



VISIONING

CHAPTER 13



Planning Process

The process followed to develop this Comprehensive Plan included, and began with, a substantial effort to gather relevant information about the City from a purely analytical standpoint. Throughout this Plan, Troy has been described and analyzed in great detail thus providing an excellent description of many dimensions of the City. After comprising a rough draft of the Comprehensive Plan, work turned toward a more creative and engaging process with public visioning sessions and Planning Commission workshops. In this later phase, emphasis was directed toward creative thinking about the most pressing community issues, goals, and required actions to meet expected challenges. The goals, issues, and actions were defined into the following categories:

Goals: Aim and purpose;

Strategies/Policies: A method for achieving an end. A method of action selected to guide and determine present and future decisions;

Related Initiative: An introductory step; and

Output Measures: A suitable limit; to determine the extent or amount; capacity of something ascertained by measuring; to bring into comparison or competition; the amount produced.

Overall Vision

Summarizing all of the thinking that took place in the public visioning sessions and the Planning Commission workshops is difficult. However, the following are general recurring themes that became evident:

General Themes:

- Troy has a **strong tradition and exceptional track record with respect to economic development**; providing the City with quality jobs, a strong economic base and the resources necessary to provide a high level of services and civic amenities. This success is the product of strong leadership and sustained commitment that will certainly continue in the future.
- The City is **generally supportive of physical growth** so long as such growth represents a measured, steady, and Comprehensive Planned expansion of the City.
- It has been recognized that there is a need for **ongoing monitoring of housing choices in the City and the balance between the demand and supply of**



A VISION FOR TROY AND THE STEPS TO ACHIEVE IT

Background

The City of Troy has a rich tradition of community planning. City leaders can easily point to many examples of how past community planning efforts have helped to shape a city that is a source of pride for residents. Today, Troy has community facilities and recreational amenities commonly associated with much larger cities; it has a very attractive and viable downtown; there are more good local jobs in Troy than the resident labor force can fill thereby attracting commuters from the region; schools are a source of pride and general community development is occurring at a steady pace. The past successes of Troy are due in large part to visionary leadership and a commitment to various forms of deliberate community planning.

Looking to the future, civic leaders believe that the best is yet to come for the City. They also believe that with thoughtful and deliberate planning, Troy can continue to be a highly desirable and livable town, taking its rightful place among the best communities to live, work, and raise a family. It is also recognized that while there is a strong planning tradition and a great sense of pride, the task of shaping development and redevelopment will be more challenging than ever in the years to come. As a city grows, challenges increase in both size and complexity. Consequently, the responses to such challenges must also increase. Realization of this fact led to the decision that this Comprehensive Plan update was necessary to redefine the desired image of Troy, and identify necessary steps to achieve that vision.

commercial space. The City will use its planning and zoning authority to carefully expand the supply of various kinds of residential and commercial zoning to balance community-wide needs.

- While growth is important, the City is also interested in defining and carrying out focused and deliberate actions to **help redevelop and maintain older areas of town.**

- City leaders recognize the **potential of the City to become better known as a unique destination.** The Downtown Troy area, with its unique shops and restaurants, is the heart of this draw, and further development of this special place is a definite City priority.

- City leaders recognize the **importance of open spaces, parks, and recreation to overall community livability** and will continue to emphasize the development of these outstanding community assets.

The above general themes provided the basis in which to create 14 elements representative of the City's purpose and function. Each of the 14 elements became the chapters of this Plan, serving as the foundation for future policies.

Representing the above General Themes, the following seven topic areas emerged in which goals, policies and action items were defined:

1. Neighborhoods and Housing;
2. Economic Development;
3. Downtown Development;
4. Land Use and Thoroughfare;
5. Urban Design;
6. Community Facilities and Services; and
7. Parks and Open Space.

The numbered goals and sequence of policies and action items are not prioritized in any fashion.

NEIGHBORHOODS AND HOUSING

#1 Goal: Neighborhoods and Housing

The City of Troy will offer residents a wide-range of housing choices, providing many options for all types of people as they move through various stages of life.

Strategies/Policies

As a general City policy, housing choice will be promoted during zoning decisions on individual projects and in terms of future Zoning Code updates. A subsequent review of the Zoning Code should include an investigation of the standards for condominium-type development and circumstances where such uses are most appropriate. Additionally, such a review should also include an assessment of regulatory barriers to developments with mixed housing types (especially the high-end condominium market attractive to "empty nesters"). Among the typical issues, proposed residential rezoning applications should be judged in the context of whether such development will improve or reduce housing choices in the City.

The newly adopted single-family residential zoning district of 12,000 square feet minimum lot size should be applied to new residential developments as reflected in this Plan.

Additionally, new conservation design requirements and standards should be added to the development regulations to better enable the design and approval of conservation design subdivisions. Conservation design is a win/win for the developer who installs less costly infrastructure while maintaining the same amount of residential density. In return, the environment's natural resources are preserved as open space in perpetuity. The result is a rural form of flexible development with greater possibilities for creative and unique settings (See Glossary of Terms for more on conservation design).

Related Initiative

Perform a Zoning Code update. Perform a city wide condominium, (empty nester), study within 12 months of adoption of the Comprehensive Plan to ascertain need and market. Examine conservation designs relating to horse ranches and estate zoning. Require planned developments when either industrial or residential future developments are adjacent to one another to appropriately address conflicting uses.

