CITY COUNCIL AGENDA ITEM

500 West Big Beaver
Troy, MI 48084
troymi.gov

Date: January 13, 2020

To: Mark. F. Miller, City Manager

From: Robert J. Bruner, Assistant City Manager
            R. Brent Savidant, Community Development Director
            Glenn Lapin, Economic Development Specialist
            Drew Benson, Assistant to the City Manager

Subject: City of Troy Redevelopment Ready Communities Baseline Report (Introduced by: Drew
            Benson, Assistant to the City Manager)

Background

On November 12, 2018, City Council resolved (Resolution #2018-11-169) to pursue the Michigan
Economic Development Corporation (MEDC) Redevelopment Ready Community (RRC) Certification
with the goal of improving the City's community development processes and procedures, and
securing access to additional resources available only to RRC communities from the MEDC.

To achieve certification, there are three basic steps:

1.) Formally engage with the MEDC to pursue the certification (November 2018)
2.) Participate in an evaluation of current practices with the MEDC's staff (December 2018 – November 2019)
3.) Pursue certification by implementing outstanding best practices (January 2020 - December 2021)

Over the course of the last year, City Staff has been working with the MEDC to evaluate the City's
current community development practices to determine the areas that the City is already meeting
RRC standards, and which areas should be improved. This evaluation is compiled in the form of a
RRC Baseline Report, which is attached to this memorandum.

RRC Baseline Report

The attached Baseline Report for the City of Troy provides an overview of how the City currently
adheres to the MEDC's six best practices. There are a total of 41 best practice criteria. Of those 41
areas, the City currently meets or exceeds the MEDC's expectations in 27 (66%), and partially meets,
or is in the process of completing the other 14 (34%). Below are the six best practice areas, with
individual completion percentages:

   1.) Community Plans & Public Outreach (57% complete)
   2.) Zoning Regulations (100% complete)
   3.) Development Review Processes (50% complete)
   4.) Recruitment and Education (66% complete)
   5.) Community Prosperity (75% complete)
   6.) Redevelopment Ready Sites (50% complete)

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CITY COUNCIL AGENDA ITEM

The outstanding items needed for certification are summarized below:

Item	Evaluation Criteria	Recommended Actions for Certification
1.1.1	The governing body has adopted a master plan in the past five years.	Annually report progress on master plan implementation to the governing body
1.2.1	The community has a public participation plan for engaging a diverse set of community stakeholders.	Develop the public participation strategy as outlined in Best Practice 1.2.1
1.2.3	The community shares outcomes of public participation processes.	Track success of various outreach methods and incorporate ways of communicating community participation results, include methods as part of the public participation strategy
3.1.5	The community has a clearly documented internal staff review policy.	Clearly document the internal site plan review process, including roles, responsibilities, and timelines
3.1.6	The community promptly acts on development requests.	Create flowcharts, inclusive of timelines, of the major development review processes, and include on website
3.1.8	The community annually reviews the successes and challenges with the development review process.	Develop a customer feedback mechanism related to the site plan review process, review feedback, ad integrate accordingly
3.2.1	The community maintains an online guide to development that explains policies, procedures and steps to obtain approvals.	Compile a "Guide to Development," inclusive of all development-related materials
3.2.2	The community annually reviews the fee schedule.	Review and update the planning department fee schedule, when feasible
		Include how to pay fees, either online or via credit card, on the website and "Guide to Development"
4.1.1	The community sets expectations for board and commission positions.	Include more information about the process for board and commission appointment on the city website
		Include more information about desired skill-sets for development-related boards and commissions on city website

4.2.2	The community identifies training needs and tracks attendance for elected and appointed officials and staff.	Create a training outline/plan for development related boards and commissions that helps the city meet its priorities, goals, and objectives
		Create a simple tracking mechanism for logging trainings for development-related boards, commissions, and staff
5.2.1	The community has developed a marketing strategy.	Create a comprehensive marketing strategy that meets the expectations laid out in Best Practice 5.2.1
6.1.3	The community has development a vision for at least three priority sites.	Articulate a vision for at least three prioritized redevelopment sites, including desired development outcomes and specific development criteria
		Identify community champions for each prioritized redevelopment site
		Conduct additional public engagement for high-controversy priority redevelopment sites
6.1.5	The community assembles a property information package for at least one priority site.	Assemble at least one full property information package (PIP), per Best Practice 6.1.5
6.1.6	Prioritized redevelopment sites are actively marketed in accordance with the marketing strategy.	Develop and market property information package(s) online

Many of these items are things the City already does to some degree, or are in the process of implementing. That being said, other items will take more time and effort, and the completion of the certification may take a few years to finalize.

Next Steps

The purpose of this report is to introduce the topic, and share with City Council where the City currently stands in regard to RRC Certification. The next formal step in the process is for the City to review the report, and if there is a desire to continue, Council will need to pass a resolution to proceed with RRC. Upon passage of that resolution the City can begin to access additional tools and resources from the MEDC to assist with reaching full alignment with the stated best practices and certification.

Many of the outstanding items can be completed using internal staff, or through utilization of existing contractual services (such as the City's planning consultants, Carlisle Wortman & Associates). There may be some costs associated with competing some steps, but those items will be brought to Council for approval where necessary.

Recommendation

City Management recommends the approval of the attached resolution to proceed with the RRC certification process, and the authorization of City Management to pursue completion of the outstanding best practices.

COMMUNITY DEVELOPMENT GUIDANCE

The Michigan Economic Development Corporation (MEDC)'s Community Development (CD) team supports the growth of vibrant, diverse and sustainable communities across Michigan.

In order to facilitate the reinvigoration of city centers and rural communities across Michigan, the MEDC CD team administers the Michigan Strategic Fund programs:

- Brownfield Tax Increment Financing (TIF)— Act 381 Work Plans
- Community Development Block Grant (CDBG)
- Façade Restoration Initiative (FRI)

- Michigan Business Tax Brownfield Credit (legacy)
- Michigan Community Revitalization Program (MCRP)
- Michigan Main Street (MMS)
- Public Spaces Community Places (PSCP)
- Redevelopment Ready Communities® (RRC)
- Transformational Brownfield Plans (TBP)

COMMUNITY DEVELOPMENT ELIGIBILITY

Downtown?

