of the FAST-TRAC system.

FAST-TRAC is a system that makes better use of existing roadways by employing advanced traffic management technologies to respond, in real time, to actual traffic flows. Traffic is monitored through real-time detection with cameras above the road or loops in the pavement. This information is then sent to a regional computer which attempts to optimize operation of the traffic signal to match actual traffic flow. The regional computer is also monitoring network-wide traffic flow and attempts to balance traffic flow along major corridors (i.e. Big Beaver, Crooks, Livernois, Rochester, etc.). In essence, the FAST-TRAC system attempts to provide the optimum timing at a specific location by considering traffic volumes there, as well as along the corridor and overall network.

The RCOC monitors and adjusts the traffic signal system to optimize flows outside of the optimization the signal system does by itself. In many cases, the geometrics of the road are the limiting factor and even an optimized timing will create delays. Big Beaver has been widened to its ultimate cross section, so we will not be able to build our way out of it, short of creating a system of service drives outside of the right-of-way which would allow access from private sites to other private sites without accessing Big Beaver. Service drives would allow movement between sites and allow Big Beaver to move traffic over greater distances with fewer access points which are the root cause of delays to efficient traffic flow. This of course would require private owners to work with the City and other property owners to have service drives across their property and reduce the number of curb cuts from their site to Big Beaver.

During peak hours, there will be delays even with the FAST-TRAC system which does a much better job with peak hour volumes vs. a fixed time system of signals. To put it simply, during the peak hours traffic volumes on most of our major roads exceed the available capacity. The delays are mitigated to a certain extent by the FAST-TRAC system, but there is simply too much demand on the system during the peak hours to provide for free flow of traffic at all times and in all directions.

- For the City of Troy to take over Equity Drive, there are several items to be investigated, analyzed and completed prior to acceptance of the road as a public road.

The first item is whether or not the road was originally built to City standards. It is unclear from records if that was done. The plans show 6-inch thick asphalt, whereas City standard is 9 inches on 8 inches of gravel base. Since the road was built as a private road, the Engineering Department did not inspect and does

not have inspection to show what was built. The cross section of the pavement would have to be determined by coring the road and a determination made as to the adequacy of the cross section to meet City standard requirements.

Assuming the road has an acceptable cross section, the road itself would need to be brought up to a like new condition prior to acceptance by the City. An informal inspection of the road shows that approximately 50% of the curbing would need replacement due to a concrete condition known as ASR (Alkali Silica Reaction) that will cause the concrete to crumble prematurely and significantly shorten its service life. Also, the concrete pavement section from Crooks Road to the west is in poor condition due to wide, deteriorated joints, which although sealed, will likely widen and continue to deteriorate with time. This section of Equity Drive would require replacement. The asphalt pavement, while in fairly good condition for its age, would require at minimum a milling (grinding) of the surface layer and placement of a new asphalt overlay. The thickness would depend on the exiting cross section of the road. All catch basins within the roadway would need to be inspected and repaired or rebuilt as needed. Overall, the roadway would need to be brought to a like new condition with an estimated service life of 15 years, without major repair. It is likely that the above needed repairs would cost several hundred thousand dollars.

In addition to the road, the storm water detention pond, which is currently a private pond, would have to become public as well since a public road cannot drain through a private storm system. Like with the road, the pond would need to be brought up to a like new condition. Sediments and vegetation would likely need to be removed from the bottom of the pond. The pump station would need to be inspected and a determination made as to its condition and any need for repair or replacement. The pump station would need to be brought to a like new condition with an estimated service life of 20 years.

Finally, the land upon which the detention basin is located would need to be deeded to the City of Troy and a cash deposit made with the City to cover operation and maintenance costs for the next 20 years.

The foregoing requirements are consistent with any new development where the road and detention basin are dedicated to the City soon after construction is complete, and the improvements are in a like new condition. Future City road maintenance costs would be offset in part by Act 51 road funds received annually from the state of Michigan and the pump station operation and maintenance deposit initially provided by the developers.

The Master Plan supports a Troy-to-Troy Transit system that creates more walk ability and mass transit options for residents, employees and visitors.

City Management will review the ordinance for licensing of taxis and limos.

BUILDING AND ZONING

- Processing requests quicker for projects that involve minimal work to an existing facility for an existing tenant.

SAFEbuilt processes all building permit applications within 1 to 10 business days depending on the information submitted and scope of the project. For projects involving minimal work to an existing tenant, the turnaround time is typically much quicker.

The City Manager's Office is developing a fast-track process where developers with specific types of projects can submit their complete plans and have them reviewed interdepartmentally (Planning, Fire, Engineering, Traffic Engineering, and Building) and receive approval the same day.

The Planning Department, in partnership with Carlisle/Wortman Associates, Inc., is comprehensively rewriting the City of Troy Zoning Ordinance. It is anticipated that the proposed Zoning Ordinance will be adopted in the spring of 2011. One of the goals of the new document is quicker review and approval times for development applications. This will be accomplished by the following:

- More administrative approvals for site plan applications
 - Fewer uses requiring special use approval
 - Wider range of uses permitted in most non-residential zoning districts
- Better blight control by encouraging property owners to take pride in their commercial facilities and clean up the property

Blight can be reported via phone or e-mail to Code Enforcement. Residents are encouraged by a link on the [City Home Page](#) to report blight. The [Code Enforcement website](#) provides several ways to contact Code Enforcement staff.