Output Measures

Progress toward this goal can be measured by statistically comparing the diversity of the housing stock in Troy with the diversity found state-wide.

Type of Units by Percentage			
	One Unit	Two Unit	Three + Units
Ohio	71	5	24
Troy	73	7	20

US Census Bureau: 2000

#2 Goal: Neighborhoods and Housing

To have a ratio of owner-occupied housing and rental housing that is equal to or better than the state and national statistics.

Strategies/Policies

Concerns over the ratio of rental to owner occupied units is primarily focused toward older parts of Troy where there is a concentration of rental units that skews Citywide statistics toward higher numbers of rental units overall. Over the long-term, conversion of these units to owner-occupied units is desired. Strategically, the City of Troy will take steps to promote the older areas of Troy as a sound place for private investment and home ownership.

Related Initiative

Encourage and support private development initiatives by seeking grants, (i.e. Community Housing Improvement Program), to fund down payment assistance and housing rehabilitation and the Community Reinvestment Area program. Work with local lenders and non-profit organizations to foster attention to such areas.

Output Measures

To align the Troy's owner/renter occupied ratio (60/40) to that of the states (69/31).

Percentage of Owner & Renter Occupied Housing

	Owner Occupied	Renter Occupied
Ohio	69%	31%
DMSA	67%	33%
Miami	72%	28%
Piqua	63%	37%
Tipp City	66%	34%
Troy	60%	40%

US Census Bureau: 2000

#3 Goal: Neighborhoods and Housing

To avoid a concentration of low-to-moderate-income (LMI) housing anywhere in the City.

Strategies/Policies

Concentrations of low-to-moderate-income (LMI) housing is generally found in older areas of Troy and near downtown. As a general land use and community development policy, the City of Troy should be taking available steps to encourage home-ownership and home maintenance in the central City. Along with code enforcement for existing development, new development should seek to provide more market-rate and upscale housing opportunities with home ownership opportunities to the highest extent practical.

Related Initiative

Housing grants such as the Community Housing Improvement Program (CHIP) can help fund private owner-occupied housing rehabilitation. Stepped up and targeted housing code enforcement is a supportive activity that can help make sure that rental units are not allowed to deteriorate with deferred maintenance. Stricter enforcement of local building, housing, and health codes are called for to eliminate eyesores and to upgrade the marginal buildings. At the same time, the City can promote the existing Community Reinvestment Area more extensively to encourage building maintenance (of all types). Rezoning older areas from industrial and multi-family to single-family will encourage home owner occupancy and mixed residential use. Initiate housing programs that would encourage a market for first time homeowners and rehabilitation hobbyists. City staff will study and provide the Planning Commission with recommendations within 12 months of the adoption of the Comprehensive Plan for strategies to decrease LMI housing concentrations.

Output Measures

Under the Department of Housing and Urban Development (HUD), census blocks with over 51% of LMI concentrations are eligible for improvements. Compare other communities in the Miami Valley that have housing programs to disperse concentrated LMI housing areas, especially those leveraging state and federal funding. Staff will have a comparison report by January of 2006.

#4 Goal: Neighborhoods and Housing

To protect and restore historically significant residential properties and individual units.

Strategies/Policies

The City will safeguard historic and architecturally significant residential structures. With the support of property owners, reasonable efforts will be made to create protections and incentives. Additional steps to protect historic and architecturally significant areas in Troy are called for, especially in light of the growing numbers of rental units in older historic parts of town. There is concern that as rental units, maintenance could be deferred and historic neighborhood qualities could decline. Strategically, the City is interested in regulatory design review measures when there is evidence of public support. The City's role is viewed in terms of encouraging and being supportive of grass-roots efforts and to help draw attention to the benefits of such actions.

More local work is needed to survey the historic property owners to determine the level of commitment to historic preservation. The self-proclaimed Southwest Historic District is a volunteer run neighborhood that has fared well with maintaining historic appearance. This is an area where the neighborhood does better seemingly without any governmental control, perhaps because it started out as a "grass roots" involvement. Staff was asked to determine the level of commitment to historic preservation by working with existing organizations such as the Southwest Historic District and the Troy Historical Society. A list of initiatives was created after several meetings with the property owners of the Southwest Historic District (Note next paragraph).

Related Initiatives

Perform surveys and studies of public attitudes towards historic preservation. Ascertain the appropriate public and private means necessary in order to achieve desired results. Encourage grass root efforts with housing improvement programs; incentives; architectural consultation; information awareness programs; workshops; literature to homeowners; assistance with identification of historic neighborhoods (signs, entry areas, landscaping, bronze markers); historic merit awards; and a list of reliable contractors with skills to perform historic work. Other historic preservation efforts should include providing "ad-hoc" representation on the Planning Commission for historic reviews, more regulation on window replacements so that vinyl replacements are not the norm instead of the exception. Research the feasibility of raising grass root efforts in spreading the concept of volunteer neighborhood associations, much like the Southwest Historic District, to other areas in Troy. Assist interest groups in the possibility of a volunteer initiated deed restriction for a historic neighborhood district. Retain and encourage the social fabric of historical homeowners with support and assistance. Assistance and support from the City and other non-profit organizations could increase the level of commitment, interest, value, and identity of all historical buildings in the downtown area.