A community's principal downtown is one with a grouping of 20 or more contiguous commercial parcels of property that include multi-story buildings of historic or architectural significance. The area must have been zoned, planned, built, or used for commercial purposes for more than 50 years. The area must primarily consist of zero-lot-line development, have pedestrian-friendly infrastructure, and an appropriate mix of businesses and services.

OR

High Impact Corridor/Gateway?

A high impact corridor or gateway offers unique connectivity and connections to downtowns, new economic opportunities, safe and sustainable transportation, and improvement in a community's quality of life. A corridor includes one or more routes that connect to economic activity, and often forms boundaries between neighborhoods and communities.

*Communities with this place type **must** demonstrate readiness through RRC **engagement**.*

*Communities with this place type **must** demonstrate readiness through RRC **certification**.*

ALL MEDC community development projects will be evaluated on the following criteria to identify high priority projects:
(complete descriptions of the criteria are on the next page)

LOCAL AND REGIONAL IMPACT CONSIDERATIONS

PLACE CONSIDERATIONS

FINANCIAL CONSIDERATIONS

COMMUNITY DEVELOPMENT GUIDANCE

ALL MEDC community development projects will be evaluated on the following criteria to identify high priority projects:

LOCAL AND REGIONAL IMPACT CONSIDERATIONS

- Project supports the vision and goals stated in the local master plan, downtown plan, and/or capital improvements plan and economic development strategy
- Project supports region-wide economic development strategy or initiative

- Located in a certified Redevelopment Ready Community
- Located in a Main Street community
- Community financially supports the project as demonstration the project is a priority

PLACE CONSIDERATIONS

- Evaluated in concert with the basic tenets of urban design; has mass, density, building type(s), and scale appropriate to the neighborhood context and positively contributes to the pedestrian experience
- Contributes to a traditionally dense mixed-use area and contains multi-story elements
- Rehabilitation, infill and historic revitalization projects
- Promotes mixed-income neighborhoods
- Incorporate integrated and sustainable approaches to manage the quantity and the quality of stormwater for infrastructure improvements

- Significant square footage being revitalized and activated
- Universal design (designed to be accessed, understood and used to the greatest extent possible by all people)
- Redevelopment meets a third-party certification for green buildings (Leadership in Energy and Environmental Design [LEED], Energy Star, Living Building Challenge, Net Zero Energy Building, Green Globes, etc.)
- Level and extent of brownfield activities undertaken in direct support of the project

ECONOMIC AND FINANCIAL CONSIDERATIONS

- Financial need for the incentive(s) demonstrated
- All other potential funding resources have been explored and maximized
- Significant financial contribution into project by developer/owner (generally 10–20%)
- High ratio of private dollars compared to the total

amount of public contribution (state and federal funding) to a project
- Developer and non-third party fees (including management, guarantee, and project coordination fees, etc.) should be deferred through available cash flow as a general rule

OTHER PROJECT CONSIDERATIONS

- The community, developer and applicant must be in compliance with existing state and federal programs to be considered for support.
- The Michigan Strategic Fund (MSF) will not consider "big box" retail operations or single-story strip malls.
- Demolition of a structure, or other adverse effect to a historic resource, or structure that is eligible to be a historic resource, is discouraged.
- If a multi-unit residential project includes investment into a residential unit that will be occupied by the project's owner/developer/sponsor, the investment into that unit will be considered for financial assistance on

a case-by-case basis. If considered for assistance, such assistance will be equitable in relation to the investment into other units of the development.
- For MEDC purposes, "White Box" is defined as unfinished interior space in a commercial building with the following aspects complete: 1) Code required bathrooms; 2) Envelope wall coverings prepped for painting; and 3) Finished ceilings, flooring, electrical fixtures, plumbing fixtures, and functional HVAC and sprinkler systems. Interior space should be able to obtain a certificate of occupancy.

For more information on projects and MEDC Community Development priorities, please visit www.miplace.org or contact your Community Assistance Team (CATeam) specialist.

Memorandum

TO: Troy City Council

FROM: Elizabeth King, MEDC Redevelopment Ready Communities Planner

DATE: November 25, 2019

RE: **City of Troy RRC Baseline Report**

As the City of Troy's Redevelopment Ready Communities (RRC) Planner, I am pleased to inform you that we have completed the city's formal RRC evaluation. The findings of our evaluation and recommended actions to assist the city in ultimately achieving RRC certification are included the RRC Baseline Report. This briefing memo is intended to provide key highlights of the report and lay out the city's next steps in the RRC process.

Redevelopment Ready Communities: RRC is free technical assistance program offered through the Michigan Economic Development Corporation (MEDC) which aims to help communities incorporate best practices in planning, zoning and economic development to encourage redevelopment and new investment. MEDC Community Development also uses RRC as a prioritization factor when determining investments through our programs (visit www.miplace.org for more information on those programs). Communities who fully align with the best practices can become RRC certified which come with its own set of benefits. Troy has been formally engaged with RRC since November 2018. There are currently more than 270 communities across Michigan engaged in the program including nearby communities such as Clawson, Rochester Hills, and Pontiac.

Baseline Report: The Baseline Report completes a key step in the RRC process. Using responses from Troy's self-evaluation, the RRC program took a deeper dive into the city's plans, zoning ordinance, site plan review process, priority development sites, training and more to make initial determinations regarding how well the city's existing practices align with the RRC Best Practices. This research included not only written documents but also discussions with local developers and city partners. Key findings include:

- The City's existing practices already align with 66% of the RRC Best Practices including:
    - Proactive planning for the DDA district, key corridors and capital improvements;
    - Existing engagement efforts that go beyond the minimums required by statute such as the use of focus groups and social media;
    - A zoning ordinance that fully aligns with the master plan and meets all RRC Best Practices; and
    - An economic development strategy, on which implementation progress is reported annually.
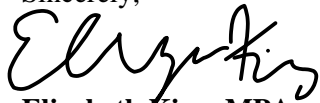
- The City is partially aligned with another 34% of the RRC Best Practices. Areas of partial alignment that need some work to meet the Best Practices include:
  - A need to annually report progress on Master Plan implementation to the governing body;
  - A streamlined development review process which operates smoothly but could benefit from documentation to ensure it continues to operate as well as it currently; and
  - The need to compile all of the city's existing marketing efforts to create a comprehensive marketing strategy.

