



500 West Big Beaver
Troy, MI 48084
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P-02c

Memorandum

Date: January 17, 2019

To: Mayor Slater & City Council Members

From: Mark F. Miller, City Manager
Drew Benson, Assistant to the City Manager

Subject: 2018 – 2019 City Strategy Update Report

Background

As a part of the City of Troy's annual budgeting process, the City Council adopts a series of specific strategies that reflect the goals and objectives for the year. These strategies are developed through a collaboration between the City's executive staff, the elected officials of the City, and contributions from the citizens of Troy.

The purpose of this report is to outline the progress with each of the 2018 strategies in an effort to help begin the planning process for the 2019 - 2020 strategies that will accompany the 2019 - 2020 budget. In order to compile this report, each of the City's department directors and senior staff were consulted to determine the activities that have been completed, or currently being worked on as it relates to the 12 strategies.

Strategy 1 - Evaluate and determine a plan to address the Civic Center property and continue to provide information to the public

Due to the changes within the City Management in 2018, as well as the concerns about the Town Center development concept from the community, the plan to address the civic center property was been temporarily postponed. It is our hope that Council will continue to deem this a priority, and that with input from Council as well as community, this strategy can be further addressed.

With the implementation of the City of Troy's MyCivic Application in early 2019, as well as a community survey, we anticipate multiple opportunities to gather feedback regarding the best future of the Civic Center property in the coming fiscal year.

Strategy 2 - Create 360 degree marketing/branding solutions to further engage the community

The City has invested in its visual brand, communications tools, and efforts to connect with the community as a whole. Below are some key initiatives that have been completed to accomplish this strategy:

- The City's website was completely redesigned to reflect the City's new logo. The website includes cohesive visual branding, as well as various communications tools that allow City information to be more accessible through various language options, news/alert portals, and social media connectivity.
- The City is in the process of installing new gateway and boundary signs that better reflect the City's new logo and visual identity, as well as be more visible for navigation.



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- The City has increased its use of social media through the use of more creative and engaging content in order to better connect with the community and share invaluable information.
- Throughout 2019, City administration has prioritized the completion of a comprehensive branding guide which will create a more cohesive and creative direction for the City's visual image.

Strategy 3 - Beautify with flowers and public art, and continue to enhance City amenities including trails and pathways, farmers market, Troy Public Library, Big Beaver Corridor, Troy Transit Center, and Troy Community Center

The City has undertaken many activities as it relates to the beautification and enhancement of City amenities thus far in the fiscal year. Those activities include:

- Trails and Pathways
 - City Staff worked with MDOT to secure easement along the I-75 corridor once rebuilt to support the pedestrian friendliness of that area.
 - The City has identified various potential routes to continue Phase 2 of the pathway and held public engagement sessions to determine the feasibility of those routes.
 - The plan is to continue to look at different routes for continuing the trails and pathways with the least impact to neighborhoods while still being economical, safe, and viable.
- Farmers Market
 - The Troy Farmers Market was held throughout the year with significant positive reception from the community.
 - The Market was held in the parking lot on the City's campus, and was enhanced by all the vendors and farmers selling produce, flowers, and unique food items.
 - The City will continue and expand the offerings at the Market in the future in an effort to increase the number of people who take advantage of it.
- Troy Public Library
 - TPL installed 30,000 square feet of new carpeting in the Adult Services area, the Technology Center, Library Administration, Circulation, Library Meeting rooms and Technical Services area.
 - TPL is reviewing bids for the proposed redesign of the Youth Services area, with implementation expected to begin in the 2019-2020 fiscal year.
- Big Beaver Corridor
 - The Big Beaver Corridor was decorated with the lights on median trees as a part of the annual Lights of Hope.
 - Public works dedicated 2 seasonal employees during the summer to ensure corridor is properly maintained and free of trash and/or debris.
 - The Big Beaver corridor was swept on a quarterly basis to reduce dust and debris.



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- **Community Center**
 - In spring 2019 the Community Center will showcase a collection of award-winning art from the Troy School District's Art show for 1 month in our main lobby. This will be our 3rd year working with the schools.
 - For the past 7 years we have a program called "Adopt-A-Spot". Community members volunteers their time and skills to work on the flower beds on the north and south sides of the Community Center and around the flag pole at TFAC.
- **Other City Improvements**
 - The roof at the Public Works facility was successfully replaced as planned, and has provided a significant improvement for our staff.
 - The Streets and Drains Cold Storage Building also received significant improvements as planned for in the Capital Improvements Plan.

