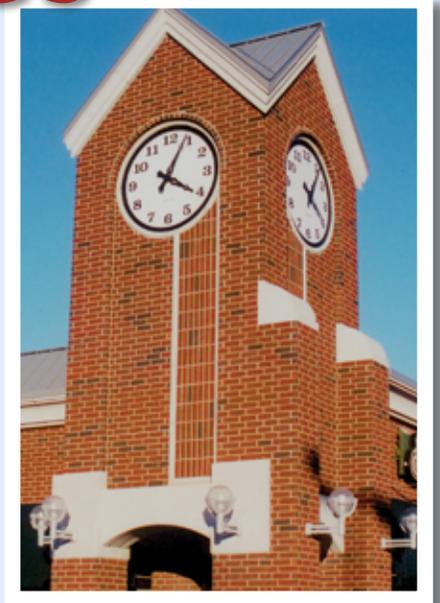


# Troy Futures



**V I S I O N**  
**2020**

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## Troy Futures – Vision 2020 – October 2006

### **The Early Days...**

In 1827, the first Township meeting in what is today Troy was held in the barn of pioneer Riley Crooks. This meeting began a journey for Troy that reflected a spirit of activism among citizens named Niles, Crooks, Caswell, Beach, Poppleton, and Trowbridge. These people, and many others, descended from strong-willed and hard working pioneers who displayed extensive community involvement.

One of Troy's first settlers, Johnson Niles, was a visionary who saw past the pasturelands, cultivated fields and old woodlots, to envision a prosperous community with a bustling downtown. However, while the farms were successful, the central business district never evolved. Troy Township remained a rural farming community.

### **Post World War II...**

The bustling community that Johnson Niles envisioned did not evolve until after World War II when manufacturing industries and developers moved from Detroit to Troy. They left the cramped conditions in that city, purchased large tracts of open farmland in Oakland County, and built new sprawling facilities.

The Journey for Troy continued when it was incorporated as a City

in 1955. Within 30 years, skyscrapers, corporate headquarters, shopping malls and beautiful homes replaced the farmhouses and barns. The visionaries who ushered in this transformation included Huber, Barnard, Costello, McAvoy, Famularo, Gerstenecker, Doyle, Pallotta and Stine. An influx of thousands of new and culturally diverse residents made the transformation complete.

### **Through the 90's and into the 21st Century...**

Troy's population grew from a handful of families in 1827 to a stable population of 1,500 between 1859 and 1910. Following World War II, the population grew steadily and then "boomed" after the city was incorporated. Today there are 32,281 households in Troy and over 86,740 residents. In 1877 there were 80 miles of roads and approximately 35 businesses in Troy Township. In 2000, 418 miles of roads crisscrossed the City. Troy's business community grew to over 6,200 establishments with a work-day population of over 136,000 people.

In 1993, the City Council engaged volunteers to chart a course towards 2010. It was an exciting activity, which influenced the community's development to include:

## Troy Futures – Vision 2020 – October 2006

- The Community Foundation of Troy established by Leadership Troy in 1998 to promote the attraction of philanthropic support for projects to invigorate the community
- The PUD (mixed use) ordinance enacted in 1999, which allows for creating high quality developments
- The Ethnic Issues Advisory Board established in 2002 to enhance communication and collaboration
- The Big Beaver Corridor Study presented in June 2006 to help business expand and diversify in the downtown area

### **And Now, City of Troy towards 2020...**

All indications suggest that some rather significant changes are underway in the form of globalization, changing demographics, new science and technology and the changing role of government. These changes are affecting the future environment of Troy.

In light of this and Troy's history of community involvement, the City Council of Troy issued a challenge to all citizens. Just as they had in 1993, the community responded with enthusiasm to a second invitation to participate in a

visioning process. Strong-willed and hard working pioneers of the 21st century with names very different than Troy's founders stepped forward to envision our City in the new millennium.

Citizens from all walks of life participated in Vision 2020, identifying the kind of community the City of Troy should aspire to become. This vision is offered as a guide for deliberation and action for city leaders.

150 volunteer residents were assembled into seven task forces, and assigned the challenge of defining our City's future and potentials. The seven task forces were:

- Civic Infrastructure
- Image and Feel
- Lifestyles
- Lifetime Learning
- Mobility
- Regionalism
- Wealth Creation

Challenged with the reality of an aging population, the task forces studied methods of attracting young families to the City while providing an affordable housing base for both groups through a flexible and creative re-write of the Future Land Use Plan.

Challenged with globalization and rapid changes in science and technology, the task forces

## Troy Futures – Vision 2020 – October 2006

explored re-education and non-traditional learning methods as investments in our workforce, and methods to stimulate economic growth and attract new businesses.

Challenged with using non-traditional sources of revenue, the task forces explored partnerships with neighboring communities to deliver quality essential services.

Challenged with maintaining our safe streets, clean air and modern urban appearance, the task forces investigated alternative modes of transportation that are less dependent on fossil fuels. They also studied brownfield redevelopments and other incentives for smart growth.

Challenged with the community's desire to keep a small town, family friendly feel, the task forces were challenged to continue the process of re-inventing the City as a regional destination for entertainment, sports, art, cultural activities, dining and shopping within those parameters.

Challenged by our ethnic diversity, the task forces studied methods to improve communications, promote greater understanding and a sense of belonging for all groups.

After a yearlong effort by City management and participating residents that involved hours of research and discovery, the seven Futures Task Forces summarized their findings

and the methods used to achieve them. Their thoughts represent the vision of the community as a whole and do not reflect the goals of any special interest group. All of their background research and preliminary reports can be found at the Troy Public Library.

The hope is that the initiatives begun by these task forces will not fall by the wayside, but serve as useful tools to bring together all members of the community to build consensus and a shared vision for the City of Troy that will be realized through the next 15 years.

### **And Thanks...**

We, the participants of Vision 2020, are pleased with the results, and would like to thank all the citizens who gave of their time and expertise. We, along with the visionary leaders of this new millennium, challenge our City staff and elected officials to share this vision of community as we progress to the next step – implementation.

David Eisenbacher  
Tom Kaszubski



## Troy Futures – Vision 2020

### City of Troy

I am extremely proud of all of our citizens who stepped forward to give of their time, talents and expertise to serve on the Troy Futures – Vision 2020 Task Force Committees. In a true sense of cooperation and collaboration each task force came together in the spirit of community to form their vision of the future of Troy. The efforts of our citizens to envision Troy's future for generations to come are encapsulated in these pages and our volunteer's commitment to our wonderful Troy community has culminated in this report.

Members of the seven task forces came together to meet, brainstorm, study and deliberate on their specific topics. Civic Infrastructure, Image and Feel, Lifestyle, Lifetime Learning, Mobility, Regionalism and Wealth Creation were the seven task force committees. The yearlong effort resulted in a report from each committee, which was then compiled into this final report.

As we move from the determining phase to the implementation phase of our community visioning process we will deliver on a plan to move forward with the visions for our bright future. We welcome our community's ongoing input as we undertake the next steps towards achieving these goals.

Troy Futures - Vision 2020 reflects our desire to meet the needs of tomorrow's citizens in Troy. Congratulations to all the members of the Troy Futures – Vision 2020 Task Forces for their hard work and determination to secure our community's success for many years to come.

Sincerely,

*Louise E. Schilling*

Louise E. Schilling  
Mayor  
City of Troy

MICHIGAN

## Troy Futures – Vision 2020

### **October 2006 – February 2007**

#### Co-Chairs:

David Eisenbacher  
Tom Kaszubski

#### Staff Liaisons:

Brian Murphy, Assistant City Manager of  
Economic Development Services  
Cindy Stewart, Community Affairs  
Director

### **Civic Infrastructure Task Force**

*Community Awareness, Governance,  
Citizenship and Collaboration*

#### Task Force Co-Chairs:

Ramzi Dalloo  
Carmen Johnson

#### Staff:

Brian Murphy, Assistant City Manager  
of Economic Development Services

#### Task Force Members:

Brad Arbuckle, Ann Comiskey,  
David Harrell, Ivan Johnson,  
Jessica Kraft, Victor Lenivov,  
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Fred Rounds, Neil Shaw,  
Jim Werpetinski

#### Contributors:

Kathy Briscoe, Milan Chonich,  
Suraiya Essack-Varachia, Michele Hodges,  
Pradip Sengupta, Jeff Schaeper

### **Image and Feel**

*The Look and Feel of the City of Troy*

#### Task Force Co-Chairs:

Bill Cowger  
Dave Schmidt

#### Staff:

Mark F. Miller, Planning Director

#### Task Force Members:

Richard Beltramini, Peggy Bocks,  
Rod Davies, James Douglas,  
Richard Goetz, Mary Kerwin,  
Chuck Kief, Carl Koenig,  
Judy Kosar-Benion, Tom Krent,  
Chris Lahiri, John Lavender,  
Elaine Tokarski, Lon Ullman