Reaching Certification: With this Baseline Report in hand, the city is now ready to move into the third and final phase of the RRC process. During this final phase the city will work to address each of the best practice criteria identified as yellow. The report includes specific recommendations for each criterion; however, RRC is a dynamic program and is always willing to have open discussions if the city has a different idea for how to meet a best practice criterion. During this phase the city will have access to RRC technical assistance tools such as the RRC Library (www.miplace.org/rrclibrary), guidance from your RRC Planner, and matching technical assistance funds to help with the cost of larger projects (if needed). There is no deadline for reaching certification and RRC understands that each community will approach this phase at their own pace given available resources at any given time.

Next Steps: The next formal step in the process is for the city to review the report and, if there is a desire to continue, Council will need to pass a resolution to proceed with RRC. Upon passage of that resolution the City can begin to access the aforementioned tools to assist with reaching full alignment (and therefore certification). *We ask that the resolution be passed within 30 days of receiving this memo.*

I look forward to working with the City as it seeks to align with the Best Practices. Michigan is experiencing a strong economic climate at this time and it is our hope that through the RRC Best Practices communities of all shapes and sizes will be a strong position to leverage the excitement around Michigan and attract additional redevelopment and investment. If you have any questions on RRC or this Baseline Report, please feel free to contact me at your convenience.

Sincerely,

Elizabeth King, MPA
RRC Planner, Region 10
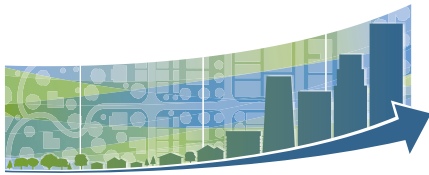
RRC Baseline Report

City of Troy
November 2019

redevelopment ready communities®

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Redevelopment Ready Communities® (RRC) is a certification program supporting community revitalization and the attraction and retention of businesses, entrepreneurs and talent throughout Michigan. RRC promotes communities to be development ready and competitive in today's economy by actively engaging stakeholders and proactively planning for the future—making them more attractive for projects that create places where people want to live, work and invest.

To become formally engaged in the RRC program, communities must complete the RRC self-evaluation, send at least one representative to the best practice trainings, and pass a resolution of intent, outlining the value the community sees in participating in the program. Representatives from Troy completed the training in April 2018 and council passed a resolution to participate November 2018. The community submitted a complete self-evaluation in November 2018.

Developed by experts in the public and private sector, the RRC Best Practices are the standard to achieve certification, designed to create a predictable experience for investors, businesses and residents working within a community; communities must demonstrate that all best practice criteria have been met to receive RRC certification. This evaluation finds the community currently in full alignment with 59 percent of the best practice criteria and partially aligned with another 41 percent. The community recently completed a master plan update (adopted in 2017) which provides a strong foundation for many of the other best practices. Other areas where the city is currently aligned include robust corridor planning, a user-friendly zoning ordinance, support training for staff and officials, and an excellent municipal website.

This report includes a number of recommendations for how the community can fully align with the best practices. Each recommendation has been customized to fit Troy and is backed by research and conversations specific to the community; however, these recommendations are just the beginning of the conversation. RRC is focused heavily on intent versus prescriptive "to-dos."As the community works through the process, it may identify other ways to meet the intent of a particular best practice. The community's RRC planner will be there every step of the way to discuss those ideas, direct the community to resources, and provide general guidance. In addition to the community's RRC planner, other partners should be at the table including local stakeholder groups, state partners, and individual residents. RRC is a collaborative effort and is most successful when all parties are willing to engage to open dialogue so that Michigan communities can be on the forefront of developing unique identities and prosperous businesses.

Once the community has had a chance to digest the contents of this report, it will need to decide whether to continue with the RRC process. If it opts to reach for certification, it will result in a fully streamlined, predictable and transparent development process that is guided by a shared community vision. This will increase the community's ability to grow local investment and attract outside investment. It will also allow the Michigan Economic Development Corporation to better understand the community's desires for the future and how state tools and resources can help achieve that goal. MEDC looks forward to working with Troy on its efforts to reach certification and to a prosperous relationship for many years to come.

The basic assessment tool for evaluation is the RRC Best Practices. These six standards were developed in conjunction with public and private sector experts and address key elements of community and economic development. A community must demonstrate all of the RRC Best Practice components have been met to become RRC certified. Once received, certification is valid for three years.

Measurement of a community to the best practices is completed through the RRC team's research and interviews, as well as the consulting advice and technical expertise of the RRC advisory council. The team analyzes a community's development materials, including, but not limited to: the master plan; redevelopment strategy; capital improvements plan; budget; public participation plan; zoning regulations; development procedures; applications; economic development strategy; marketing strategies; meeting minutes and website. In confidential interviews, the team also records the input of local business owners and developers who have worked with the community.

A community's degree of attainment for each best practice criteria is visually represented in this report by the following:

	Green indicates the best practice component is currently being met by the community.
	Yellow indicates some of the best practice component may be in place, but additional action is required.
	Red indicates the best practice component is not present or is significantly outdated.

This report represents the community's current status in meeting all the redevelopment ready processes and practices. This baseline establishes a foundation for the community's progress as it moves forward in the program. All questions should be directed to the RRC team at RRC@michigan.org.

Evaluation snapshot

Troy has completed 66 percent of the Redevelopment Ready Communities® criteria
and is in the process of completing another 34 percent.