The City continues to prioritize the beautification of the City as much as possible through the budgeting process that the addition of flowers, public art, and other visible amenities can be very expensive to procure, install, and maintain. Because of this, there are limitations to the extent this strategy can be implemented.

Strategy 4 - Examine place-making opportunities through development policies

The City's Planning Department, along with many other City Departments, researched and reviewed a variety of City policies, and recommended some changes with the intent of promoting development that invokes a more coherent sense of place. Some of the larger examples include:

- Chapter 85 Signs was amended to reduce the height and area of certain signs. This will reduce visual clutter along our major roads and add to sense of place in the City.
- The Form-Based Code provisions of the Zoning Ordinance were applied consistently to the many new developments in the Big Beaver, Maple Road and Neighborhood Node Zoning Districts. These developments have strong relationships with the street and assist in creating sense of place and pedestrian friendliness.
- City Council approved Zoning Ordinance text amendments - which were developed by the Planning Commission - which strengthened design standards throughout the City. This will have the effect of leading to higher quality development in Troy and creating sense of place.
- The new larger and more colorful gateway entrance signs for the City of Troy will help highlight the entrances to Troy and the unique characteristics of our community.
- The City began working with interested parties to utilize the Old Stone School. This historic property is located at the Adams Road/South Boulevard intersection. The Engineering Department is following the City's Remnant Parcel Policy to sell the old stone school to interested parties.



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Strategy 5 - Continue to focus on the City's infrastructure through funding capital projects

The City placed an emphasis on maintaining and improving its infrastructure over the past few years, and even named it as one of its core strategies for fiscal year 2018-2019. Because of that emphasis and financial commitment, the City completed a significant amount of work over the past year:

Substantially Completed

- Major Road Widening & Reconstruction – Dequindre, Long Lake to Beaumont Hospital
- Major Road Rehabilitation – South Boulevard, Adams to Crooks
- Major Road Rehabilitation – Adams, Square Lake to South Boulevard
- Major Road Rehabilitation – Livernois, Maple to Big Beaver
- Major Road Concrete Pavement Replacement – Long Lake, Corporate to Tower
- Major Road Concrete Pavement Replacement – Coolidge, Maple to South City Limits
- Industrial Road Concrete Road Replacement – Somerset, Coolidge to Kirts
- Industrial Road Concrete Road Replacement – Northfield Parkway, Long Lake to Breeze Hill
- Industrial Road Concrete Road Replacement – Todd Drive, Butterfield to Big Beaver
- Industrial Road Concrete Pavement Replacement – Axtell, Somerset to Maple
- Local Road Overlay – Section 10 and Section 15
- Local Road Overlay – Section 14
- Local Road Overlay – Section 13
- Local Road Concrete Pavement Replacement – Section 13
- Local Road Concrete Pavement Replacement – Scattered locations throughout various residential neighborhoods
- Water Main Replacement – Roundtree Loop
- Water Main Replacement – Road Crossings on Crooks, Coolidge and Axtell
- Culvert Replacement – Ferry Drain, South Boulevard, just west of John R

These substantially completed projects amount to a City investment of \$10,000,000 and a total investment (between Federal, State, and County) of \$23,000,000 into the City's infrastructure. In addition, there are still many projects that are being planned for the second half of the fiscal year:

Upcoming this Winter/Spring

- Interstate Reconstruction & Widening – I-75, 14 Mile to Coolidge
- Major Road Widening & Reconstruction – John R, Long Lake to South Boulevard
- Major Road Overlay, Adams, South City Limit to Wattles
- Major & Local Roads Joint & Crack Sealing – Scattered locations throughout the City
- Local Road Overlay – Section 2 and Section 21
- Water Redundancy/Reliability – PRV Facility – South Boulevard at Beach

These upcoming projects amount to a City investment of \$5,500,000 and a total investment (between Federal, State, and County) of \$250,000,000 (\$230,000,000 of this is for I-75) into the City's infrastructure.