Output Measures

With improving and preserving the historic buildings and homes (as documented in the Ohio Historic Inventory), measure style and building material degradation of time period architecture, especially with noted construction improvements over the last 20 years. Reduce the permanent loss of character defining features of the historic district.

#5 Goal: Neighborhoods and Housing

To eliminate poor housing conditions from further property decline and encourage infill, rehabilitation and restoration.

Strategies/Policies

Zoning in some central City areas should be reviewed to encourage adaptive reuse of buildings and property. In some places, this may involve changing existing zoning, or possibly creating a new zoning district aimed at providing the needed flexibility to encourage appropriate residential redevelopment. It is thought that in some cases, existing zoning may present an obstacle to the creative reuse of underutilized property. Stepped up efforts to address problem properties, (tax delinquent and/or nuisance ones) may need to be developed in Troy to stop what might be early signs of neighborhood decline. Other cities have used land banks, land re-utilization programs for tax delinquent properties, gift of deeds in lieu of foreclosure and property receivership programs. Such actions need to be investigated in Troy.

Related Initiatives

To stimulate residential in-fill development, (construction of new housing on existing vacant lots), specifically single-family housing, the City should be utilizing development incentives such as Community Reinvestment Area's below market rate interest loans, housing trust funds, available tax credit programs, rezoning of non-conforming lots and grants to stimulate new in-fill housing construction.

Output Measures

Number of blighted properties, structures, foreclosures, and vacant lots. Assist local agencies with builders interested in infill housing and slum and blighted properties. Diminish the number of identified properties.

#6 Goal: Neighborhoods and Housing

To carefully expand residential areas commensurate with community facilities such as schools, parks and utilities.

Strategies/Policies

A review of local subdivision regulations are needed to ensure that set-aside provisions of land for community facilities, (open space, walkways, bike paths, parks), to enhance the City's quality of life are appropriately addressed. It is thought that improvements in this area may be needed. Further, the use of impact fees and raising the fees for permits should be studied to potentially off-set costly City expenditures on infrastructure expansions, new parks and recreational facilities.

Related Initiative

Perform a Subdivision Regulations update, research Cost of Services Study (CSS), Level of Service (LOS) Study, Fiscal Impact Analysis, Impact Fee Study and a Land Evaluation Site Assessment (LESA).

Output Measures

Upon completion of the above studies, use as standards for measuring public financial and service sustainability of the community.

ECONOMIC DEVELOPMENT

#1 Goal: Economic Development

Retain and expand employment base

Strategies/Policies

The Troy Development Council is a public-private partnership with a mission to retain and expand existing businesses and to attract new businesses. Using the Business First program, Troy Development Council will continue to interview and store data on area companies and evaluate and assess business trends and needs. Over seventy local and regional resource partners participate to provide assistance in areas such as workforce, utilities, financing, infrastructure, and information technology, to name a few.

Related Initiative

Actively keep data base current, continue to perform company surveys, and provide direct point to point contact with CEO's utilizing resource partners. With a developed data base, Troy Development Council can create retention and expansion strategies to specifically target the needs and interests of local companies.

Output Measures

The number and type of concerns mentioned by companies interviewed. Troy Development Council subcommittee reports on land use, workforce, retention and expansion, and economic development. Continue the Retention and Expansion, Business First program. Encourage further partnership efforts with the Troy Development Council.

#2 Goal: Economic Development

Plan for and develop a Regional Employment Center

Strategies/Policies

The City of Troy and related development organizations will pursue a policy and strategy of developing a large employment center that is generally west of I-75 and north of the current corporation limits. This area will offer large and small development sites and will be a premier industrial, office, and business center that will be easily accessible to, and visible from I-75. Build out of the area will likely require several years. This future area should offer "shovel ready" sites with power, utilities, infrastructure and economic development incentives in place as soon as possible.

Related Initiatives

Related initiatives include efforts from the Troy Development Council and transportation-related improvements discussed in Chapter 14. Planning efforts include land acquisition, utility expansions of water, sewer, power and communication, infrastructure requirements, emergency services, facility planning, engineering services, intergovernmental relations, etc. Other efforts should include recruitment of adequate workforce, so that skills match future jobs.

Output Measures

The number of acres of available industrial property, amount of property zoned with incentive programs in place and the necessary utilities. Look into economic cooperative agreements with adjacent townships to promote industrial development. Create a Growth Development Policy reflecting the Future Land Use and Thoroughfare Plan (See Chapter 14). Recruit new business and industry that will provide long-term, quality employment opportunities.

#3 Goal: Economic Development

Capture economic development opportunities from local business expansions and spin offs.

Strategies/Policies

As the local employment base grows, there is greater potential to capture local business spin offs and expansions. Greater local emphasis will be placed on this as a key part of the City's local economic development strategy. With this, the City will strengthen its array of economic development incentives and programs to spur business expansions and for new business recruitment.

Related Initiative

Perform an inventory of large, medium, and small size businesses and industries. Solicit industry suppliers to increase local industry type such as automotive, plastics and technology. Continue to network Troy as an economic leader by conducting trade missions with European and Asian industries, and participating with local and regional economic development organizations. Encourage further partnership efforts with the Troy Development Council.