1.1.1	1.1.2	1.1.3	1.1.4	1.2.1	1.2.2	1.2.3
2.1.1	2.1.2	2.1.3	2.1.4	2.1.5	2.1.6	2.1.7
2.1.8	3.1.1	3.1.2	3.1.3	3.1.4	3.1.5	3.1.6
3.1.7	3.1.8	3.2.1	3.2.2	4.1.1	4.1.2	4.2.1
4.2.2	4.2.3	4.2.4	5.1.1	5.1.2	5.2.1	5.2.2
6.1.1	6.1.2	6.1.3	6.1.4	6.1.5	6.1.6	

Best Practice 1.1—The plans

Best Practice 1.1 evaluates community planning and how the redevelopment vision is embedded in the master plan, downtown plan and capital improvements plan. The master plan sets expectations for those involved in new development and redevelopment, giving the public some degree of certainty about their vision for the future, while assisting the community in achieving its stated goals. Local plans can provide key stakeholders with a road map for navigating the redevelopment process in the context of market realities and community goals. The Michigan Planning Enabling Act (MPEA), Public Act 33 of 2008, requires that the planning commission create and approve a master plan as a guide for development and review the master plan at least once every five years after adoption. City of Troy adopted their most recent master plan in June of 2016. Troy's master plan was based on pervious plans such as "Vision 2020" and extensive community engagement. The results from the community engagement was used to establish the vision, priorities, and policies as set forth in the plan.

The plan provides a strong framework for understanding the city's current environment, including its place in the region and in the greater knowledge economy, demographics, natural features, employment and industry, facilities, land use, infrastructure and more. Local and regional mobility is a major focus of the city's master plan, including an analysis of existing road conditions and their jurisdictions, existing conditions for air travel, a discussion of transit and the utilization of the SMART bus system in Troy, and the future of mobility, including a thoroughfare plan. Complete streets, non-motorized transportation plans, and transit-oriented development are another major focus within the city's master plan. Troy has committed to considering all legal users in the discussion of its transportation systems. Troy has identified a variety of areas for redevelopment (Livernois Road and Wattles Road, Dequindre Road and Long Lake Road Livernois Road and Long Lake Road, and Rochester Road and Long Lake Road and more) strategies to support that redevelopment include the encouragement of low-impact development techniques, working with the brownfield development authority on projects to leverage tax increment financing, and utilizing a variety

of redevelopment incentives. More detailed visions and strategies for redevelopment of priority areas are included in Chapter 9, "Land Patterns." Chapter 9, "Land Patterns," can also be considered the city's zoning plan. Chapter 10, "Special Area Plans," has action plans and implementation tables in order to implement community's vision and multiple projects associated with each special area. The action plan and implementation tables contain priorities, strategies, actions, phasing with associated times, and responsible parties. City staff and consultants meet annually with the planning commission to discuss year-end goals and priorities that include discussion of the master plan implementation. However, it is unclear how progress is tracked year over year and if a report on the implementation of the master plan is provided to the governing body. To meet RRC Best Practice expectations, progress on the implementation of the master plan should be annually reported to the city's governing body.

Troy has a downtown development authority (DDA) and tax increment financing (TIF) plan, most recently updated in 2017, and focused on the implementation of the "Big Beaver Road Special Area Plan," a subsection of the master plan. Projects identified in the "Big Beaver Road Special Area Plan" and authorized in the DDA TIF plan through the quality development initiative (QDI) include mixed use projects with pedestrian, streetscape, and multimodal amenities. Other project expenses could include parking structures and stormwater retention systems for mixed use developments. Special attention is paid to pedestrian amenities in the "Big Beaver Road Special Area Plan." Within that plan projects are prioritized as immediate, short term, midterm, and long term. Funding for projects is laid out in the DDA TIF plan via tax capture, and the capital improvements plan (CIP) is the guiding document for which projects will take place each year. The "Big Beaver Road Special Area Plan" is on the website as a portion of the master plan. In addition to the "Big Beaver Special Area Plan" (and DDA TIF plan), Troy's master plan includes robust planning for the city's corridors. Additional special area/corridor plans focus on Rochester Road, North Troy, and Maple Road. Priorities and strategies are laid out for each of these special areas and the CIP is the guiding document

Best Practice 1.1—The plans *continued*

for the implementation of the related infrastructure projects each year.

Dwindling resources and increasing costs put pressure on local governments to make limited budgets work more efficiently. A comprehensive capital improvement plan (CIP) is an essential tool for the planning and development of the physical and economic wellbeing of a community. The CIP is a tool to implement the vision and goals identified in other plans and provides a link between planning and budgeting for capital projects. The City of Troy's "Capital Projects Fund and 6 Year Capital Improvement Plan" are located in its most recent 2019–2020 budget. The most up to date budget for year

can be easily found on the city's website. Projects in the fund and CIP are coordinated to make the effective use of the city's resources. The capital projects fund takes a look back at 2017 and 2018, while budgeting for 2019, and outlining proposed budget amounts for 2020, 2021, and 2022. Improvements budgeted for in capital outlay align with infrastructure and facilities projects called for in the city's essential planning documents. The city is investing in facilities repairs, road improvements, sidewalk improvements, and park improvements. The six-year capital improvement plan outlines projects from 2019 through 2025, with a focus on major roads, local roads, sidewalks, and drains.

Status	Evaluation criteria	Recommended actions for certification	Estimated timeline
1.1.1	The governing body has adopted a master plan in the past five years.	☐ Annually report progress on master plan implementation to the governing body	Q2 2020
1.1.2	The governing body has adopted a downtown plan.	✓	
1.1.3	The governing body has adopted a corridor plan.	✓	
1.1.4	The governing body has adopted a capital improvements plan.	✓	

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Best Practice 1.2—Public participation

Best Practice 1.2 assesses how well the community identifies and engages its stakeholders on a continual basis. Public participation aims to prevent or minimize disputes by creating a process for resolving issues before they become an obstacle. Communities who regularly engage their residents also build long term trust and see greater support for plans and other initiatives. Basic public participation methods that Troy has undertaken include following the Open Meetings Act, newspaper posting, website posting, attachments to water bills, attachments to water bills, postcard mailings, fliers posted on the city hall doors, and announcements at governing body meetings. Proactive methods include individual mailings, community workshops, focus groups, social networking, and one-on-one interviews. Recently, the city has incorporated a more proactive method of community engagement by canvassing for the "2019 Parks and Recreation Plan." Troy has also engaged with the city's financial ideas team (focus group) to discuss budget priorities. While Troy's public participation engagement efforts are timely and proactive, no formal public participation strategy has been created. The public engagement efforts that work best for Troy should be formalized into a comprehensive public participation strategy which identifies interested and affected stakeholders and their unique communication needs, encompassing all planning processes. Stakeholders the city's has already identified include: residents of the city of Troy (including underrepresented population); the business community; community leaders; elected and appointed officials; property owners (including home owners association groups); city staff; other governmental partners (SEMCOG, county, state, neighboring municipalities); transportation authorities (MDOT, SMART); the school district; public safety; and the development community.