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Strategy 6 - Invest in innovative public servants who are leaders in trust, inclusiveness, creativity, and kindness

The City invests a significant portion of its annual budget into the staff members that keep this community safe, functional, and financially viable. The City provided investments in those people to improve efficiency and espouse the values that represent our community. Some of the key overarching investments into our staff include:

- Provided educational/wellbeing sessions through Ulliance, our Employee Assistance Program provider, called "Transitioning to a Collaborative Today."
- Hosted employee recognition and engagement activities including: Veteran's Day, Milestones Celebration, Holiday Celebrations, and Public Service Recognition week.
- Offer wellness activities such as Weight Watchers at Work, and are continuously investigating new wellness offerings.
- Offer Safety Training for DPW laborers and other related staff to decrease injuries and improve efficiency.
- 10 Employees participated in the City's tuition reimbursement program, and more than 125 employees received city-sponsored professional development/training of one day or more in 2018.
- 67 new hires in part-time positions, 21 new hire full-time positions, and 13 full-time promotions/transfers, including 8 new positions (some of these positions were created by eliminating other full-time or part-time positions).

Strategy 7 - Evaluate staffing and service levels to invest in organizational resources for efficiencies and proactive public engagement

The City has to continually evaluate the levels of service desired and the cost of providing those services, particularly as it pertains to the staffing levels required to meet those expectations. The City has taken steps towards this strategy through the following initiatives:

- Performed a part-time wage study, and provided recommended changes in the compensation ranges in order to better attract and retain part-time staff members. This was adopted by Council in January 2019.
- Currently working on a Pay and Classification Study for full-time Exempt and Classified employees to gauge how our current organizational layout and compensation compare to our competitors. This is expected to be completed prior to the end of this fiscal year.
- As a part of the annual budgeting process, each department provides formal requests for any additional staff, which are evaluated by the City's administration. This is currently taking place for the coming fiscal year.

In terms of investing in proactive public engagement tools, a number of initiatives are in the works to improve the way that the City engages our community. Those include:

- Development of MyCivic mobile application for the community to be able to access City information, and provide feedback of different City services and projects. This is expected to



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be introduced prior to the end of the fiscal year, and regularly upgraded and improved over time.

- The City is in the process of distributing a RFP for Community Surveying services in order to gather a statistically significant and informationally valuable response from our community regarding City services, as well as topical items that require community input.
- The City's digital presence via social media and the website and consistently being upgraded and monitored to ensure that citizens can access the information and services they need as efficiently as possible.
- The City has made it a specific strategy to reimagine and implement a revised Citizen's Academy, which is currently in the planning phases with an expected roll out in the fall of 2019.
- The City is also in the process of developing a formal Public Participation Plan (PPP) as a part of its efforts to become a Redevelopment Ready Community. PPP's are intended to serve as a policy of how the City communicates it's various pieces of information, and through what channels, in an effort to more widely distribute information and garner as much community engagement as possible.

Strategy 8 - Identify methods to attract investors to create an innovative entertainment district along the Maple Road Corridor

The Maple Road Corridor experienced significant development activity in 2018. Much of this activity can be attributed to forward thinking City of Troy development programs and policies including implementation of the Maple Road Form Based Code, related flexible zoning classifications, and an active Troy Brownfield Redevelopment Authority. These factors all played a role in the development of the MJR Troy Grand Digital Cinema 16 theater complex in 2014, which acted as a catalyst for the corridor's continuing revitalization. Recent development activity along the Maple Road Corridor includes the following:

- Somerset Shoppes Renovation and Expansion
- Regency at Troy Skilled Nursing and Assisted Living Facility on the Former McGregor Manufacturing Site
- Harrison Poolside Troy 117-Unit Residential Development
- Amber Studios & Lofts 35-Unit Residential Development
- Uptown Apartments 383-Unit Residential Development
- K-9 Club Urban Day Care for Dogs and Cats
- Health Alliance Plan's 1100 Employees Occupying Former United Shore Building
- Tru Hotel by Hilton 124 Room Hotel

Since land parcels along the Maple Road Corridor are privately held, and there are no substantive publicly owned properties in the area, development of a site specific entertainment district is unlikely at this time. However, the City continues to pursue programs and policies that encourage private, mixed use development along the corridor.