Output Measures

Compare with the number and percentage attributed from the increased investment value of spin offs and industry expansions.

#4 Goal: Economic Development

Use or reuse vacant or underutilized commercial and industrial structures.

Strategies/Policies

Along with the development of greenfield sites, current vacant and underutilized commercial and industrial buildings and sites should be targeted for reuse and redevelopment. There are five major industrial sites identified by Planning Commission members. Most of

these sites have negative environmental issues, are older structures, or are land-locked and are found in mixed-use neighborhoods. Future development of these sites will be costly since environmental remediation and perhaps, clearance would be required. After identifying key properties, the City will review local codes and move to modify them if need be to encourage redevelopment and reuse of such sites. The City should also be looking toward the use of Clean Ohio funding to address environmental issues within buildings or vacant sites, and should modify local codes to encourage adaptive reuse of older obsolete commercial and industrial buildings.

Related Initiative

Zoning Code update performed by the City. Pursuit of Clean Ohio funds for clean up of sites with environmental issues. Perform an Inventory of the total number of functional obsolete buildings. Determine the feasibility of a business incubator leveraging local and federal funds.

Output Measures

Using acceptable inventory results and obtaining the total number of functionally obsolete buildings, reduce list by a minimum of one building a year.

#5 Goal: Economic Development

Ensure an adequate supply of viable industrial land for both small and large companies.

Strategies/Policies

According to Table 9-1, 2002 Industrial Land Use, Troy has an approximate 700 total acres of undeveloped, industrial zoned land. About one-half of this number is unlikely to ever reach built out. The current industrial user is looking for unencumbered rectangular blocks of land with close proximity to state highways and the interstate. Using the annual absorption rate of 38 acres of land developed each year, (See Tables 9-1 & 9-2), it is estimated that between 300-400 acres of viable industrial land is available for development. These developable areas are primarily found in the northwest part of Troy along West and South Stanfield, Corporate Drive, and Experiment Farm Roads. With future growth of the City, adequate land supply is needed to provide space for new and expanding industries.

Related Initiative

Following the Future Land Use and Thoroughfare Plan, ascertain costs and procedures necessary to secure land for future industrial development. Compile cost of public services, pricing from utility companies and for design-build-to-suite applications. Have Troy Development Council seek options, costs, and the legal steps necessary for future industrial growth. Make policies of existing undeveloped industrial zoned areas inside the City corporation limit, and define future developable areas outside the City. Industrial undeveloped land, when adjacent to residential districts, shall be planned under an Industrial Planned Development requiring adequate buffer when adjacent to a residential district (See Chapter 14).

Output Measures

Average industrial user requires 15-25 acres of viable land. In order to attract large users, 50-100 acres are needed per site. The City should expand so that enough available industrial ground that is “shovel ready” or “ready to develop” before build out is reached in the projected 7 to 11 years for both the average and large users.

#6 Goal: Economic Development

Include provisions for high-speed telecommunications infrastructure in future industrial development.

Strategies/Policies

In order to be competitive in terms of both attracting new industry and retention of existing industry, the City must be able to provide high-speed fiber optic infrastructure. Efforts to address this are now underway under the auspices of the Troy Development Council. The City can, however, supplement this effort by instituting requirements in its subdivision regulations to require the placement of “empty conduit” in new right-of-ways to accommodate the installation of fiber optic cables in the future.

Related Initiative

Subdivision Regulations update. Continue to work with newly formed technology committee, which is representative of IT professionals to ascertain the City’s technology needs and future uses to promote economic development and business. Survey needs of existing industries and potential high technology users.

Output Measures

Upon surveyed needs, initiate feasibility study for the type of broad band technology needed for area companies.

DOWNTOWN DEVELOPMENT

#1 Goal: Downtown Development

Promote the use of the vacant second and third story floors, with the installation of elevators, walkways and off-street parking areas, and maintain first floor levels with retail and other compatible uses.

Strategies/Policies

Downtown Troy businesses have many benefits, including great traffic flow on two state highways, paver sidewalks, decorative street furniture and other street amenities, parking spaces, all of which are maintained by the City. In spite of these benefits, the City further seeks to better utilize the large amount of vacant and underutilized space in the second and third floors of buildings in the downtown (around 70-80% vacancy rate). Use of this space provides significant economic development potential and helps to generate activity Downtown. A way to open this space up is to find opportunities to install elevators in key buildings, connect them to common walkways, and have them adjacent or near off-street parking lots. At the same time, the mixed use of the street-level buildings is viewed as being important as a way to generate more activity Downtown.

Related Initiative

Zoning Code update, create a Special Study which investigates opportunities for shared elevators. Conduct research to determine building code variances with the state to allow occupancy for the 2nd and 3rd floor. Creative financial methods need to be examined, such as a special improvement district, shared tax district or tax increment financing. The Planning Department and Troy Main Street should perform a detailed inventory of all the floors of the Downtown buildings, including the vacancies, conditions, uses, and lease rates.

Output Measures

Fifty percent occupancy of listed vacant upper floors in the Downtown within two years of the completed Downtown inventory.

#2 Goal: Downtown Development

Encourage downtown property owners to reinvest in their properties through economic incentives.