#### Contributors:

Elaine Messina, Tom Strat, Jill Stewart,  
Katie Thoenes

### **Lifestyle**

*Opportunities for Citizens to Actualize  
Social and Recreational Interests and  
Needs*

#### Task Force Chairs:

Charles Church  
Tasneem Hakim

#### Staff:

Carol Anderson, Parks and Recreation  
Director

#### Task Force Members:

Hazel Beres, Dianne Biernat,  
Andy Breidenich, Sandra Clark,  
Maxine D'Amico, Don Goergen,  
Emre Guzelaydin, Barbara Harrell,  
Mary Kerwin, Dave Love, Jia Luo,  
Dan Robinson, Jennifer Samuilow,  
Jeff Stewart, Kim Yanchyshyn

### **Lifetime Learning**

*Access to Personal, Professional and  
Organizational Intellectual Growth and  
Stimulus*

#### Task Force Co-Chairs:

Howard Adams  
Tom Duszynski

#### Staff:

Brian Stoutenburg, Library/Museum  
Director

## Troy Futures – Vision 2020

### Task Force Members:

Ken Beres, Mike Choly, Paula Fleming,  
Patty Goetz, Suzanne Guzelaydin,  
Richard Kucejko, Padma Kuppa,  
Timothy McGee, Bill McKee,  
David Pendrocki, Julie Sigler,  
Olivia Visperas

### Contributors:

Robert Arking, Hanna Hasan,  
Christine Simpson, Bea Smits,  
Ken Smits

### **Mobility**

*Physical and Virtual Pathways to  
Movement*

### Task Force Co-Chairs:

Dick Beaubien  
Ron Ristau

### Staff:

John Abraham, Deputy City  
Engineer/Traffic Engineering  
Steve Vandette, City Engineer

### Task Force Members:

Alexandra Bozimowski, Gary Castile,  
Larry Keisling, David R. Krall,  
Jim LoPrete, Fred Phillips,  
Phyllis Slattery, Francis Stabler,  
James Starr, Joy Stockamp,  
Pete Ziegenfelder

### Contributors:

Diane Bright, Carol Kasprzak,  
Diane Kasunic, Tanveer Khan,  
Jo Rhoads, Laura Simpson,  
Nicole Vitale

### **Regionalism**

*Roles and Relationships with Area Units  
of Government and Other Entities*

### Task Force Co-Chairs:

David Hanley  
Cheryl Whitton-Kaszubski

### Staff:

Jeanette Bennett, Purchasing Director  
Tim Richnak, Public Works Director

### Task Force Members:

Mary Ann Bernardi, Anju Brodbine,  
Chris Forsyth, Richard Kruszewski,  
David Lakin, Chris Mann,  
Robert Preston, Ward Randol,  
John Schandavel, James Schultz,  
Kathy Slattery, Robert D. Swartz

### Contributors:

James Blundo, Amin Hashmi,  
Clifford Marko, Steve Reina

### **Wealth Creation**

*Prosperity for Individuals,  
Organizations and the City of Troy*

### Task Force Co-Chairs:

Don Guthrie  
Greg Merritt

### Staff:

Doug Smith, Real Estate and  
Development Director

Nino Licari, City Assessor

### Task Force Members:

Alexander Ballios, Jerry Bloom,  
JoAnn Everson, Jon Gleit,  
Frank Howrylak, Rishi Joshi,  
Dmitry Kondratyev, James Moran,  
Art Moross, Kristine Rose,  
Joseph Semany, Kevin Shea,  
Norbert Weinert, Charles Yuan

### Contributors:

Greetha Achary, Chao Chen, Jim Forrer,  
Seema Kapur, Mary Lawizke,  
Charlie Lu, Karen Wullaert,  
Lin Zong



## Troy 2020 Civic Infrastructure Task Force

### **Vision Statement**

The City of Troy is a strong, highly educated community full of leaders. One of the greatest challenges in America today is for its citizens to become engaged in their government, neighborhood, or recreational settings and with each other. This is also true in Troy. What will weave the community into a tightly woven tapestry?

Viewing the future of Troy with a great deal of anticipation and hope, one cannot ignore that in order to create this tapestry we need to plan for it. To have a plan, we need to look at our assets and our challenges.

The work of the Civic Infrastructure Committee was no small task. By reviewing the current research and looking toward the desired future of Troy, five major themes recurred. They are Population Diversity, Aging Population, Distrust and Cynicism, Shifting Public Participation and Declining Revenue. Each has its positive and negative aspects. But to achieve our desired outcome the strengths of each needs to be accentuated and the weaknesses addressed.

***Preferred Future 1: Population Diversity - In 2020 Troy is a community that embraces its diverse population with highly engaged and involved ethnic groups.***

### **Suggested Actions to Achieve Preferred Future**

Population Diversity is a great asset if we harness its positives. Every ethnic group contributes to our betterment. But we need to improve communication, outreach to facilitate greater understanding, encourage assimilation with more dialogue by meeting face to face with city representatives, and encourage greater ethnic participation.

### **Supporting Community Partners**

- City of Troy
- Troy Chamber of Commerce
- Ethnic Issues Advisory Board
- Troy Inter-Faith Group
- Library Advisory Board
- Parks and Recreation Department
- Troy Daze Festival Committee
- Cable Advisory Committee
- Community Affairs Department
- Homeowner Groups and Associations

***Preferred Future 2: Aging Population - In 2020 the "senior" or elderly citizens of Troy continuously find meaningful ways in which to be involved in and to contribute to the City as they enjoy a great quality of life.***

### **Suggested Actions to Achieve Preferred Future**

We must create and enhance programs for all ages, while



recognizing that current senior programs must remain in place. The knowledge and experiences of older residents can be the catalyst to create programs that bring all ages together.

### **Supporting Community Partners**

- City of Troy Senior Advisory Board
- Troy Youth Council
- Nonprofit Network of the Chamber of Commerce
- Troy Museum
- Troy Historic District Commission
- Friends of the Troy Public Library
- Troy Historical Society
- Troy Historical Commission
- Library Advisory Board
- Advisory Committee for Persons with Disabilities
- Cable Advisory Committee
- Homeowner Groups and Associations

***Preferred Future 3: Distrust and Cynicism - In 2020 Troy enjoys a cooperative spirit between its City government and its citizens, effectively leveraging ideas and information sharing through constructive and open dialogue.***

### **Suggested Actions to Achieve Preferred Future**

In the face of Distrust and Cynicism, the need is to have an even greater effective forum for community discussion, visioning and information sharing among City government, City officials and the public. There is no substitute for complete transparency to blunt some of the cynicism. By improving communication, creating opportunities and strengthening media relations, we can improve meaningful citizen participation.

### **Supporting Community Partners**

- City of Troy
- Troy Chamber of Commerce
- Senior Citizen Advisory Board
- Troy Youth Council
- Ethnic Issues Advisory Board
- Advisory Committee for Persons with Disabilities
- Troy Inter-Faith Group
- Community Affairs Department
- Homeowner Groups and Associations

***Preferred Future 4: Shifting Public Participation - In 2020 Troy continues to engage groups throughout the community, effectively extending volunteer outreach and cross-purpose efforts throughout the City toward the betterment of the individual groups as well as the community overall.***

### **Suggested Actions to Achieve Preferred Future**

As Shifting Public Participation becomes evident, we need to engage all the resources available. It is crucial for existing organizations, such as school PTO's, Troy Chamber of Commerce, cultural groups, Churches and others, to partner to create a community service clearing house, facilitate inter-district meetings, increase interaction among groups, and establish a volunteer outreach program to facilitate one-on-one recruiting of volunteers.

### **Supporting Community Partners**

- City of Troy
- Non-Profit Network of the Troy Chamber of Commerce
- Troy Daze Committee
- Ethnic Issues Advisory Board
- Troy Inter-Faith Group
- Parks and Recreation Department
- Cable Advisory Committee

- Homeowner Groups and Associations
- Downtown Development Authority
- Retirement System Board of Trustees
- PTO Organizations
- Booster Organizations

***Preferred Future 5: Declining Revenues - In 2020 civic and charitable organizations in Troy are highly efficient in terms of identifying, delivering and funding their services as they continue to focus their efforts to meet clearly defined “customer” needs.***

**Suggested Actions  
to Achieve Preferred Future**

Declining Revenues severely limit the community’s ability to appropriately fund civic and charitable activities. Organizations need to maintain a level of services and amenities that addresses the needs and wants of the City and its residents. This will attract more businesses and individuals to the City. We must be more aggressive in utilizing alternative means for delivering services and amenities in a cost effective manner. There is a need to establish and consistently use a mechanism for identifying civic needs and wants. This process should also review existing City services and amenities to determine if they are satisfying needs and wants in a cost effective manner. Finally, there is a need to establish and utilize a mechanism to promote and enable individual participation in the process and establish, develop, coordinate and utilize public-private partnerships to facilitate the delivery of high level civic services and amenities in a cost effective manner.

It is crucial to recognize these issues as important for the future of Troy’s civic infrastructure.