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Strategy 9 - Recruit, retain employees by creating career advancement and development opportunities for both full-time and part-time

The City's Human Resources department is a key part of the City's ability to carry out its duties through the recruitment and retention of the very best professionals. This mission includes providing the opportunity to develop our internal talent, and plan for succession as members of our workforce retire or leave for other opportunities. Some of the key initiatives undertaken by the City in regard to this strategy include:

- Investigating advantages and costs of a student loan assistance program to supplement the existing tuition reimbursement program. This is expected to be considered as a part of the 2019-2020 budget process.
- Performed a part-time wage study, and provided recommended changes in the compensation ranges in order to better attract and retain part-time staff members. This was adopted by Council in January 2019.
- Currently working on a Pay and Classification Study for full-time Exempt and Classified employees to gauge how our current organizational layout and compensation compare to our competitors. This is expected to be completed prior to the end of this fiscal year.
- 10 Employees participated in the City's tuition reimbursement program, and more than 125 employees received city-sponsored professional development/training of one day or more in 2018.
- 67 new hires in part-time positions, 21 new hire full-time positions, and 13 full-time promotions/transfers, including 8 new positions (some of these positions were created by eliminating other full-time or part-time positions).

Strategy 10 - Re-imagine the Citizens Academy

In December of 2018, City Management began the process of reimagining the Troy Citizen's Academy (CA) by assembling an internal "reimagining committee" to brainstorm and inform the process. The City Manager's office will coordinate the development of the structure for the new CA, as well as working with each City department to develop the content and presentations for the course.

At this time, the CA is still in the early development stages. The plan is to develop and submit a budget for the CA in 2019-2020 budget, develop the curriculum for the program over the spring and summer of 2019, and the program would be expected to roll out in the fall of 2019.

Strategy 11 - Strengthen relationships with Troy-based nonprofit organizations

Members of the Troy City Council, as well as City senior staff members are continually serving as liaisons between the City and the numerous non-profit organizations that collectively service the community. In addition to those relationships, the City has made it a priority to promote and accentuate the non-profit organizations in our community through various initiatives:

- The City's Community Affairs Director serves on the Troy Historical Society, Troy Community Coalition, Troy Youth Assistance, Troy People Concerned, and Boys & Girls Club of Troy to provide communication from the City to non-profit organizations.
- The City helps the non-profit organizations publicize their major fundraisers in the Troy Today and on the City's website calendar to give them additional publicity.



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- Troy non-profits are also offered a free booth (one per week) at the Troy Farmers market to promote their organizations.
- The Community Affairs Department will host the former Leadership Troy Distinguished Citizen & Business of the Year banquet each November now that Leadership Troy has disbanded. This banquet was a great way to showcase all of the Troy non-profit organizations and their volunteers.
- The City Economic Development team continues to strengthen its relationship with the Troy Chamber of Commerce through ribbon-cutting ceremonies, mutual attendance of events, and increased shared networking.

Strategy 12 - Provide high quality Police services that reduce crime, collaborate with the community, and safely respond to critical incidents

The City has invested in its public safety services through increased investment and recognition. The City's public safety statistics recognize the incredible service that the Troy Police and Fire Departments produce. Below are highlights from the City's public safety departments in the last year:

- Preliminary numbers show a -10.58% drop in the number of Group "A" Crimes in 2018 as compared to 2017, from 3,053 incidents to 2,730.
- Preliminary numbers shows that Larceny / Theft Offenses have had a -9.0% decrease in the number of incidents in 2018 as compared to 2017, from 1,116 to 1,016.
- Troy PD continues to partner with citizen/business groups in the city – Troy PD has two full-time dedicated Officers at The Somerset Collection – paid for by The Somerset Collection – one school resource officer partially paid for by the Troy School District
- Troy PD continues to train officers constantly for every type of incident and provide them with the knowledge and equipment that will keep them safe (TST, Honor Guard, SIU, CIU, Traffic Safety, Evidence Technicians, K-9 Unit, DPU)

In 2018, the Police Department collaborated with the community to build trust, inform and educate.