Strategies/Policies

The City of Troy has a Community Reinvestment Area program in place which covers the same geographic area as the Historic District. Tax incentives are provided for new real estate investments to the extent that the value of property improvements are not subject to real estate taxes. In this way, a property owner is not adding to his or her tax burden with new investment. The City will continue this program and seek ways to advertise the benefits of new investment in and near downtown. The 2001 Downtown Revitalization Program was a success as a number of buildings was improved, leveraging Program with private dollars. Encouraged, other building owners throughout the downtown made investments on their own, further expanding the success of the Program.

Related Initiative

Promote the CRA program to property owners in the Downtown. Continue to administrate and promote the Downtown revitalization through the Downtown Building Repair Program.

Output Measures

Number of properties taking advantage of the property improvement programs and the dollars of new investment.

#3 Goal: Downtown Development

Support a “theme” for Downtown and market/destination niches.

Strategies/Policies

Local organizations are now working on the development of Downtown themes in an effort to create a unique “brand” and identity. A variety of restaurants and unique shops are emerging as key elements of this downtown theme. Strategically, it is thought that groups such as the Troy Main Street, property owners, and businesses need to move toward developing a clearer and more widely accepted theme for Downtown. This includes greater consensus-building efforts among Downtown stakehold-

ers to make sure that such a theme and identity is reflective of local attitudes and perceptions.

Related Initiative

Following the recommendations of the Walkable Communities Workshop, designate an arts district and concert park location Downtown. Complete a preliminary assessment by identifying properties, kinds of uses, and infrastructure improvements needed. Submit for possible Downtown revitalization funding.

Output Measures

Existence of a commonly held and widely recognized Downtown theme. Use results from a Walkable Community Workshop which focused on West and East Water Street, the Miami River Corridor and Downtown areas (See Appendix J).

#4 Goal: Downtown Development Continued safeguarding of the downtown's historic and architecturally significant buildings.

Strategies/Policies

Many downtown buildings, (and adjacent residential areas), are older, Victorian style structures with historical significance and unique architectural qualities. Most of the recent downtown renovations have been sensitive to historic preservation principles, due to the City's Design Review legislation. While much progress has been made, it is thought that more illustrated and focused design guidelines could be developed to provide a more clear picture of desirable rehabilitations. Samples of such illustrated standards can be found in communities such as Dayton (St. Anne's Hill Historic District), Montgomery and Hudson. New standards or guidelines will need to find a balance between absolute historic preservation and economic realism of market forces.

Related Initiative

Develop an illustrated design and renovation guideline book for the Troy Historic District. Provide historic expertise from an architect or craftsman to the historic property owners. Allow for ad hoc representation to the Planning Commission from any historic home owners or historic neighborhood association. Examine the possibility of adding bronze plaques for referencing historically significant buildings.

Output Measures

Produce illustrated design guidelines for historically significant buildings within two years from the Comprehensive Plan adoption. Compare and evaluate property improvement changes with the Ohio Historic Inventory forms. Add a historic district map for pedestrian use downtown.

LAND USE AND THOROUGHFARE

#1 Goal: Land Use and Thoroughfare To develop a new, world class, regional employment center that will provide area residents with ample employment opportunities.

Strategies/Policies

The development of a regional employment center northwest of the current City limits is planned, representing a significant initiative for the City. The future land use maps, (Chapter 14), depict a large area approximately 1,500 acres to serve as a future employment center for the growing needs of the City and region. This area has significant I-75 visibility and the size to accommodate both long-term build out for smaller users, and needed larger industrial development parcels that the City now lacks (See also #5 Goal: Economic Development). Working cooperatively with other units of government, and through appropriate private and semi-public entities, the City of Troy will take the actions necessary to make this development a reality. Strategic steps, including more focused land use and transportation planning, are needed to ensure success (related transportation strategies are discussed separately later in this Chapter). The importance of this area to the long-term economic health of Troy underscores the need to strongly discourage incompatible land uses, (such as residential) from this area. Should parts of this area become sites for residential development, the industrial development potential of this area would be diminished considerably and the full potential of this area may never be reached.

Related Initiative

More focused planning in the Northwest areas of the City to minimize potential land use conflicts and to plan for needed infrastructure.

Output Measures

Use an inventory of available sites for small, medium, and large sized businesses and industries to determine need of future users.

#2 Goal: Land Use and Thoroughfare To provide adequate easy, safe and convenient interstate access to this regional employment center.

Strategies/Policies

The decision to create a significant employment center northwest of the City, along I-75, has important implications for city wide transportation. First, a new interchange at Eldean Road is desired to improve access. The interchange at CR 25A to the north is an asset, but an additional interchange at Eldean is also desired to maximize the I-75 access. There are some concerns over the spacing of a future interchange at Eldean Road in relation to existing interchanges, which indicates the need for further engineering studies. Potential federal funding of this improvement may also depend on further engineering analysis. However, it is also possible to consider privately-funded interchanges, as have been done elsewhere when associated with significant development projects.

Related Initiative

Conduct an engineering study to determine if a new I-75 interchange at Eldean Road is feasible. Look into creating a central organization such as a Transportation Improvement District (TID) or Port Authority in which a group of stakeholders can determine the necessary

studies for the interchange employment center. A public bonding authority would need to identify a revenue stream (See Glossary of Terms for more on TID).