The city's formal public participation strategy should include indicators of successful public engagement, and the success and failures of the outreach methods should be tracked, allowing for adjustment as needed. Typically, the success of these efforts are measured by the immediate feedback and engagement of the community. Many communities hand out surveys about the event, at the event. The results of public input should be communicated in a consistent and transparent manner; examples include posting of meeting minutes online, inclusion of survey results and meeting notes into an adopted plan's appendix and sharing of information via social media. It would be best to note how the city intends to share the results on public participation activities within the public participation plan.

Significant public opposition or concern can slow down the review and approval of a project and ultimately cost the developer and the community time and money. Often, public concern arises out of limited or incorrect understanding of a project. By soliciting public input early in the process, well before required public meetings and hearings, neighboring residents and business owners can make their concerns known to a developer, potentially preventing or minimizing disputes before they become and obstacle. This policy, and the methods by which the input would be gathered, should be incorporated into the public participation strategy. Example methods include sending notices to affected residents early on, providing mailing labels to the developer, through the use of social media, or the city offering meeting space for the developer to host a meeting with affected neighbors to discuss concerns.

Troy's public participation plan should build upon the recommendations in this report and other existing community engagement activities and serve as the city's best practices for obtaining input into planning and development processes. Authentic and timely engagement is critical to obtaining buy-in from community stakeholders. Having a clear public engagement strategy confirms that the community values citizen input in the decision-making process and ensures accountability.

Best Practice 1.2—Public participation *continued*

Status	Evaluation criteria	Recommended actions for certification	Estimated timeline
1.2.1	The community has a public participation plan for engaging a diverse set of community stakeholders.	☐ Develop the public participation strategy as outlined in Best Practice 1.2.1	Q4 2020
1.2.2	The community demonstrates that public participation efforts go beyond the basic methods.	✓	
1.2.3	The community shares outcomes of public participation processes.	☐ Track success of various outreach methods and incorporate ways of communicating community participation results, include methods as part of the public participation strategy	Q4 2020

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Best Practice 2.1—Zoning regulations

Best Practice 2.1 evaluates the community's zoning ordinance and assesses how well it implements the goals of the master plan. Zoning is a significant mechanism for achieving desired land use patterns and quality development. Foundationally, the Michigan Zoning Enabling Act (MZEA), Public Act 110 of 2006, requires that a zoning ordinance be based on a plan to help guide zoning decisions. Chapter 9, "Land Patterns," of Troy's 2016 master plan contains the city's future land use and zoning plan. The city was hard at work since the adoption of the master plan in 2016, and in 2017 adopted an updated zoning ordinance, in order to effectively implement the goals and vision from the master plan. The ordinance was updated again in 2018, along with the zoning map. The zoning ordinance is easily accessible online and paper copies are available in the city clerk's office. The zoning ordinance is easy to use with hyperlinks, tables, and graphics. Within the ordinance, form-based districts (Article 5) have been created to align with the master plan's emphasis on regulating urban form and character of development, as well as intensity of use. The general purpose of the regulations for this area is to ensure that development is of human scale, primarily pedestrian-oriented and designed to create attractive streetscapes and pedestrian spaces. The regulations are also designed to promote a redevelopment, infill development, and mixed-use developments. The form-based districts include the Big Beaver Road area, Maple Road area, and Neighborhood Nodes area, and allow for mixed-use buildings by right in many locations. The primary entrance for non-residential and/or mixed-use buildings must be facing the right of way, in the Maple Road area. In the Maple Road area, a minimum ground floor transparency of no less than fifty (50) percent is required for front facades facing the right-of-way, and thirty (30) percent for façades facing a side street, side yard, or parking area. Outdoor dining/ seating is also allowed in the Maple Road area and may be located between the building and the primary or side street zone. Historic preservation is addressed in Article 4, Section 4.05(D). The aforementioned examples are a few of the many ways Troy is meeting Best Practice 2.1.2.

It is essential, in this ever-changing development environment, that cities have flexible tools for redevelopment built into their zoning ordinance. City of Troy has a variety of flexible tools in its toolbox. Article 10 contains a variety of development options that can be utilized within the city. One flexible tool laid out in Section 10.04(H), "One-Family Cluster," is the availability of a density bonus for cluster developments that provide additional open space, housing diversity and options, or sustainable design. The city's zoning ordinance utilizes form-based code throughout the document to elicit desired development. Article 14 of the zoning ordinance regulates nonconforming lots, uses, and structures. The city also has conditional rezoning procedures laid out in Section 16.04. Overall, Troy is well positioned to offer guidance and flexibility.

Allowing for a variety of housing types within a zoning ordinance can ensure that the community is attractive to a diverse group of residents and will continue to meet changing housing demands in the future. As mentioned earlier, City of Troy allows for cluster housing in Section 10.04. Live/work units are regulated in Section 6.15 and are permitted in various neighborhood nodes. All of the regulations outlining where residential units above non-residential uses can be developed can be found in the table in Section 4.21, "Schedule of Regulations." The city also allows attached single-family units in a variety of locations, but only mentions townhomes as a specific housing type in Section 5.03B(C) and Table 5.03.B.3. While Troy is meeting this Best Practice, if more townhouse-style developments are desired that housing type should be mentioned more specifically in the ordinance.