**Supporting Community Partners**

- City of Troy
- Troy Chamber of Commerce
- Inter-Faith Council
- Parks and Recreation Department
- Cable Advisory Committee
- Homeowner Groups and Associations
- Downtown Development Authority
- Retirement System Board of Trustees
- Community Foundation of Troy
- PTO/PTA Organizations
- Booster Organizations

**Executive Summary**

The Civic Infrastructure Task Force identified five major themes and future states.

**Population Diversity** – Troy is a community that embraces its diverse population with highly engaged and involved ethnic groups.

**Aging Population** – The “senior” or elderly citizens of Troy continuously find meaningful ways in which to be involved and contribute to the City as they enjoy a great quality of life.

**Distrust and Cynicism** – Troy enjoys a cooperative spirit between its City government and its citizens, effectively leveraging ideas and information sharing through constructive and open dialogue.

**Shifting Public Participation** – Troy continues to engage groups throughout the community effectively extending volunteer outreach and cross-purpose efforts throughout the City toward the betterment of the individual groups as well as the community overall.

**Declining Revenues** – Civic and charitable organizations in Troy are highly efficient in terms of identifying, delivering and funding their services as they continue to focus their efforts to meet clearly defined “customer” needs.



## Troy 2020 Image and Feel Task Force

### **Vision Statement**

The City of Troy is recognized as a destination where all people want to visit, do business, locate, stay and prosper in harmony.

***Preferred Future 1: In 2020 Troy has a modernized Future Land Use Plan.***

### **Suggested Actions to Achieve Preferred Future**

- Develop the political will to re-write the Future Land Use Plan to take into account current conditions as well as local and national trends
- Build in flexibility and efficiency that makes re-development in Troy attractive
- Establish incentives to encourage innovative developments that exceed the norm and support the vision (e.g. LEED – Leadership in Energy and Environmental Design)

### **Supporting Community Partners**

- Development Community
- City Staff
- Downtown Development Authority
- Community
- Michigan Department of Environmental Quality
- Elected Officials
- Planning Commission

***Preferred Future 2: In 2020 Troy is a vibrant, dynamic and prosperous city, which showcases a variety of business and residential areas.***

### **Suggested Actions to Achieve Preferred Future**

- Brand and market Troy as the Finance, Innovation, Re-education, Shopping and Technology (*FIRST*) Center of Michigan
- Create common identifiable physical gateways portraying the brand to make it obvious to everyone that they have entered the *FIRST* Center of Michigan
- Re-establish a balanced (50/50) tax base business to residential
- Eliminate and prevent blight
- Develop and implement a variety of housing options (mixed use, phased housing, etc.)



- Maintain high quality and attractive roadways

**Supporting Community Partners**

- Elected Officials
- Development Community
- Community
- City Staff – Professional Marketing Organization

***Preferred Future 3: In 2020 Troy is an engaged community with elected leaders who govern in the best interest of the total community, and is supported by a responsive and cooperative City staff.***

**Suggested Actions to Achieve Preferred Future**

- Train City Staff on the concept of providing the ultimate in customer service to stakeholders
- Establish the City as a facilitator for communicating via study circles: new developments, changes and plans, available services and ordinance requirements
- Establish ombudsman/mediator office for communication between the City and stakeholders
- Enhance the City website to provide an interactive on-line community that serves as a home page for stakeholders e.g. ‘My Troy’
- Conduct frank dialogue and clear communication with citizens to prevent polarization
- De-politicize locally elected officials from national politics

**Supporting Community Partners**

- Elected Officials
- City Staff

- Community
- Troy Chamber of Commerce

***Preferred Future 4: In 2020 Troy has implemented ‘villaging’ development concepts to create a connected sense of place and community with a variety of activity nodes.***

**Suggested Actions to Achieve Preferred Future**

- Create a central clearing house for public and private services and events administered by City Staff (print, telephone and electronic)
- Develop Go-to places for teens/twenties.
- Implement the Civic Center plan as a regional destination
- Create interconnecting paths for non-automotive transportation (walking, biking, etc.) throughout
- Leverage existing destination assets such as the Nature Center, Museum, Library, etc
- Pilot specific destination public transportation (e.g. shopping trolley)

**Supporting Community Partners**

- City Staff
- Volunteer boards and organizations
- Service groups
- Community
- Planning Commission
- Troy Chamber of Commerce and Development Community
- Transportation providers
- Elected Officials

***Preferred Future 5: In 2020 Troy has become a model of an environmentally friendly community.***

**Suggested Actions to Achieve Preferred Future**

- Create interconnecting paths for non-motorized transportation (walking, biking, etc.) throughout
- Establish LEED Certification as an expectation (Leadership in Energy and Environmental Design)
- Improve and implement the Storm Water Management Plan
- Integrate the Rookery into the City park system as a destination
- Treasure and preserve the few remaining open spaces, woodlands and wetlands
- Support the implementation of alternative fuel distribution facilities (e.g. E85)
- Create an Environmental Advisory Board

**Supporting Community Partners**

- Development Community
- City Staff & Elected Officials
- Michigan Department of Environmental Quality
- Environmental Protection Agency

**Executive Summary**

This vision can only be achieved with aggressive action by the stakeholders to attract re-development that compliments the wonderful quality of life we currently enjoy in Troy. The challenges are many. Troy is an example of an “edge city” that normally goes through a period of decline

after it becomes “built out” as Troy has. New developments over the last 50 years provided additional revenue each year, but that growth has diminished. However, the cost of City services continues to rise. The choices are to reduce services, increase taxes, or aggressively attract new development. The services provided by Troy are rated by residents to be the best in southeast Michigan and we enjoy the lowest tax rate of all the major cities in southeast Michigan. Cutting services or significantly raising taxes would reduce Troy’s ability to attract new re-development and potentially deepen the anticipated decline.

Success in attaining our visions will largely be dependent on how quickly we as a community respond to the changes required to meet the needs of re-development in a global economy, how aggressively we enforce our blight ordinances, and how we promote and show our leadership.

**Future Statement #1: Troy Has a Modernized Future Land Use Plan**

Troy cannot implement any of the exciting preferred visions we have for the City without first modernizing the Future Land Use Plan. To compete in the global marketplace and maximize the potential for growth, a mere update is not enough. Rather, it should be a creative and flexible re-write that will have the potential to set the pace of innovation and flexibility that will attract exciting re-developments that add to our quality of life. The plan needs to address the desire for citizens to be able to walk to “the store,” the coffee shop and recreation nodes. Additionally it should not limit the potential re-development of existing areas to a single use.

## **Future Statement #2: Troy is a Vibrant, Dynamic and Prosperous City, Which Showcases a Variety of Business and Residential Areas**

Troy has an incredible inventory of good stories that seldom get told. Troy is the home of Automation Alley, the Smart Zone, and many innovative industries but few residents, let alone non-residents are aware of these assets. Troy is a center for educational excellence, shopping, financial services, and quiet safe residential neighborhoods. Troy has the lowest tax rate of any major city in southeast Michigan. By leveraging all of these advantages into a branding/marketing program in conjunction with a new Future Land Use Plan, Troy can dominate the competition for new development that will pave the way for growth. A professional marketing organization must be engaged to develop a program like FIRST Center Michigan (**F**inance, **I**nnovation, **R**esidential, **S**hopping, and **T**echnology). Based on a branding theme, common identifiable gateways should be created to let everyone know they have just entered the 'In' city.

Another concern is that the overall physical image of the City is declining. Should that trend be left unchecked, a negative image of the City will emerge that would take many years to overcome. There is a perception that blight is increasing throughout the City. The number of empty buildings seems to be increasing, and there is an apparent lack of political will to correct the situation. In some instances it appears that the ordinances are just not enforced and in other instances it is less expensive to pay the fines than to meet blight restrictions.

There is an opportunity to make Troy one of the most attractive cities in the region by strengthening and enforcing the ordinances related to blight, while developing creative solutions to provide free parking for large commercial vehicles

in commercial lots. Many of the empty industrial buildings may never be re-used for industrial purposes, but the current Future Land Use Plan provides no other options. We should always try to learn from others by benchmarking Troy to other similar cities. The goal should be to attract enough re-development to re-establish the tax base to a 50/50 split between commercial and residential taxes.

## **Future Statement #3: Troy is an Engaged Community with Elected Leaders who Govern in the Best Interest of the Total Community, Supported by a Responsive and Cooperative City Staff**

We also visualize Troy as an engaged community with elected leaders who govern for the best interest of the total community, supported by a responsive and cooperative City staff. There has been a history of contentious decision-making that has tarnished the City's image over the last several years. We see the website being enhanced to provide an interactive on-line community that serves as a home page for stakeholders, e.g. "My Troy" and a primary source for dialogue for all stakeholders.