Output Measures

Determine Ohio Department of Transportation, District 7 criteria for new interchanges on I-75. Examine the feasibility of a new central organization from existing examples of TID's and port authorities in communities such as Hamilton, Miami Township and Montgomery County.

#3 Goal: Land Use and Thoroughfare

Maintenance of open roadway corridors to allow for future road construction and widening in association with private development.

Strategies/Polices

There is an important need to identify future road collectors and to make sure that private development does not inadvertently block needed road alignments. This includes being careful concerning the type and intensity of development in and near a future interchange at Eldean Road. The transportation element of this Plan clearly indicates road extensions of Major and Minor Collectors. Future private development in and near these corridors should be designed to accommodate planned roadways and intersections allowing for needed roadway connections.

Related Initiative

Create an inventory list and map of specific locations of future interchanges and widening that impacts Major and Minor Collectors.

Output Measures

Use standards found in the Troy Subdivision code for intersection widths and in Chapter 14, "Future Land Use and Thoroughfare."

#4 Goal: Land Use and Thoroughfare

To protect existing roadway capacity with access management guidelines.

Strategies/Polices

To help make sure that new private development occurs with adequate attention to minimizing traffic flow problems, the City will further develop and update local access management requirements. City requirements will define desired curb cut spacing, and requirements for accessing roads and traffic impact studies. While I-75 moves large volumes of traffic through Troy, its use for local traffic should not be encouraged. For example, Experiment Farm Road, South Stanfield Road, and Dorset Road in particular, are significant north/south bound Major Collectors in Troy. Access management along these and other significant corridors should be applied as it keeps local traffic off I-75.

Related Initiative

Subdivision and Construction Management Code updates that addresses access management in a clear and complete manner.

Output Measures

Existing and future road capacity for Major and Minor Collectors and Streets. Criteria used to determine access management guidelines from other nearby community's Access Management Plans or guidelines. Criteria will be incorporated by staff for updating the Subdivision Regulations and other Codified Ordinances.

#5 Goal: Land Use and Thoroughfare

To maintain a marketable balance between the supply and demand for retail space.

Strategies/Polices

As a general planning policy, the City intends to monitor the amounts of commercial space and carefully expand the supply of vacant commercial space only when it is clear that it is needed. City leaders are very much aware of the fact that large amounts of vacant, commercially zoned land can diminish the incentive to reuse older space and lead to growing levels of "second and third tier" commercial uses drawn to cheaper space when the original use relocates or closes. Only limited amounts of future commercial areas are shown on the future land use map for this reason.

Related Initiative

The GEM Market Study (see Appendix B) notes declining conditions and vacancies of Troy's older shopping centers. Maintaining economically viable commercial centers in Troy is necessary in order to keep market demand up, lease rates reasonable and to reduce blighting influences. Limit the increase of new commercial land when vacancies in other parts of the City are over 55%.

Output Measures

The ratio of the number of square feet of vacant commercial space under roof compared to the number of square feet of undeveloped commercial land.

#6 Goal: Land Use and Thoroughfare

To eliminate existing intersection capacity and safety problems.

Strategies/Polices

Upgrades to intersections and roadways have been identified by the Public Works Department. The City intends to utilize programs such as the Ohio Public Works Commission, and other federal aid system programs to fund needed upgrades. McKaig Avenue and Washington Road are key roadways that are targeted for upgrades, particularly at certain intersections. Locations of these problem areas are shown on Figure 14-6, "Thoroughfare Improvements."

Related Initiative

Pursuit of available funding sources to address identified intersection problem areas.

Output Measures

The number of intersections identified as being problem areas as listed on Figure 14-6.

#7 Goal: Land Use and Thoroughfare
To encourage conservation design in developing areas.

Strategies/Polices

Conservation design is not a new concept but rather an historic approach to subdividing land and building homes. As opposed to conventional subdivisions which use rigid post-war uniform standards, conservation design resorts to dividing the land based upon preserving natural and cultural resources. Density levels are the same, but the layout of the homes are determined by where it makes the most sense from the land perspective and not by uniform sized lots or the view of a stream or valley. Conservation design is flexible in site design and lot size, provides protection to environmental sensitive areas, reduces impervious areas, and manages storm water effectively. Conservation design is beneficial to the community, homeowner, and the developer by providing economic benefits, diversity of housing, and environmental protections.

City leaders are supportive of the idea of encouraging conservation design as a development approach in areas adjacent to and within current municipal limits. It is thought that such an approach will aid in dealing with storm water drainage issues apparent in some areas and with common desires to create larger open and undeveloped areas.

Related Initiative

Amend the Subdivision and Zoning Ordinances to reflect conservation design principals and guidelines. Conservation design should be an alternative development option, especially for areas on the periphery of Troy where the rural environment is valued. Conservation design regulations can be further encouraged by providing incentives such as density bonuses for lower density areas. Many communities in Ohio have implemented conservation design guidelines and codes, particularly those modeled after The Countryside Program or "Rural by Design" authored by Randall Arndt.

Output Measures

Compare and review conservation design guidelines and principals adopted by other Ohio communities.