Planning and zoning for nonmotorized transportation is essential for creating welcoming, walkable, urban environments. Section 13.11 regulates pedestrian access in Troy and is applicable to all uses that attract non-motorized and pedestrian traffic. This section deals with minimizing pedestrian/vehicular conflicts, multi-use paths, curb cuts and ramps, site amenities, including bicycle parking, and walkways. Additionally, Section 10.02(E) requires that sidewalks be developed for site condominium projects across the frontage of all dwelling unit parcels. Sidewalks must also be constructed for

Best Practice 2.1—Zoning regulations *continued*

cluster developments (Section 10.04). Public realm standards are addressed at various points across the zoning ordinance. Additional tools that can be used to create better pedestrian oriented and environmentally friendly developments include flexible parking standards and green infrastructure requirements. Troy has a variety of flexible parking standards, including connections between parking lots, shared parking agreements, parking maximums, parking waivers, bicycle parking, reduction of parking for complimentary uses, and land banking, all of which are conveniently located in Section

13 of the zoning ordinance. Section 13 also contains the landscaping standards for City of Troy. The city requires native species of trees and shrubs to make up at least fifty percent of the total proposed planting. The city also requires the preservation and incorporation of existing trees, and encourages the integration of green stormwater management systems, including bioswales and rain gardens. Parking lot landscaping standards, which help mitigate the effect of heat islands, are clearly laid out in the ordinance. The city also utilizes greenbelt planting standards.

Status	Evaluation criteria	Recommended actions for certification	Estimated timeline
2.1.1	The governing body has adopted a zoning ordinance that aligns with the goals of the master plan.	✓	
2.1.2	The zoning ordinance provides for areas of concentrated development in appropriate locations and encourages the type and form of development desired.	✓	
2.1.3	The zoning ordinance includes flexible tools to encourage development and redevelopment.	✓	
2.1.4	The zoning ordinance allows for a variety of housing options.	✓	
2.1.5	The zoning ordinance includes standards to improve non-motorized transportation.	✓	
2.1.6	The zoning ordinance includes flexible parking standards.	✓	
2.1.7	The zoning ordinance includes standards for environmental preservation and green infrastructure.	✓	
2.1.8	The zoning ordinance is user-friendly.	✓	

Best Practice 3.1—Development review policy and procedures

Best Practice 3.1 evaluates the community's development review policies and procedures, project tracking and internal/external communications. An efficient site plan review process is integral to being redevelopment ready and can assist a community in attracting investment dollars while ensuring its zoning ordinance and other laws are followed. Site plan review for City of Troy, including the roles the zoning administrator, planning commission, and internal review team, is clearly laid out in Article 8 of the zoning ordinance. Additional information about the process can be found in Article 3, "Administration and Enforcement," and Article 15, "Zoning Board of Appeals." A petitioner seeking site plan approval; is required to submit their application to the zoning administrator for preliminary approval. Contact information for the city's planning director can be easily found on the website and at the top of the relevant forms and applications. Additionally, the city advertises pre-application meetings with the planning department directly on the same web page, and the preliminary site plan application, which gives a good idea of what they should bring to the meeting, can be easily found on the "Forms, Permits, and Applications" page. Joint site plan review is built into the city's ordinance, and includes, but is not limited to the planning department, public works department, building department, engineering, fire department, and the city attorney. The city manages the joint site plan review process through BS&A, with all the necessary departments have access to perform review and add attachments. While the city is practicing joint site plan review, and the submittal requirements are laid out in the ordinance, the internal staff review process is not clearly documented. Clearly documenting the internal staff review process, including items the review is looking for,

roles, responsibilities, and timelines, can ensure that the internal review process continues to work smoothly in the face of turnover.

The city allows for multiple levels of project submittal requirements, from projects where no site plan is required, to a sketch plan, or full site plan (Article 8). Depending on the project requirements, the city offers varying levels of review, from administrative review to planning commission review. Troy is leading the way by allowing their special use approvals to be approved by the planning commission. In order to keep everything running smoothly, from submission to project inspection, the building officials report directly to the planning director, and work flows are managed through a combination of BS&A, email, and verbal communication. One item that could be improved to provide external applicants with a visual sense of the process and the amount of time it takes would be for the city to create flowcharts, including estimated timelines, for the major review processes. To ensure customer satisfaction with permitting and inspections remains high, Troy works with SAFEBuilt, which implements a customer satisfaction survey. Surveys are provided in both digital and physical forms. The city meets with SAFEBuilt on a regular basis to implement changes to the inspection and permitting process. One improvement that the city could make would be to develop a survey related to the planning department and site plan approval process and provide it to customers who go through the site plan process. The site plan approval process is distinctly different from the building inspecting and permitting process, and feedback gathered from customers should be used to inform changes to site plan process.

Best Practice 3.1—Development review policy and procedures *continued*

Status	Evaluation criteria	Recommended actions for certification	Estimated timeline
3.1.1	The zoning ordinance articulates a thorough site plan review process.	✓	
3.1.2	The community has a qualified intake professional.	✓	
3.1.3	The community defines and offers pre-application site plan review meetings for applicants.	✓	
3.1.4	The appropriate departments engage in joint site plan reviews.	✓	
3.1.5	The community has a clearly documented internal staff review policy.	☐ Clearly document the internal site plan review process, including roles, responsibilities, and timelines	Q2 2020
3.1.6	The community promptly acts on development requests.	☐ Create flowcharts, inclusive of timelines, of the major development review processes, and include on website	Q2 2020
3.1.7	The community has a method to track development projects.	✓	
3.1.8	The community annually reviews the successes and challenges with the development review process.	☐ Develop a customer feedback mechanism related to the site plan review process, review feedback, ad integrate accordingly	Q2 2020

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Best Practice 3.2—Guide to Development

Best Practice 3.2 evaluates the availability of the community's development information. Having all the necessary information easily accessible online for developers and residents alike creates a transparent development process that can operate at any time. This information creates a smoother process overall and reduces the amount of time staff spend answering basic questions. While Troy's website is excellent and provides potential applicants and customers with a wealth of information, the city should compile a "Guide to Development," inclusive of all development-related materials. This will create one-stop shop for potential applicants. Currently fees for services, such as preliminary site plan review, can be found on the application and in a comprehensive planning department fees list from 2009. While creating the "Guide to Development," Troy should include a link to relevant planning and building fee schedules, to make the projecting of expenses easier for potential applicants. Once circumstances permit, the city should review the fee schedule to ensure that it covers the true costs of services. The updated fee schedule should have an effective date and be included on both the website, and in the guide to development. The city embraces technology and allows for online payment of building department fees. However, it is unclear if applicants can pay their planning department fees via credit card at the counter. Troy should consider updating the website and guide to development to notify applicants of the availability of credit card payments.