When not responding to complaints, our Housing and Zoning Inspectors are required to self identify blight. This includes regularly touring residential neighborhoods and non residential areas. Anytime blight is identified, inspectors attempt to make verbal contact with the responsible party to establish a relationship and obtain mutual understanding of the factors involved. Many times verbal contact causes blight to be eliminated in the quickest time period.

Inspectors are trained to cite practical reasons (such as property values, safety, aesthetics, "good neighbor") to encourage blight elimination. It is rare that an Inspector cites blight solely "because the Code says so". If verbal contact is not possible, a written notice is issued explaining the matter and setting a compliance deadline. Inspectors may modify compliance deadlines as necessary to achieve amicable correction. They may also refer contractors to people looking to eliminate their blight.

In the event of non compliance, court citations can be issued. Because those are informal hearings, the City and the Defendant retain more flexibility in achieving solutions. Attorneys are not permitted at the informal hearing, which helps to keep costs down and theoretically are more encouraging than if someone had to hire an attorney. For more difficult or non responsive parties, the City and Court work together to issue cleanup orders that can allow the City to eliminate some types of blight should the owner fail to heed the Court order.

All Code Enforcement staff are available to discuss with, or speak to property owners, property managers, and associations about our blight laws and enforcement processes. One approach we offer is to train the owner, manager, or association on how to first deal with blight internally. Only if their efforts fail, would the City be asked to become involved.

- Develop a strategy to market the City's new zoning ordinance; one of which will be to a targeted audience of key, non-residential investors and professionals including property owners, developers, financial institutions, brokers, etc.

The City Manager's Office will develop a strategy to market the new Zoning Ordinance. The marketing strategy will include:

- Meetings with targeted stakeholders including developers, designers, real estate brokers, and property owners
- Unveiling of the adopted document at advertised public events, including extensive media coverage
- Meetings with members of the press to explain and discuss the new document
- Coordinate efforts with local organizations including the Troy Chamber of Commerce, Automation Alley, Oakland County, and Michigan Small Business & Technology Development Center
- Use available technology including websites and social media

SAFETY AND SECURITY

- Confusion regarding the distracted driver law and no signs notifying people as they enter the City about this new law.
- Having Chief Nelson reach out to your organization for recruitment of volunteer firefighters.
- Recognize that safety is a key issue that businesses look at when locating within a community.

City of Troy Ranked as the Safest City in Michigan

On November 22, 2010, CQ Press released City Crime Rankings 2010-2011: Crime in Metropolitan America. According to the CQ report, Troy has the lowest crime rate ranking in Michigan for cities with a population over 75,000. Nationwide, for cities with a population between 75,000 and 99,999, Troy is ranked 10th safest overall. For cities in the United States with a population of 75,000 and above, Troy is ranked 13th. Troy was ranked as the safest city in Michigan for cities with its population in 9 of the last 13 ranking periods, including the current one. Troy achieved "Safest City" rankings as high as 5th and 6th in the United States for cities with populations over 75,000, respectively. In other than 2009, when it ranked 38th overall, Troy has consistently ranked among the top 25 safest cities in the United States with populations over 75,000 since 1998.

The City of Troy's Distracted Driving Ordinance includes a section that mirrors the recently passed state law prohibiting texting while driving. The other two sections of the local ordinance prohibit talking on a cell phone while driving, and distracted driving. Since November 2009, data has been collected from City of Troy crashes, specifically from driver and witness statements. These statements identified a variety of distracted driving behaviors that were the direct causes of traffic crashes in the City of Troy. This data was used as part of the background information given to City Council for consideration in passing this ordinance.

For the past several years, the City of Troy Police Department has reduced the number of traffic crashes by maintaining a consistent level of education and enforcement practices. Enforcement practices include giving warnings when warnings are warranted and writing tickets when a ticket is warranted.

The police department has issued warnings to motorists observed violating the sections of the ordinance involving talking on a cell phone while driving and distracted driving.

Troy Officers will continue to issue warnings rather than citations for observed violations of the sections of the new City ordinance that pertain to talking on a cell phone while driving, and distracted driving until at least January 1, 2011. This will not only provide for additional community education in regard to these two areas of the ordinance, but will also insure the appropriate signage is placed throughout the City warning motorists about these prohibitions.

Currently eight states, California, Connecticut, Delaware, Maryland, New Jersey, New York, Oregon and Washington as well as the District of Columbia, have this Distracted Driving Law in effect.

Currently, the Troy Fire Department is adequately staffed with 168 volunteer firefighters. While the department is still accepting applications, adding additional

volunteer firefighters is not anticipated for six to nine months due to the training cycle that has just begun.

However, in the long term, the success of the volunteer Fire Department is dependent upon members of the community volunteering. A concern the department has for the long term is with the percentage of ethnic populations increasing, they are not seeing members of these groups seeking out the Fire Department. In the future, the department will explore some type of outreach to our ethnic groups. As the need for additional volunteers becomes apparent, we would like to call upon our business community to share Troy Fire Department recruitment materials with your employees.

Red Items: September topics

Green Items: October topics

Purple Items: November topics