City staff should be trained on the concept of providing the ultimate in customer service, and an ombudsman's office should be created to provide citizens with a place to go when they are dissatisfied with the services provided. Study circles ([studycircles.org](http://studycircles.org)) have been proven to be one of the most effective ways to get residents and stakeholders involved and communicating. By facilitating the development of study circles for stakeholders, the City can foster better communication and citizen involvement. Involving national politics in local government tends to divide rather than unite a community; de-politicizing the local government would go a long way toward establishing a harmonious community.

**Future Statement #4: Troy has Implemented “Villaging” Development Concepts**

We visualize implementation of “villaging” development concepts to create a connected sense of place and community with a variety of activity nodes. Evidence suggests that professionals and the growing creative class want to live in communities that provide a sense of community and place. They want more walkability, entertainment venues, community gathering spots and green space. The opportunity is ripe to form city, residential and commercial partnerships to create nodes of human-friendly spaces (“villaging”) that are welcoming to residents and visitors alike. An example is the implementation of the Civic Center plan by working with the Marriott re-development. This plan should consider the Civic Center its “front yard,” and attract commercial partners to develop a world class light-and-music-choreographed fountain. It should also find another partner to develop the amphitheater.

The creation of a central clearinghouse for public services, trade referrals, volunteer opportunities, events and City issues would provide a one-stop shop for seniors and others. The clearinghouse should be a component of the enhanced City website and include print and telephone options.

There is the opportunity to leverage our diversity to develop a wide variety of cultural and educational programs that result in harmony between all people in all age groups. Creating “go-to” places for teens and interconnecting paths for non-automotive transportation (walking, biking, etc.) would enhance “villaging” nodes.

**Future Statement #5: Troy has Become a Model of an Environmentally Friendly Community**

As a center for technology and innovation, Troy has the opportunity to become a model of an environmentally friendly community. This will assist with potential future challenges and reduce energy costs. The creation of an Environmental Advisory Board would be a major first step. LEED (Leadership in Energy and Environmental Design) certified developments consistently pay for themselves in less than 3 years, and the reduced environmental impact in the future may have even greater economic impact. Troy should make LEED development an expectation for all new development and should promote this leadership for long-term environmental quality.

Storm and wastewater management is a potentially huge financial hurdle facing the City. LEED developments that convert retention ponds to detention ponds with added recreational value, encourage lawn watering from storm water cisterns, and other initiatives can significantly lower the potential costs of reducing the volume and pollution of the streams/drains down stream from Troy. In addition to these actions, the City needs a new Storm Water Management Plan as soon as possible.

By making the major streets more walkable (as proposed by the Big Beaver Corridor Study and the Maple Road Study), and interconnecting these and other nodes throughout the City with paths for non-motorized transportation, walking, biking and personal transportation, there is the potential to increase environmental leadership and provide desired walkability.



## Troy 2020 Lifestyles Task Force

### Vision Statement

The City of Troy is a dynamic and vibrant city that is a highly desirable place to live and to work, that attracts a quality workforce and meets lifestyle needs in the areas of recreation, fitness, and cultural and social interaction.

***Preferred Future 1: In 2020 Troy has evolved to achieve a city experience that is “Better Than A Downtown” with cultural/ethnic areas or “pockets” throughout the City connected by an entertaining form of transportation.***

Throughout our research, it became evident that cities with vibrant downtown districts were strongly correlated with desirable places to live. These cities offer an abundance of things to do, places to eat, and opportunities for learning. Indeed, the very character of a city is defined by the quality of its downtown. Successful downtowns attract not only the local residents, but also draw from surrounding cities and attract tourism. They can act as a cornerstone for a region providing a strong commercial center and solid tax base.

When considering the application of this idea to Troy, however, careful consideration must be given to its location. Central roads, like Big Beaver and I-75 make Troy very

accessible, but at the same time are not pedestrian friendly. Even though Big Beaver is the heart of the business district in Troy, it does not have the intimate feeling often associated with flourishing downtown areas. Furthermore, neighboring cities such as Birmingham, Royal Oak, and Rochester already possess successful downtown areas.

These factors, though, provide a unique opportunity for Troy that recognizes Troy’s limitations and strengths but avoids direct competition from surrounding cities. To capitalize on the wealth of cultural diversity of its residents and its family focus, Troy would develop *multiple downtown areas* that revolve around specific cultural or ethnic themes.

Furthermore, these areas would be connected with some entertaining form of transportation (trolley, monorail or subway). This idea not only leverages the diversity of Troy’s citizens but also provides a direction for the use of abandoned buildings and eliminates blight.

Each of the cultural areas would provide a wide range of activities and experiences. Imagine, a person could have dinner in the Italian area, head to the Greek section for



a play, go shopping in Indian town and then travel to the French neighborhood for dessert and coffee. The possibilities for shopping, dining, and learning are endless. Best of all, every time someone comes to Troy it can be a unique experience. Why settle for just the average night downtown, when it can be so much better.

### **Suggested Actions** **to Achieve Preferred Future**

- Ethnic/cultural areas located throughout the City
- Wide variety of options (Asian, Middle Eastern, Polish, etc.)
- Connected by trolley or some ‘fun’ form of transportation – not a bus
- Eating, shopping, entertainment, and learning opportunities available within each area

### **Supporting Community Partners**

- Troy Chamber of Commerce
- Cultural Centers
- Real Estate Developers
- Southeastern Michigan Transportation Authority
- Ethnic Issues Advisory Board
- Downtown Development Authority
- Planning Commission
- Traffic Committee
- Troy Daze Committee
- Troy Youth Council

***Preferred Future 2: In 2020 Troy has a special “Focus on Fitness,” helping residents maximize their health and fitness goals. Health and fitness opportunities are accessible, convenient, entertaining and diverse.***

Despite increased awareness regarding the dangers of a sedentary lifestyle, lack of regular physical exercise continues to plague the U.S. The trend is most prevalent in the Midwest and is

very alarming among children. So, as the country continues to grapple with soaring health care costs, an ounce of prevention may be worth well more than a pound of cure. To maximize the health and fitness goals of residents, health and fitness opportunities should be accessible, convenient, entertaining and diverse.

### **Suggested Actions** **to Achieve Preferred Future**

- Walking/biking paths throughout the city (wheelchair accessible)
- City-organized fitness events:
  - Marathons/walk-a-thons
  - City Olympics
  - Fitness stamp book (rewards for completing given fitness activities)
- More fitness centers: Goal – the ability to walk to a fitness center no matter where you live in Troy; put fitness centers in the parks (possible collaboration with private health clubs)
- Multi-use sports fields: Accommodate traditional & non-traditional sports
- All-season activities

### **Supporting Community Partners**

- Health Clubs
- Troy Nature Center
- Hospitals
- Parks & Recreation
- City Parks
- Business Corporations
- Advisory Committee for Persons with Disabilities
- Advisory Committee for Senior Citizens

***Preferred Future 3: In 2020 Troy has strategically defined and implemented a “My Village” concept allowing residents to live closest to the activities they enjoy the most. To that end, each***

***“village” has effectively mixed commercial and residential property around a unifying theme.***

A current popular housing trend revolves around the idea of a multi-use village. It mixes commercial and residential property together so that people can walk to many shops and eateries. It provides a cross between the conveniences of urban life and the reduced congestion of suburban living. My Village evolves this concept to a more personal level. Instead of a generic, one-size-fits-all village, Troy villages will center on a theme. For example, if you enjoy entertainment and nightlife you would find theaters, restaurants, nightclubs, cinemas, and sports areas in or near your village. If you are a nature lover, you would find beautiful gardens, wooded walking paths, and stores that support these activities within your complex. These are but a few examples of many themes that one could choose to develop in a village. The driving idea is that it allows people to live closest to the things they enjoy the most.

**Suggested Actions to Achieve Preferred Future**

- Select several themes that are popular, but reflect individual preferences
- Work with developers and commercial business to create an area with a unifying theme
- Identify existing construction and build around it (for example, put a fitness-oriented village next to the community center)

**Supporting Community Partners**

- Real Estate Developers
- Planning Commission
- Troy Chamber of Commerce

***Preferred Future 4: In 2020 Troy is a big City with a small hometown feel, a place where people feel welcome and have a sense of belonging. This is achieved by encouraging residential interaction through places and spaces and accommodating for individual preferences and needs.***

As cities grow larger, they find it difficult to maintain a small hometown feel — a place where people feel welcome and have a sense of belonging. It becomes an even greater challenge as diversity (cultural, generational, and physical) in the population increases. To address these needs, Troy must be more accommodating to individual preferences, encourage more interaction among residents and provide more places and spaces for people to come together and socialize.