Status	Evaluation criteria	Recommended actions for certification	Estimated timeline
3.2.1	The community maintains an online guide to development that explains policies, procedures and steps to obtain approvals.	☐ Compile a "Guide to Development," inclusive of all development-related materials	Q3 2020
3.2.2	The community annually reviews the fee schedule.	☐ Review and update the planning department fee schedule, when feasible ☐ Include how to pay fees, either online or via credit card, on the website and "Guide to Development"	Q3 2020

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Best Practice 4.1—Recruitment and orientation

Best Practice 4.1 evaluates how a community conducts recruitment and orientation for newly appointed or elected officials. Such officials sit on the numerous boards, commissions and committees that advise community leaders on key policy decisions. Ensuring that the community has a transparent method of recruitment, clearly lays out expectations/desired skill-sets, and provides orientation for appointed officials is key to ensuring the community makes the most of these boards and commissions. Troy's website is home to the city's board and commission application and individual pages for each board and commission. The board and commission application is available for download and potential applicants are instructed to return the completed application to the city clerk's office. While the city's website does explain that board and commission members are appointed by the mayor and city council, it is unclear when and how the appointment process takes place. To provide greater transparency for applicants, the city's main board and commission web page should be updated to provide potential applicants with more information about the appointment process, such as, when to expect appointment after applying, if there is a public interview council meetings, if appointments take place on a rolling basis or only at certain times each year. It should answer the question "what do applicants have to do to service on a board or commission?" While

some of this information may be available in specific city ordinances and by-laws, it is possible potential volunteers would not know where to look for that information. Another area that could be improved for potential applicants is for the city to include more information about desired skill-sets for development-related boards and commissions. While various city ordinances and bylaws outline the general make up of board and commission members, and the website outlines the general duties of each board, potential board and commission members will feel more confident applying when they know that what they bring to the table is what the city is looking for.

Once a volunteer has been appointed to a board or commission, they are provided with an orientation packet, which helps them understand their roles and responsibilities. Orientation packets include a variety of information, for example, the planning commission orientation packet includes by-laws, procedural rules, laws related to the Open Meetings and Freedom of Information Acts, statutory provisions, relevant ordinances, and the master plan. The city is doing and excellent job making sure new board and commission members are prepared to make informed decisions. Example orientation packets were submitted for the planning commission, brownfield redevelopment authority, downtown development authority, and Zoning Board of Appeals.

Status	Evaluation criteria	Recommended actions for certification	Estimated timeline
4.1.1	The community sets expectations for board and commission positions.	☐ Include more information about the process for board and commission appointment on the city website ☐ Include more information about desired skill-sets for development-related boards and commissions on city website	Q2 2020
4.1.2	The community provides orientation packets to all appointed and elected members of development-related boards and commissions.	✓	

Best Practice 4.2—Education and training

Best Practice 4.2 assesses how a community encourages training and tracks educational activities for appointed and elected officials and staff. Trainings provide officials and staff with an opportunity to expand their knowledge and ultimately make more informed decisions about land use and redevelopment issues. An effective training program includes four components: financial resources to support training, a plan to identify priority topics and track attendance, consistent encouragement to attend trainings and sharing of information between boards and commissions to maximize the return on investment for the community. Troy is proactively investing in its board and commission members by annually budgeting for training. city council, planning commission, and the Zoning Board of Appeals, for example, all have dedicated training line items in the budget. To ensure limited training dollars are being used as efficiently as possible it is important to be strategic. The city should create a training outline/plan for development-related boards and commissions that helps the city meet its priorities, goals, and objectives. Additionally, to assist the city identify gaps in training and strategically plan future trainings, a simple tracking mechanism for logging trainings should be created. While the city does not have a formal training plan at this time, members on all boards and commissions are strongly encouraged to attend any necessary training relevant to the skill-set needed for their position. Staff continually monitor available training and relay information regarding opportunities. Association memberships are also utilized to keep board and commission members up to date on the latest topics, best practices, and trainings that are offered regionally

and nationally. The city's planning director, and planning consultant, regularly direct training opportunities to planning commission members as the opportunities become available. In addition, seven of the nine members of planning commission have completed the citizen planner training, and the other two are schedule to participate in the next available opportunity. Because of this, those members also receive notices for training opportunities. When creating a formal training plan, the city may want to consider formally establishing a process to notify elected and appointed officials about training opportunities. When members do attend trainings, they are encouraged to discuss the results of their training during the comments section of the subsequent meeting. Additionally, volunteers participating in the master citizen planner training must give presentations to the planning commission in order to receive the certification. Another method for sharing information and making sure board and commission members are on the same page is the joint meeting. Troy holds joint meetings as needed, generally once or twice per year, for topic specific items. Joint meetings were held in 2016, 2017, and 2018. The 2018 joint meeting included both city council and the planning commission: planning, zoning and development concepts and issues were discussed. Finally, an essential tool for communication is the "Planning Commission Annual Report." Troy produces a planning commission annual report each year, which summarizes the activities of the planning commission. This report is posted to the city's website and presented to council.

Best Practice 4.2—Education and training *continued*

Status	Evaluation criteria	Recommended actions for certification	Estimated timeline
4.2.1	The community has a dedicated source of funding for training.	✓	
4.2.2	The community identifies training needs and tracks attendance for elected and appointed officials and staff.	☐ Create a training outline/plan for development-related boards and commissions that helps the city meet its priorities, goals, and objectives ☐ Create a simple tracking mechanism for logging trainings for development-related boards, commissions, and staff	Q4 2020
4.2.3	The community encourages elected and appointed officials and staff to attend trainings.	✓	
4.2.4	The community shares information between elected and appointed officials and staff.	✓	

Best Practice 5.1—Economic development strategy

Best Practice 5.1 evaluates goals and actions identified by the community to assist in strengthening its overall economic health. Strategic economic development planning is critical to attract jobs and new investment in communities. City of Troy utilizes an economic development strategy, from 2011, titled "A New Approach for a New Economic: Planting Troy's Economic Garden." The strategy focuses on economic gardening and cultivating the existing entrepreneurial activity within the community. The large financial, health, automotive, and engineering firms and second stage companies, ripe for growth, located within the city are identified as economic opportunities. Troy is also part of Automation Alley, another community asset and growth opportunity. A companion document to the economic garden report is the "Troy Community Asset Inventory

Report." This report digs deeper into Troy's economic assets and opportunities. It is recommended that the city primarily focus on businesses that are capable of growth. Troy reports on the implementation of their economic development strategy each year through an economic development report, which is presented to the city council. The 2019 economic development report highlighted the city's declining vacancy rates, major attraction successes, economic development activity, restaurant and retail activity, recently approved and under construction brownfield projects, recognition and engagement, global promotion of the city, and new tools for business resources. It is clear that Troy is doing an excellent job implementing their 2011 economic development strategy.