URBAN DESIGN

#1 Goal: Urban Design
To encourage New Urbanism principles in new development and redevelopment areas.

Strategies/Polices

New Urbanism is the "process of reintegrating the components of modern life - housing, workplace, shopping and recreation - into compact, pedestrian-friendly, mixed-use neighborhoods linked by transit and set in a larger regional space framework" (Planners Dictionary, APA). New Urbanism is also known as Neotraditional Development and Traditional Neighborhood Development. As with conservation design, city leaders are supportive of the New Urbanism development principles such as mixed uses and housing types, architec-

tural variety, walkability, interconnecting streets, public gathering places, etc. These New Urbanism principals are particularly applicable to urban redevelopment and infill projects in older parts of Troy.

Related Initiative

Provide Zoning and Subdivision Code revisions to reflect New Urbanism principles. Encourage New Urbanism concepts for infill development, especially in historic areas. Incorporate design standards for commercial development to require consistency in design in items such as decorative lighting, pavers or concrete paint for walk ways, benches, gable roofs, projections on front building walls, no neon signs, etc. Investigate into legislative changes that would allow the Planning Commission to conduct site plan review for non-residential development which would require both conventional code requirements and urban design standards.

Output Measures

Approve amended development regulations to reflect New Urbanism principles within one year of adoption of the Comprehensive Plan. Investigate legislative changes for Planning Commission within one year.

#2 Goal: Urban Design
To create attractive and dramatic gateways into Troy that provides a sense of arrival and positive first impression.

Strategies/Polices

Community gateways are a way to define a sense of place and arrival. "Gateways are an entrance corridor that heralds the approach of a new landscape and defines the arrival point as a destination" (Planners Dictionary, APA). Signage, monuments, landscaping, natural features, or a change in development character are ways to create an impression. The effects created by gateways are one of welcome, aesthetics, pride, identity and community.

The I-75 corridor represents an important gateway to the City. Many people form first impressions of a community by what they see when they first enter a town. The inclusion of the City logo on the noise barriers of I-75 helps to define arrival into the community, but more can be done to create a stronger statement. Options include bolder design elements expressed in the infrastructure itself or more significant landscape treatments adjacent to or within the right-of-way.

Related Initiative

Plan for gateway development projects for both the major and minor roads. In addition to the I-75 interchanges, all the county and state routes entering the City such as SR 41 west and east, SR 718, SR 55 west and east, CR 25A north and south, etc., should receive some additional treatments to better create a sense of place.

Seek funding sources such as the Transportation Enhancement Program (TEP) administered by the Miami Valley Regional Planning Commission as the local Metropolitan Comprehensive Planning Office (MPO). This program can fund highway beautification

projects. Seek to involve both the public and private sectors to maintain areas.

Output Measures

Exit 74 (SR 41 & I-75 interchange) landscape treatment to be a benchmark for the interchange at Exit 73 (SR 55 & I-75). Use newly designed primary gateway on 1611 West Main Street, which has future plans for a monument sign and landscaping for other City gateways in the City. Compare other Miami Valley or state communities that have primary gateways and secondary gateways with a theme (i.e. Beaver Creek, Englewood, & Fairborn).

#3 Goal: Urban Design

An inviting and well landscaped community with high development standards.

Strategies/Polices

Many new developments in Troy are well landscaped, adding the sense of quality and attractiveness to new development. As the City grows and as developments become more complex, a more extensive effort to establish landscaping/horticultural standards and requirements is needed to more clearly define local requirements. Additionally, the City's Planning Commission will investigate the desirability, including urban design standards into the zoning code to address matters of types of building materials, roof types, parking lot configurations, and pedestrian space definition. Such an action would expand regulatory authority into areas of building design in an effort to set higher standards for development city-wide or in selected key corridors or areas.

Related Initiative

The Planning Commission will study options for improved urban design requirements and with the parallel issue of what levels of plan review are needed to implement such requirements. Items to be reviewed for a site plan would include zoning-land/building use, parking, lighting, signage, landscaping, building design (New Urbanism design standards), engineering (storm water, utilities, access and egress, subdivision), police and fire review, etc.

The downtown streetscape improvement project has relocated overhead utility wires underground. This has cleared the streets and skyline of utility wires enhancing the appearance greatly. Relocation of utilities underground should be looked at for the main thoroughfares throughout Troy.

Output Measures

Compare the Downtown Public Square relocation of overhead utilities to the underground to similar urban design standards in other communities in Ohio. Amend subdivision requirements for tree lawn area in the right-of-way.

#4 Goal: Urban Design

To continue to find ways to include public art as an important community element.

Strategies/Polices

Local funding for public art has been very limited. However, the recent display in 2003 of the J. Seward Johnson Jr. sculptures downtown were well received. A few select communities have raised funds for public art, and there is collective interest in providing more public art in Troy on an on-going basis. Strategically, the City of Troy will seek funding for public art (especially downtown) in an effort to enhance the urban environment and create a higher level of visual interest.

Related Initiative

Create a strategy to fund public art through development and redevelopment fees similar to that of park fees for subdivisions. The Public Works Department will set aside funds towards public art projects specific to the developing site or to another designated area of the City. Acceptable public art (such as fountains, memorials, sculptures, etc.) will be counted in lieu of fees. Seek further funding opportunities for public art.