**Suggested Actions to Achieve Preferred Future**

- Multi-lingual and audible (for the visually impaired) signs are more sensitive to people with special needs or those who may not speak English
- Resource/information center to find out what’s going on in the City, where to get assistance, etc.
- Longer hours for City services
- Boundless playground (everything in the park can be enjoyed despite any disability you may have)
- Mini-park (or common area) in every neighborhood. Could be as elaborate as a clubhouse or just a smartly decorated garden & gazebo
- More gathering places throughout the City (consider people of all ages)
- Expand the Community Center area — more things to do inside and out

**Supporting Community Partners**

- Community Center
- Chamber of Commerce
- Troy Public Library
- Advisory Committee for Persons with Disabilities
- Advisory Committee for Senior Citizens
- Ethnic Issues Advisory Board
- Parks and Recreation
- Planning Commission
- Troy Youth Council
- Community Affairs Department

***Preferred Future 5: In 2020, Troy is a “Gotta Have Art” type of place, with opportunities to celebrate and experience all of the fine arts.***

Troy is a community that values diverse art forms and also has a wealth of well-renowned resident artists. Physical spaces and locations to experience art celebrate these facts. We need to provide increased opportunities to experience all fine arts.

**Suggested Actions to Achieve Preferred Future**

- Music in the park
- Theater
- Symphony
- Art Galleries
- Art throughout the City (roadsides, public places, etc.)

**Supporting Community Partners**

- Art show organizers/promoters
- Community Theater, Orchestra
- Galleries
- Troy Public Library
- Schools
- I/ACT Image and Arts Council of Troy - Troy Chamber of Commerce
- Troy Museum and Historic Village

***Preferred Future 6: In 2020, Troy is known for the pleasure of “Just Hanging Out,” as it has strategically defined places of beauty, gathering areas and coffee and entertainment establishments.***

Gathering places are needed for residents to spend time around other people of their generation and/or those with similar interests. Each place may have appeal to only unique groups – such as youth, retirees or artists.

**Suggested Actions to Achieve Preferred Future**

- Coffee/entertainment pubs
- Places of beauty (i.e. garden with fountain), gathering areas

**Supporting Community Partners**

- Cyber Cafes and Eateries
- Garden Clubs
- Planning Commission
- Parks and Recreation
- Chamber of Commerce
- Troy Youth Council
- Advisory Committee for Senior Citizens
- Advisory Committee for Persons with Disabilities
- Troy Public Library
- Troy Museum and Historic Village

***Preferred Future 7: In 2020, Troy has established an outdoor sports complex through collaboration with other cities providing opportunities to experience diverse organized sports.***

A large outdoor sports complex gives concrete evidence of Troy’s status as a city that values sports. It provides opportunities to experience diverse organized sports. By collaborating with other cities, costs can be shared and the use maximized.

**Suggested Actions to Achieve Preferred Future**

- Build in collaboration with other cities to leverage the benefits of shared costs
- Use for a variety of events, so diverse types of sports can be experienced and enjoyed

**Supporting Community Partners**

- Neighboring cities
- Sports Booster Clubs
- Sports Teams and Businesses

***Preferred Future 8: In 2020, Troy is a City of choice for “New-Age Retirees,” as the community effectively embraces and engages the “Boomer Generation.”***

The boomer generation retirees will increase in number, be much more active and will live much longer than previous generations. Their needs will differ greatly than from those of previous generations.

**Suggested Actions to Achieve Preferred Future**

- Boomers may get older, but they’ll never be “Senior Citizens,” remove such labels from programs tailored for them
- Consider opportunities for the City to utilize a new workforce as Boomers embark on second careers
- Casino trips are replaced by adventure, learning, and travel

**Supporting Community Partners**

- Job-placement agencies
- Temporary Employment Agencies
- Travel Agencies
- Advisory Committee for Senior Citizens
- Parks and Recreation
- Community Affairs Department
- Michigan WORKS
- Troy Public Library

**Executive Summary**

Troy has many strengths to build on in this area. It is a community with cultural and generational diversity and a strong family-focus. It also offers an outstanding community center and an exceptional parks and recreation program.

After examining several trends for the future, our task force focused on and researched the following as the most relevant to Troy’s future:

**New Urbanism** – People long for a greater sense of connectedness and community in their day-to-day life and activities.

**New Age Retire** – The boomer generation retirees will be greater in number, be much more active and will live much longer than previous generations.

**Diversity** – Will be greatly valued and appreciated. A sense of belonging to the City must be fostered in the diverse populations to continue to attract them.

**Entertainment/Recreation**– Will need to be fast-paced, stimulating, short-term, meaningful and with diverse options.

**Fitness**– With a larger aging population, obesity on the rise, and reduced healthcare coverage, fitness will be very important.

Several goals for the future emerged after researching the trends and considering Troy’s strengths and challenges. These were grouped into the following preferred futures.

**Preferred Futures**

1. A unique downtown concept that is better than the traditional downtown: Pockets of lively cultural/ethnic areas connected by a fun transportation system such as a trolley.
2. Increased opportunities to maximize health and fitness goals of residents.

3. Multi-use Village Housing, with a focus on themes, to provide opportunities for residents to live closer to the activities they enjoy and use frequently.
4. Grow as a city, but retain a small community feel, by providing opportunities for residents to interact and to feel a sense of belonging.
5. Increased opportunities to experience all of the Fine Arts.
6. Gathering places for residents to spend time with other people of their generation and/or those with similar interests.
7. An Outdoor Sports Complex in collaboration with other cities, to leverage the benefits of sharing costs.
8. Opportunities tailored to the needs of the New-Age Retiree. Their needs will differ in many ways from those traditional seniors.

**For Troy to remain a dynamic and vibrant city that is a highly desirable place to live and to work, and that attracts a quality workforce, it must continue to meet the lifestyle needs of its residents in the areas of cultural and social interaction, and recreation and fitness. As the trends indicate, these lifestyle needs are changing and we must be prepared to meet them. These action items serve as starting points. Many more ideas can be developed with these goals and trends in mind.**



## Troy 2020 Lifetime Learning Task Force

### **Vision Statement**

Troy will be globally recognized as a community that provides its citizens with the opportunity to achieve social enrichment and personal growth via lifetime learning.

### ***Preferred Future 1: In 2020 Troy has a Citywide Lifetime Learning Committee***

A Citywide Lifetime Learning Committee, composed of Troy's learning institutions and businesses, is responsible for:

- Determining community lifetime learning needs
- Coordinating learning opportunity content
- Communicating to residents and those who work in Troy of opportunities
- Ensuring that learning opportunities are provided in user-friendly formats compatible with skills and resources of users
- Evaluating and measuring the success of efforts
- Adapting as needs change
- Promoting the importance of staff development
- Developing the professional skills of City staff

### **Suggested Actions to Achieve Preferred Future**

The City of Troy shall create a Lifetime Learning Committee. The Lifetime Learning Committee shall have representatives from the following departments and community/corporate organizations:

- Troy Library and Museum
- Troy Parks & Recreation Department (includes Nature Center)
- Senior Citizen Advisory Committee
- Ethnic Issues Advisory Committee
- Troy Chamber of Commerce
- Public School Districts within Troy
- Private and Home School Organizations
- Troy Higher Education Facility
- Troy Youth Council



Responsibilities of the Lifetime Learning Committee:

- Convene regular meetings to understand the lifetime learning needs of the Troy community
- Develop an effective evaluation process that measures the success and continuation of publicly funded courses and programs
- Develop and write technology impact mission statements that will define the use and effect of technology for all Troy citizens
- Develop and oversee sub-committees that address specific interest groups and areas of learning
- Publish an annual progress report of the ongoing and completed objectives, goals, and accomplishments of the Committee

**Supporting Community Partners**

- City of Troy
- Universities and colleges within Troy
- Troy Chamber of Commerce
- K-12 school districts within Troy
- Automation Alley
- Senior Citizen Advisory Committee
- Ethnic Issues Advisory Board
- Troy Youth Council
- Private and Home School organizations in Troy
- Troy Historical Commission

***Preferred Future 2: In 2020, the City of Troy provides education, technology, and support mechanisms to its citizens, enabling them to deal effectively with global lifestyles and improving their ability to navigate and integrate a broad variety of life-enriching educational methods.***

**Suggested Actions to Achieve Preferred Future**

- Consolidate and coordinate dissemination of learning opportunities by creating a Learning Clearinghouse for the City of Troy. A Learning Clearinghouse can operate within the Troy Public Library with oversight by the Lifetime Learning Committee. Primary responsibilities will be to maintain a database and website of local learning opportunities, and to create and publish course descriptions and source locations that offer the learning opportunities. The staff of the Learning Clearinghouse will also search the database to provide the Troy community with personal assistance for locating information, while the website will be self-service. Essentially, the Learning Clearinghouse will apply the 2-1-1 call center concept to lifetime learning instead of human services (see [www.211.org](http://www.211.org) for additional details).
- Develop numerous opportunities including classes, gatherings and lectures that enrich and educate Troy citizenry on a large variety of topics. Important issues would include identifying topics of interest for people and adequately publicizing events. There should be no fees (or low fees) to attendees.