Status	Evaluation criteria	Recommended actions for certification	Estimated timeline
5.1.1	The community has approved an economic development strategy.	✓	
5.1.2	The community annually reviews the economic development strategy.	✓	

Best Practice 5.2—Marketing and promotion

Best Practice 5.2 evaluates how the community promotes and markets itself. Marketing and branding are essential tools in promotion of a community's assets and unique attributes. Consumers and investors are attracted to places that evoke positive feelings and to communities that take pride in their town and their history. City of Troy works closely with local, regional, and state partners on coordination of marketing for new businesses locating to Troy with grand opening/ribbon cutting ceremonies with the mayor and city council. The city also promotes all new companies in their quarterly newsletter, Troy Today; sends information on grand openings to the local media; and promote businesses in our quarterly e-business newsletter. City of Troy does not currently have a comprehensive, adopted marketing strategy. However, Troy does have several marketing initiatives and recognizes the value of developing a comprehensive marketing strategy around those resources for the community. Recent marketing initiatives include: a revamped website, a comprehensive way-finding strategy and a new city logo. To meet RRC Best Practice 5.2.1, the city should develop a comprehensive marketing strategy, inclusive of key community messaging, opportunities and strategies to use marketing to attract businesses, consumers, developers to the community. The marketing strategy should also outline how the city intends to promote their redevelopment ready sites. Troy's recent marketing initiatives should also be included in the marketing strategy.

Visitors to a community's website need to be able to find accurate information quickly and the importance of a user-friendly website cannot be overstated. Troy's website is updated frequently, easy to use and contains all planning, zoning and development information.

Status	Evaluation criteria	Recommended actions for certification	Estimated timeline
5.2.1	The community has developed a marketing strategy.	☐ Create a comprehensive marketing strategy that meets the expectations laid out in Best Practice 5.2.1	Q1 2021
5.2.2	The community has an updated, user-friendly municipal website.	✓	

Best Practice 6.1—Redevelopment Ready Sites®

Best Practice 6.1 assesses how a community identifies, visions for and markets their priority redevelopment sites. Communities must think strategically about the redevelopment of properties and investments and those investments should be targeted in areas that can catalyze further development. Instead of waiting for developers to propose projects, Redevelopment Ready Communities identify priority sites and prepare information to assist developers in finding opportunities that match the community's vision. It is best to begin working on identifying and prioritizing sites once a community has completed a majority of the previous best practices. When a community is ready to begin identifying priority redevelopment sites, the Redevelopment Services Team will be available to assist communities in identifying sites that meet can help the community implement their vision. Troy's master plan identifies many areas and strategies for redevelopment, which are supported by the zoning ordinance. The city has selected and gathered basic information for three redevelopment sites: the Met Hotel, Troy Gateway, and Versatube sites. In addition to the basic information that has already been gathered, the desired development outcome for each site should be made obvious. The community could engage the public to help determine desired outcomes and establish a vision for the priority sites in order create a predictable environment for development projects. A vision for each site could also be extrapolated from existing planning documents. A community champion for the redevelopment vision of each site should be identified. Based on the project meeting the community's vision and desired development outcomes, negotiable development tools and financial incentives and/or in-kind support should be identified for all sites as well.

At least one of the sites should be developed further into a complete property information package, as detailed in Best Practice 6.1.5. A site packaged to this standard includes both the basic information and additional applicable information as outlined in the best practice. Once developed, the property information package should be marketed online. Partner entities such as the DDA, county planning staff, county economic development, local Realtors, and others should be engaged to assist in identifying negotiable resources for priority sites and to participate in the marketing of priority sites to their respective audiences.

Best Practice 6.1—Redevelopment Ready Sites® *continued*

Status	Evaluation criteria	Recommended actions for certification	Estimated timeline
6.1.1	The community identifies and prioritizes redevelopment sites.	✓	
6.1.2	The community gathers basic information for at least three priority sites.	✓	
6.1.3	The community has development a vision for at least three priority sites.	☐ Articulate a vision for at least three prioritized redevelopment sites, including desired development outcomes and specific development criteria ☐ Identify community champions for each prioritized redevelopment site ☐ Conduct additional public engagement for high-controversy priority redevelopment sites	Q4 2021
6.1.4	The community identifies potential resources and incentives for at least three priority sites.	✓	
6.1.5	The community assembles a property information package for at least one priority site.	☐ Assemble at least one full property information package (PIP), per Best Practice 6.1.5	Q4 2021
6.1.6	Prioritized redevelopment sites are actively marketed in accordance with the marketing strategy.	☐ Develop and market property information package(s) online	Q4 2021

The RRC program assists communities in maximizing their economic potential by embracing effective redevelopment tools and best practices. As this report makes clear, Troy has a strong foundation in place for meeting the best practices.

Upon receipt of this report, community staff and leadership should review the recommendations and determine if they align with the community's priorities and vision. If, after review, the community believes that RRC is still a good fit, council should pass a resolution of intent to continue with the process. Upon receipt of that resolution, the community will enter final phase of the process: officially working toward certification. During that phase, the community will be able to make progress on RRC items at its own pace and receive regular support from its RRC planner. It will also have continued access to the RRC online library of resources and extensive network of other RRC-engaged communities while also becoming eligible for matching technical assistance dollars from RRC (once the community has shown at least one-quarter of progress). In order to guide this next phase, RRC recommends the creation of an RRC work group consisting of community staff, officials and community representatives. We look forward to working with the community on reaching certification and a long, positive partnership for many years to come.