- **Social Media** – The Troy Police Department increased our social media presence and impact. In 2018, we doubled our Twitter followers to more than 16,000 and increased our Facebook following by 40 percent. Rapidly releasing emergency information directly to residents as well as to media, building our reputation as an approachable and community oriented agency, informing residents through routine release of information and publicizing Department events.
- **New Outreach Programs** – In 2018, the Department hosted the second Halloween Safety Bash, which was attended by approximately 3500 people. Other events in 2018 included our School's Out Bash with the Aquatic Center, the Troy PD Community Night Out with the Recreation Department, several Coffee with a Cop events and many others. More than 17,000 people participated in Police Department programs in 2018.

Pawfficer Donut, the Department's police cat, was introduced in 2018 as well. This program has allowed us to connect with many people, especially local children. In December 2018, the Pawfficer Donut's Pawsitivity Squad was introduced. This program includes Donut visiting schools and encouraging kids to do good deeds in the community.



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- **Critical Incident Response Outreach** – In 2018, the Troy officers conducted numerous active shooter response trainings at local businesses and churches. Troy officers assisted with the Troy School District with launching ALICE, an innovative and effective active shooter protocol, across the district. Community Services Section personnel received special training in 2018 in crime prevention and physical security in order to assist our local businesses and other organizations in prevention efforts.
- **Police Volunteers** – In 2018, the Troy Police Department trained 32 volunteers enlisted in the Citizen Patrol Volunteer program. Volunteers come from all areas of the community to assist with crime prevention through visible patrol as well as event staffing. The volunteers served as ambassadors for the Department.

The Fire Department continued to implement the latest training and technology in fire prevention and emergency service provision. Some of the key initiatives include:

- Replaced 2 ladder trucks to improve firefighting efficiency.
- Provided mass casualty incident preparedness training for each firefighter.
- Launched the changeover from IR-based to GPS-based Emergency Vehicle Traffic Pre-emption for traffic lights to help the Fire Department more efficiently and safely respond to incidents – both getting to the fire stations and getting to the scene.
- Researched, specified, and implemented technology within the fire stations:
 - Fire Officer 1 certification for volunteer station officers, ahead of the State's requirements for certification.
 - Researched, specified, and replaced laptop computers with more rugged tablets in all fire apparatus for improved field use.
 - Researched, specified, and implemented department wide online training and credential monitoring software (Target Solutions) used to organize and collate training data.
 - The data is useful in determining the amount of hours for training, supporting the ever increasing requirements / levels of certification, and providing remote training opportunities for the volunteer firefighters.
 - Researched, specified, and implemented apparatus asset management / inventory software (Halligan) for Fire Department equipment.
 - Setup and provided all volunteer firefighters a City of Troy email address to allow unilateral communication to all members.
- Equipped part-time Fire Staff Assistants with computer tablets to manage nearly 800 Knox key box inspections in the field using the City Works software application.
- Began the planning, design, and fundraising for the Firefighters Memorial project to be located in Firefighters Park as a tribute to former, deceased members.



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In addition to key trainings and investments, the Fire Department hosted and collaborated with a wide range of Community events in 2018, including:

- Continued hosting the annual Fire Department Open House at each of the fire stations to engage with the community.
- Continued providing fire safety programs in Troy elementary schools.
- Continued hosting fire prevention outreach programs for the community:
 - Continued hosting the Christmas for Kids program through Fire Station 6.
 - Continued partnering with On My Own of Michigan for the annual softball challenge to raise funds and bring awareness to developmentally challenged individuals.
 - Hosted “Dinner with a Firefighter” events at fire stations to support local charities.
 - Participated in the annual Senior Expo at the Troy Community Center.
 - Hosted fire safety education programs for the Boy Scouts of America.
- Continued hosting fire prevention outreach programs for businesses:
 - Supported the grand opening of Mission BBQ, an organization that continues to support local Police, Fire, EMS and the military personnel and their causes (Police Fire Benevolent Association and Troy Firefighters Community Fund).

Final Thoughts

The purpose of this report is to give City Council, and the citizens of Troy, an overview of what the City has been doing to accomplish the goals and strategies that were set one year ago. These strategies have been met to varying degrees, and this report is a valuable opportunity for the entire City staff to reflect upon their departmental activities over the current fiscal year and evaluate how well these strategies have tied into their core mission and functions.

It is also our hope that this report can help inform the 2019-2020 Strategy Development process should Council decide that it would like to continue with the adoption of specific City Strategies as has been done in the past.