**Supporting Community Partners**

- Lifetime Learning Committee
- City of Troy (primarily Library, Museum, Nature Center and the Community Center)
- Universities and colleges within Troy
- Troy Chamber of Commerce
- K-12 School Districts within Troy
- Automation Alley

***Preferred Future 3: In 2020, the Troy community facilitates learning opportunities that encompass a variety of experiences, lifestyles and cultures that utilize the expertise and knowledge of Troy citizens to mentor and tutor its citizens, preparing them for future job opportunities.***

**Suggested Actions to Achieve Preferred Future**

- Create and maintain a “career database” and website of retirees that will be a resource to all Troy citizens and corporations for mentoring, tutoring and training to prepare for future job or volunteer opportunities.
- Continue to organize and sponsor cultural education programs to build bridges between cultures within Troy and abroad. Currently the Ethnic Issues Advisory Board performs this task; we would like to see a sustained effort for this program, and a strong promotional plan.
- Provide lectures and talks to Troy citizens regarding various occupations and the opportunities, requirements, and activities of various professions. Small group meetings involving discussion time should follow. These programs organized by the Learning Clearinghouse would be open to all ages as a means to learn about professions and occupations. Local business leaders and corporations can be invited to talk about their specialty as long as presentations have informational value. An important part of this activity would be proactive publicity for events of general interest.

- Establish a Career Fair Day every year to inform and provide access for retirees and other job seekers to learn about the availability of paid positions, volunteer and mentoring opportunities.

**Supporting Community Partners**

- Lifetime Learning Committee
- Troy Chamber of Commerce
- Nonprofit Network
- City of Troy Community Affairs Dept.
- Troy Senior Citizens
- Michigan WORKS

***Preferred Future 4: In 2020, world-class lifetime learning services and facilities are available to the entire Troy community.***

**Suggested Actions to Achieve Preferred Future**

- Initiate and support a bond proposal to replace or enlarge the Troy Public Library and expand computer access at the Community Center
- Self-service lifetime learning content is available on mobile devices, both for personal and professional development
- Increase utilization of public facilities (school buildings, Community Center, and Library) throughout the community for educational, professional and recreational activities
- Establish a Development Department within the City of Troy that is responsible for:
  1. seeking public and private funding for the development of educational activities;
  2. assisting grant writers with demographics and background data related to the Troy community;
  3. ultimately establish an endowment for lifelong learning activities

- Establish and maintain online “glocal” (i.e. global + local) forums to enable self-learners to find answers to their questions, and establish communities of interest.

**Supporting Community Partners**

- Lifetime Learning Committee
- City of Troy (Finance, IT, Community Affairs, Parks and Recreation Departments)
- Troy Foundation for Educational Excellence
- K-12 School Districts within Troy
- Troy Chamber of Commerce

***Preferred Future 5: Troy community provides opportunity, encouragement and recognition for the highest levels of academic achievement (“smart is cool”). This includes educational curriculum that prepares students to handle the latest advances in technology and a healthy, accepting environment in which to learn.***

**Suggested Actions to Achieve Preferred Future**

- The Troy School District shall implement the U.S. Department of Agriculture Healthy School nutrition program, which includes providing more vegetables and fruit in K-12 school menus
- Encourage the hosting of, and attendance at, academic competitions such as science fair, science bowl, math contest, engineering contests, robotic competitions, music competitions, forensic/debates, etc. These activities support Troy resident students attending any K-12 program within Troy including home school
- Conduct a gala City-wide event celebrating academic achievement (not just TSD honors programs, or awards at Somerset Collection)
- Establish partnerships with regional businesses, universities and colleges to

provide opportunities for field trips, presentations and outreach programs in specific topics to Troy’s K-12 students

- Provide more opportunities for distance learning classes and independent study opportunities for upper level high school and middle school students. Prepare those in non-traditional learning environments so they might effectively use those opportunities in the future.

**Supporting Community Partners**

The Troy City Manager shall direct one City Department to be responsible and accountable for implementing the above referenced actions.

**Executive Summary**

The Lifetime Learning Task Force was asked to examine “access to personal, professional, and organizational intellectual stimulus and growth” within the Troy community. This broad definition covers all facets of people’s lives. Indeed, the Task Force believes that lifetime learning is the cornerstone of a community. Knowledge-seeking and knowledge-sharing communities are happy, productive, thriving places to live because the exchange of information and ideas stimulates creativity, leads to action and change and helps commerce thrive.

The Lifetime Learning Task Force found evidence that the Troy community has a solid foundation of lifetime learning assets:

- Troy School District has a strong track record of high academic achievement, which makes Troy a very desirable place to live for parents that value education

- City of Troy’s lifetime learning facilities (Library, Nature Center, Museum, and Community Center) are popular community resources that provide high-quality programming
- A broad array of higher education facilities serve the Troy community: Walsh College, Northwood University, Spring Arbor College, University of Phoenix, International Academy of Design & Technology, Central Michigan University and Michigan State University
- A strong technology infrastructure, with technologically savvy citizens
- A culturally diverse community with outreach programs that enable groups to publicly present information about their culture

Yet these assets will not be enough to meet the challenges of the future. There are developing trends that provide both threats and opportunities for lifetime learning in the Troy community:

- Demographic changes: SEMCOG forecasts a 14% decrease in the 0-17 age bracket, and a 100% increase in the 65+ age bracket by the year 2030. These changes are due to smaller family sizes, improved health care and the Baby Boomer generation reaching retirement age.
- Economic changes: the mobility of information and individuals drives globalization, which in turn has increased the quantity and quality of business competition. Troy and most of Michigan are being pushed away from their reliance on automotive manufacturing as a primary economic driver. As the local economy has

slowed, sources of public funding have steadily dropped. However, health care and service-based industries are growing in importance in the Troy area.

- Science and technology: rapid changes in these areas continue, driving economic growth and competition in business. Some nations are focusing on development of the math and science skills of their citizens, yet the USA’s test scores in these subject areas continue to decline.
- Learning methods: the sources of knowledge are increasing rapidly. “Information at your fingertips” is now a reality, as long as the technology infrastructure is in place. Non-traditional learning methods are gaining traction as home schooling, charter schools, self-study, online classes and the growing cost of education all challenge the K-16 legacy.

Clearly, Troy must re-double its efforts and its investment in lifetime learning in order to thrive in the years ahead. The Lifetime Learning Task Force spent several months discussing these challenges, and developed a vision and a plan to tackle these issues by the year 2020.

Our vision is for Troy to be globally recognized as a community that places a high value on lifetime learning for its citizens. A collective community effort is required for this effort to be successful. The vision can be achieved by taking action on five broad goals:

1. **Coordinate the efforts of our learning institutions** — establish a new City of Troy committee focused on lifetime learning, with the responsibility for strategic coordination of Troy’s learning resources.

This will strengthen the connection between the needs of the community and Troy’s lifetime learning assets.

- 2. Improve communication about the learning opportunities that are available in the Troy community** — establish and maintain a “Learning Clearinghouse” and make it the primary resource for information about lifetime learning resources within the Troy community. This will increase the awareness of lifetime learning opportunities; establish a focal point for this information and make efficient use of the resources of the Troy Public Library.
- 3. Utilize the expertise and knowledge of Troy citizens** — maintain and expand programs (ex. Sights & Sounds, APT to Succeed) that encourage the shared personal knowledge and discourse among

different cultural, professional, public and private organizations. This benefit will strengthen the sense of community within Troy.

- 4. Invest in world-class lifetime learning services and facilities** — build a bigger and better library. Now. The Troy Public Library is extremely popular and far too small. Additional parking and program space are desperately needed.
- 5. Provide opportunity, encouragement and recognition for the highest levels of academic achievement** – actively pursue regional and national academic competitions (ex. Math Olympiad) and host them in Troy. Publicly celebrate academic achievement more often than once a year. This will enhance Troy’s reputation as a center of high-quality K-16 education.

**The time is ripe for the Troy community to rally together and make these goals a reality. All stakeholders will need to collaborate and cooperate in order for this effort to succeed. Citizens, schools, businesses, City government, cultural organizations – everyone needs to contribute to this effort to elevate Troy from simply being a passive supporter of education to becoming a global champion of lifetime learning.**



## Troy 2020 Mobility Task Force

### Vision Statement

While the automobile will remain the primary means of transportation for the foreseeable future, Troy will be a safer place for all travelers and environmentally sustainable technologies will be encouraged. Troy will be a walkable/bikeable community and multiple transit options will be available. At the same time, new land use patterns and virtual pathways of electronic communications will minimize the need for transportation.