Output Measures

Compare other Ohio communities, such as the City of Dublin, in public art requirements with development.

COMMUNITY FACILITIES AND SERVICES

#1 Goal: Community Facilities and Services
To provide a growing community with appropriately expanding public infrastructure.

Strategies/Polices

In a growing community, maintaining an expanding system of infrastructure is difficult. Particularly challenging is the matter of providing services for the future Regional Employment Center on the northwest side of Troy. It was stated that there was enough water and sewer capacity to service approximately 1,500 acres if needed. Nonetheless, more focused policies and planning may be needed to define specifically how larger development areas will be served economically with collection and distribution lines, and how such improvements will be paid for. At issue, are matters of trunk lines and interceptor sewers.

Related Initiative

Development of preliminary plans for serving identified growth areas indicated in Figure 14-1, "Future Land Use and Thoroughfare Plan". Explore the feasibility of a Storm Water Utility (See Glossary for Storm Water Utility).

Output Measures

Measured by the amount of increase in distribution lines for "on-demand" users (See Charts 7-1 & 7-2, Chapter 7 "Utilities").

#2 Goal: Community Facilities and Services
Maintain high quality public safety services

Strategies/Polices

A Strategic Study and Master Plan for the Troy Fire Department was completed in 2003. A series of recommendations are made in this report. Phase 1 of the

plans for the fire stations is to replace or relocate Fire Station #2 and end up with a central fire station and one station east and west of I-75 and the river. Long-term plans show six fire stations that generally circle the center of the City. This concept remains a viable long-term plan for the City. Given the potential service demands of the employment center at maximum build-out, the design and capacity of the fire stations to the northwest should be adjusted accordingly.

Related Initiative

Following the assorted recommendations contained in the 2003 Fire Study (See Appendix C).

Output Measures

Emergency vehicle response times as compared with similar-sized communities.

#3 Goal: Community Facilities and Services

To facilitate broadband and state-of-the-art telecommunications infrastructure to local businesses and residents.

Strategies/Polices

Broadband related telecommunications infrastructure is viewed as being among the most important elements of community infrastructure necessary for the new industries and jobs of the 21st century. Such information technology is critical, especially as business practices increasingly progress to higher technology and the need to move huge volumes of data quickly through the internet. Since the City does not have broadband services, the Troy Technology Team, a volunteer Information Technology group has been meeting to ascertain the needs, capabilities, and advice on the direction the City needs to go in order to have adequate broadband service. (See also #5 Goal: Economic Development)

Related Initiative

Implementation of recommendations from the study group.

Output Measures

Compare the percent of homes and businesses with broadband access.

PARKS AND OPEN SPACE

#1 Goal: Parks and Open Space

To expand the park system and open space requirements commensurate with Population growth.

Strategies/Polices

The City of Troy provides more park and recreation space per capita than its similar sized communities. Given future growth assumptions, maintaining a high ratio of population to open space will require a commensurate amount of parkland acquisition. Currently, the Subdivision Regulations require parkland dedication for major subdivisions. Strategically, the City will reexamine the amounts of parkland dedication required and make necessary adjustments to bring the requirements into line with existing ratios of parkland per person. Related provisions include investigating requirements to

require linkages between parkland and connections to adjacent parkland.

Related Initiative

Update the Subdivision Regulations. Create standards or guidelines for future development taking in consideration both community parks and neighborhood parks. Continue to implement and update the 1990 Parks and Recreational Master Plan indicating connected parkland, bikeways, and recreational passive and active areas. Create standards and criteria for recommending neighborhood parks.

Output Measures

Changing ratio of parkland per resident as compared with ratios in similar-sized communities. Parkland should be in usable condition, seeded and filled at proper grade.

#2 Goal: Parks and Open Space

Create a comprehensive strategic River Corridor Plan to fully utilize the adjacent parks, lands, river, views and neighborhoods.

Strategies/Polices

The Great Miami River is a natural resource that can be capitalized in many ways. Today, the Great Miami River is underutilized in terms of using the adjacent ground to attract people. Attracting people to such a local natural resource as the Great Miami River can become an economic generator as well as an enhancement to the quality of life in Troy. A complete analysis of the river corridor starting from Eldean Road and ending through SR 202 should be performed. Few communities have natural resources like a river running through the middle of town as does Troy. Historically, Troy and other nearby communities did not use the river as a transportation corridor, as they did with the Miami-Erie Canal. Although Troy does not share the same level of socio-economic characteristics as larger river cities such as Indianapolis, Cincinnati or even Dayton, it does have some similar characteristics in which to build from. Market forces drive development, and government regulations help define and designate those market forces. By identifying and defining these areas of the community, investors will be encouraged to come and develop.

Related Initiative

To aid in the data gathering, use existing studies while performing a complete inventory of all the community assets along the river corridor. Identify and examine the strengths and weaknesses of the existing uses along the river. Examine other communities that have performed a vision and implementation plan for enhancing their river corridor. Research various funding opportunities to assist in the river corridor plan. Build consensus with interest groups to obtain direction for future improvements. Coordinate with the Corp of Engineers and the Miami Conservancy District. Review waterway usage in order to properly enhance the accessibility and usability of the river.

Output Measures

Compare with other river corridor communities that have economically viable uses along the river.