***Preferred Future 1: In 2020, Troy is a safer place for all travelers.***

### **Suggested Actions to Achieve Preferred Future**

- State of the art signage and electronic traffic devices at all major intersections
- Optimize traffic flow through the City while providing for full local access
- Pedestrian friendly crosswalks and bridges
- Reduce preventable vehicle crashes
- Enhance older driver screening and locally available training

### **Supporting Community Partners**

- Michigan Department of Transportation
- Oakland County Road Commission

- City of Troy Departments (Engineering, Public Works)
- Agencies and community groups providing support to older adults

***Preferred Future 2: In 2020, Troy is a walkable/bikeable community with an extensive network of non-automotive pathways.***

### **Suggested Actions to Achieve Preferred Future**

- Develop interconnected pathways that serve specific destinations (i.e. go where people want to go, not just pathways for the sake of pathways)
- Design pathways that are able to accommodate walking, biking and personal transportation (e.g. electric scooters)
- Provide bridges or tunnels to separate pedestrians from vehicular traffic
- Land use plans should promote “villaging” or “new urbanism”
- Encourage business development that provides good, convenient pedestrian access



**Supporting Community Partners**

- Planning Commission
- Youth Council
- Advisory Committee for Persons with Disabilities
- Advisory Committee for Senior Citizens
- Troy City Departments (Parks and Recreation, Engineering, Real Estate and Development)
- Local businesses, developers and architects

***Preferred Future 3: In 2020, Troy will be a City with multiple transit options for all age groups and workforce members.***

**Suggested Actions to Achieve Preferred Future**

- Troy is a part of a regional multimodal transportation network to include bus, train, taxi, air transportation and fixed guideway systems
- Convenient links between modes to connect hubs to smaller centers
- Enhanced access to major airports
- Seniors and persons with disabilities are able to travel freely with “curb to curb” public transportation
- Personal Rapid Transit (PRT) systems or other electric guideways designed and implemented to meet the needs of residents and work force members without the need for automobiles

**Supporting Community Partners**

- SMART
- Troy Medi-Go Plus
- Michigan Department of Transportation
- Private taxi and limousine companies
- Oakland Troy Airport
- Southeast Michigan Council of Governments

***Preferred Future 4: In 2020, virtual pathways will exist to substitute communication for transportation.***

**Suggested Actions to Achieve Preferred Future**

- Broadband access made available to all
- Promote development of “hoteling” facilities (temporary offices or conference rooms for home/small business)
- Facilitate national/international business activities conducted through electronic media
- Make Troy less congested and more economically competitive with virtual pathways
- Effective use of latest technologies in schools, City, and private entities

**Supporting Community Partners**

- Wireless Oakland
- Communications providers (internet, cable, and phone)
- Automation Alley
- Troy School District
- Troy Chamber of Commerce
- City Departments

***Preferred Future 5: In 2020, Troy is the “Green” “Clean” City***

**Suggested Actions to Achieve Preferred Future**

- All public vehicles will be Flexible Fuel Vehicle (FFV) type, Hybrid power or other emerging technologies, setting the standard for energy conservation
- Gas stations within the City will carry alternative fuels (E-85 / B-20)
- Varied and flexible work and school schedules encouraged in order to facilitate transportation demand management techniques such as carpooling, transit and discourage Single Occupant Vehicles

- Personal Rapid Transit (PRT) or other electric fixed guideway systems developed in selected areas to reduce emissions and noise pollution
- Encourage energy efficient building practices

### **Supporting Community Partners**

- City of Troy (Department of Public Works)
- Troy School District
- Troy business community
- Local developers and architects
- SEMCOG Rideshare Program
- Automation Alley

## **Executive Summary**

The leadership of Troy needs to embrace the concept of a multi-faceted approach to mobility. This is seen as an evolutionary process. Over the next twenty years, Troy should improve current transportation options, encourage the implementation of others and remain open to new technologies and development patterns. Doing so will keep Troy an attractive place to live, work and play.

The Mobility Task Force looked at many aspects of Troy’s mobility future. Discussions explored the various needs for travel and a broad range of strategies to meet those needs. Residents have travel needs within Troy for work, recreation, school, services and shopping. They also travel to places across the metropolitan area and beyond. In addition to the mobility concerns of residents, Troy’s vitality as an economic center requires travel options for workers, customers and business partners that extend across the region, state, nation and world.

The automobile shaped the development of Troy. The Mobility Task Force recognized that the automobile would remain the primary means of

transportation for the foreseeable future. However, the future is seen as one that incorporates a rich array of transportation options to adapt to changing desires, environmental concerns and new technologies. The Mobility Task Force also looked at reducing the need for transportation through new land use patterns and “virtual pathways” of electronic communications.

The Mobility Task Force envisioned that the future of Troy would include numerous elements of mobility. Some highlights are:

### **Troy is a safer place for all travelers**

State-of-the-art signage and electronic control devices exist to reduce accidents and improve traffic flow. The road network is well maintained and includes pedestrian friendly crosswalks and tunnels or bridges. As the population ages, screening and training for older drivers is enhanced.

### **Troy will be a walkable/bikeable community with a network of non-automotive pathways**

An interconnected pathway system exists with destinations and amenities suitable for walking, biking and personal transportation. Land use plans promote “villaging” or “new urbanism.” Business development encourages pedestrian access.

### **Troy will be a city with multiple transit options for all age groups and work force members**

The City is part of a regional multi-modal transportation network to include bus, train, taxis, air transportation and fixed guideway systems.

Seniors and persons with disabilities travel freely with curb-to-curb public transportation. New automated transportation systems, like Personal Rapid Transit, provide alternatives to automobile travel in selected areas.

**Virtual pathways minimize the need for transportation**

Electronic communications allow people to work at home, shop at home and conduct business without being in the same physical location. All residents, schools and businesses have access to broadband communication networks and state-of-the-art technologies. National and international business activities are connected through electronic media. Temporary offices or conference rooms for home/small businesses (hotel facilities) are readily available.

**Troy is the “Green” “Clean” City**

The City embraces and encourages environmentally sustainable technologies. All public vehicles will utilize energy conserving technologies like Flexible Fuels, Hybrid engines or other emerging power sources. Gas stations within the city all carry alternative fuels (E-85, B-20, etc.). Alternative work and school schedules encourage carpooling and transit and discourage single occupant vehicle travel. Electric vehicles will reduce emissions and noise pollution.



## Troy 2020 Regionalism Task Force



### **Vision Statement**

Through courage and the elimination of boundaries Southeastern Michigan has embraced regionalism and has become once again a region of “Firsts.”

***Preferred Future 1: In 2020, Southeastern Michigan has developed into a world-class region.***

### **Suggested Actions to Achieve Preferred Future**

- Build on what we do well and establish Southeastern Michigan as a capital for entertainment, sports, arts, culture, dining, and shopping
- Coordinate collaboration and marketing to attract world-class events to showcase the region
- Change image from a non-descript suburban community to a recognizable destination city

- Showcase our diversity with flags of nations or in a diversity plaza
- Change the City’s tag line and the Region’s tag line to reflect the Region in 2020

### **Supporting Community Partners**

- Detroit Convention Visitors Bureau
- Regional, Detroit and Troy Chamber of Commerce
- Creative Leaders of the Community
- Real Estate and Development
- City Council / City Manager
- Regional Dream Team (See Crain’s Business Late March 2006) with more Troy individual participation

***Preferred Future 2: In 2020, Troy and the surrounding communities have coordinated their redevelopment efforts focusing on the strengths of each community to promote smart growth and retention of the creative class.***

**Suggested Actions to Achieve Preferred Future**

- Modify zoning laws to increase flexibility and allow mixed-use development (retail, residential, commercial)
- Streamline approvals for development to enhance business-friendly image of Troy and the Region
- Establish Master Land Use and Zoning on a regional basis
- Establish a Land Bank Authority to hold properties to enable redevelopments that bring forth the best ideas for the City and region

**Supporting Community Partners**

- Financial Institutions
- Planning Department / Planning Commission
- Real Estate and Development Department
- City Council / City Manager
- Regional Planning Organization

***Preferred Future 3: In 2020, Southeastern Michigan has developed a multi-modal transportation system that is supportive of economic development and that provides alternative modes of transportation for citizens of all ages.***

**Suggested Actions to Achieve Preferred Future**

- Develop a mass transit system that has City components connected to a regional system that is safe, reliable, cost effective and convenient
- Develop stable long term revenues for transportation with a mass transit component
- Encourage high-density land use developments that support public transportation. Incorporate non-motorized and alternative transportation options into land-use planning and encourage future development to include these options into the designs

- Establish High Occupancy Vehicle (HOV) Lanes throughout the region on major thoroughfares and locations for carpooling
- Alternative fuel for the City and region’s fleet vehicles

**Supporting Community Partners**

- Department of Transportation - Federal and State
- Oakland County Road Commission
- City of Troy Traffic Engineer
- Department of Public Works
- Southeast Michigan Council of Governments

***Preferred Future 4: In 2020, Troy is collaborating with Southeastern Michigan to establish regional, high-quality City services in a cost-efficient manner.***

**Suggested Actions to Achieve Preferred Future**

- Think regionally and ignore geographic and other perceived borders and the fear of losing local control
- Regional approach to improve crime prevention in Southeastern Michigan
- Work collectively throughout the region to provide quality services to eliminate duplicate services and save tax dollars
- Work toward improved (non-adversarial) relationship with Detroit Water and Sewer Department to promote understanding of cooperative problem solving to create win-win situations

**Supporting Community Partners**

- Purchasing Department
- Police Department
- Department of Public Works
- Regional collaborations
- Detroit Water and Sewer Department
- Oakland County

***Preferred Future 5: In 2020, Troy and the surrounding communities have collaborated to create cultural, recreational, educational, family and senior activities that improve the quality of life for all segments of the region’s population.***

**Suggested Actions to Achieve Preferred Future**

- Construct recreational facilities such as sports multi-plex and outdoor sports fields to position the region as a destination for visiting sports travel clubs and tournaments (baseball, cricket, soccer, lacrosse, field hockey, etc.)
- Increase awareness of the Region’s amenities and seek reciprocity with other nearby communities for all residents to have access to recreational and cultural facilities
- Provide for greater foreign language opportunities (Chinese, Japanese, Arabic etc.) through lifelong learning vehicles and encourage the same in the K-12 programs
- Establish regional science / technical schools with curriculum input from the business community
- Establish a regional health care insurance group to provide group rate insurance to individuals and small business by piggy backing with a Regional Chamber or Automation Alley
- Establish a Regional Board

**Supporting Community Partners**

- Troy Board of Education and other School Districts of the region
- Automation Alley and other High Tech Business
- Sports and Recreation Developers
- Parks and Recreation Department
- Regional Chamber

**Executive Summary**

In the past Southeastern Michigan was a mecca for the creative class. This area was the incubator for innovative ideas in the early twentieth century. By eliminating paper boundaries we can become the desirable region in North America to live, learn, work and play. This will establish Southeastern Michigan again as a region of “firsts.” Regionalism is no longer the unspoken word. It is embraced throughout Southeastern Michigan so that we can build on the strengths of each community to showcase the region and compete in the global market-place for decades to come. We do this through the courage of knowing who we are and realizing in today’s economy each individual city cannot be everything to everyone.

Our first step is to determine what we do well as a city, metro area and region, and build upon those strengths. As a region we excel in sports, entertainment, arts, culture, dining and shopping. We should promote the region as a capital for such activities. We cannot ignore Detroit and our neighbors as their image reflects upon the entire region. We should celebrate Detroit as a diamond in the rough, a river front city within our region that can provide the large-scale sports and entertainment venues of a major metropolis. We need to change our image of Troy from a non-descript suburban community to a recognizable destination city while maintaining the strong family environment.

Troy and the surrounding communities must work together to coordinate their redevelopment efforts, focusing on our strengths to promote smart growth and retain the creative class. We can achieve this by being one of the first regions to establish a *regional* Master Land Use and Zoning Plan. In conjunction with regional zoning we need to modify existing zoning to increase flexibility to promote mixed-use

developments. By living, working, shopping and recreating within the region we further develop a strong sense of community and re-establish the concept of neighbors. We must establish a Land Bank Authority to hold properties to allow for redevelopment that brings forth quality development for the City and the region.

A multi-modal transportation system is critical in a regional world-class community. We need to develop a regional mass transit plan and a stable long-term revenue source that will provide alternative modes of transportation for citizens of all ages. This system should be designed with City components connected to a regional system that is safe, reliable, cost effective and convenient. Urban sprawl re-emphasizes single occupant vehicular transportation and our dependence on fossil fuels. We need to encourage high-density land use developments, where appropriate, that support public transportation. We need to incorporate non-motorized and alternative transportation options into land-use planning and encourage future developments to include these options during the design phase.

We are all aware that our tax dollar is being stretched further and pulled in multiple directions. Troy is working collaboratively throughout the region to provide quality services while saving tax dollars. We need to expand our regional thinking, set aside our egos and the need for control and ignore geographic and other perceived borders to better serve the taxpayers of the region. We need to work towards improved non-adversarial relationships with Detroit and the surrounding communities to work cooperatively and create win-win situations for all parties for the delivery of quality essential services without duplication or corruption.

There are other services that are funded by the taxpayer that could be provided on a regional basis. Recreational facilities such as a sports multi-plex and outdoor sports fields can be constructed to position the region as a destination for visiting sports travel clubs and tournaments. We should increase the awareness of the region's amenities and seek reciprocity with other nearby communities for all residents to have access to recreational and cultural facilities. Regional science/technical schools should be developed with curriculum input from the business community. We should also expand the foreign language opportunities through lifelong learning vehicles and encourage the same in the K-12 programs. One of the largest concerns of many people today is health care costs. A regional health care insurance group to provide group rate insurance would benefit many individuals, retirees and small businesses.

We can do all of the above items, but, unless we tell someone, no one will know. To accomplish this we need to promote and market the region as a whole to attract world-class businesses and world-class events. Working together through the Troy Chamber of Commerce, the Detroit Chamber of Commerce, the Regional Chamber of Commerce along with the Convention Visitors Bureau and the Regional Dream Team we can redevelop our community and then showcase Troy and the Southeastern Michigan region as the place to live, learn, work and play.

## Troy 2020 Wealth Creation Task Force

### **Long Term Desirable Goal to Create Community Wealth**

Maintain a balanced community with a 50/50 residential/business tax base; and assure Troy remains, and continues to develop as, a desirable place to live and work by keeping schools (K-12) strong, having a strong and highly educated work force that desires to live and work in Troy or in close proximity for improved quality of life.

### **Means to Achieve Desired Goal**

#### **1) Update Master Land Use Plan**

- Provide for dense, Urban Style Housing
- Assemble parcels and redevelop underutilized areas
- Attract and retain youth through Mixed Use Developments
- Create joint public and private parking structures in central business and shopping sections
- Link parks and add bike and walking trails throughout the City
- Add art in public places and architecture
- Restrict/prohibit single family housing along Big Beaver corridor

### **Supporting Community Partners**

- City of Troy Departments (Real Estate and Development, Planning, Zoning, Parks & Recreation, and Community Affairs)
  - Homeowners groups and associations
  - Troy Chamber of Commerce
  - Brownfield Redevelopment Authority
  - Downtown Development Authority
  - Economic Development Corporation
- #### **2) Create and Promote an “Entrepreneurial Area”**
- Restructure Tax Incentives
  - Develop office/Facilities for start up businesses
  - Maintain leadership in State of ArtCommunications/Technology



- Leverage surrounding Universities
- Encourage and leverage Automation Alley
- Encourage mentoring
- Solicit university resources

**Supporting Community Partners**

- City of Troy Departments (Planning, Zoning, Real Estate and Development, and Community Affairs)
- Homeowners groups and associations
- Brownfield Redevelopment Authority
- Troy Chamber of Commerce;
- Downtown Development Authority
- Economic Development Corporation

**3) Create Troy Promotional Activity**

- Market Troy nationally and globally
- Provide grant writing assistance for new and small business enterprises
- Develop better signage at Troy borders

**Supporting Community Partners**

- City of Troy Department (Planning, Real Estate and Development and Community Affairs)
- Homeowners groups and associations
- Troy Chamber of Commerce
- Downtown Development Authority

**4) Upgrade Public Transportation**

- Expand Executive Airport and Services
- Link surrounding “downtown” areas with public transit
- Link business and retail hubs with public transit

**Supporting Community Partners**

- City of Troy Departments (Planning, Zoning, Real Estate and Development and Community Affairs)
- Homeowners groups and associations
- Traffic Committee
- Troy Chamber of Commerce
- Downtown Development Authority
- Economic Development Corporation

**5) Encourage Troy’s Asian Population to become THE Southeast Michigan Business Link to Asia.**

- Identify and then solicit local Asian businessmen to promote Troy in Asia
- Promote and enhance Troy’s international educational assets
- Encourage the participation of Troy’s Asian population in community affairs

**Supporting Community Partners**

- City of Troy Departments (Planning, Zoning, Real Estate and Development and Community Affairs)
- Homeowners groups and associations
- Ethnic Issues Advisory Board
- Troy Chamber of Commerce
- Troy School District

## Executive Summary

In December 2005 the Wealth Creation Task Force was created as part of the Troy Futures Vision 2020 Project. Our stated purpose was: *Study the current situation and make recommendations to favorably impact prosperity for individuals, organizations and the City of Troy for the 2020 timeframe.*

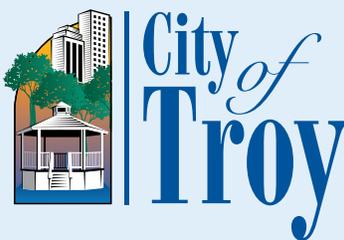
Through a series of 12 meetings, over 27 Troy citizens addressed this objective. They determined that the long term goal should be the “maintenance of balanced community with a 50/50 residential/business tax base; and assure Troy remains, and continues to develop as, a desirable place to live and work by keeping schools (K-12) strong, having a strong and highly educated work force that desires to live and work in close proximity for improved quality of life.”

This Task Force also identified the following means to achieve that long-term goal.

1. Update the Master Land Use Plan
2. Create and promote an “Entrepreneurial Area”
3. Create Troy Promotional Activity
4. Upgrade public transportation
5. Encourage Troy’s Asian population to become THE Southeast Michigan business link to Asia







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