



COMPREHENSIVE PLAN
CITY OF TROY, ILLINOIS

VOLUME II

GOALS, OBJECTIVES, POLICIES AND PROGRAMS

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LIVABILITY OF THE CITY

Goal

Create and maintain a City that provides an enviable quality of life for residents and superior environment for businesses in, and visitors to Troy.

Objective 1

Make Troy a distinctive and attractive “livable” community, possessing a strong sense of place.

Policy A Increase cultural and arts activities within the city limits of Troy.

Program (i)

Identify and organize City-wide arts events in a way as to provide opportunity for families and individuals of all age cohorts to participate.

Program (ii)

Focus on bringing cultural and arts activities to the downtown area by instituting a historical museum.

Program (iii)

Create design guidelines and approval criteria for locating and painting murals in the downtown.

Program (iv)

Identify, and develop a strategy for attracting, major musicals and plays to Troy’s city center.

Program (v)

Establish “Walk by Art” in the Tri Township Park displaying both conventional and unconventional art forms.

Program (vi)

Endorse local artistic talent through the continued support of community band performances and singing competitions that feature local artists.

Policy B Investigate the feasibility of constructing replicas of various national monuments.

Program (i)

Identify such monuments, their creators, copy write/license holders (if any) and determine which ones can be replicated, and at what cost.

Program (ii)

Initiate and coordinate with National Park Services to determine project feasibility.

Policy C Encourage “wowing appearance” initiatives and investments by both the public and private sectors.

Program (i)

Create “Troy Progress Community Improvement Board” to consult with the Chamber of Commerce, church and similar groups, and other organizations interested in establishing “wowing appearance” initiatives and investments.

Program (ii)

Make arrangements with the Madison County Sheriff’s Work Alternative Program (SWAP) to provide labor for such initiatives.

Program (iii)

Identify and coordinate participants for the Illinois Adopt-A-Highway Program”, to pick up litter along an assigned 2-mile section of highway in Troy.

Policy D Identify, monitor and participate in the solution to regional issues that threaten the safety of the community.

Program (i)

Discover those local, county and state agencies, and other organizations, that exist to address such issues, and participate in them and their decision making.

Program (ii)

Prepare an Emergency Disaster Plan for the City, and coordinate this activity with neighboring cities and emergency preparedness agencies.

Policy E

Promote and support community events related to public safety initiatives.

Program (i)

Implement CERT, “Community Emergency Response Team” Program.

Program (ii)

Design and promote, on a formal and periodic basis, safety initiatives (random car seat safety checks, “identity theft” classes, gun safety classes, opportunity to have children fingerprinted) in the community.

Program (iii)

Continue to assist the existing “Explorers Program”.

Policy F

Modernize signs, billboards, and any other public and private forms of notifications and outdoor advertising throughout the community.

Program (i)

Review and strengthen sign ordinance to, in particular, establish deadlines for temporary signs, and require registration for all types of signs publicly displayed.

Policy G

Update and enforce codes that effect physical appearance such as streetscapes, city gateways, and public buildings.

Program (i)

Review current codes that relate to streetscapes, city gateways, and public buildings; determine which codes are outdated vis-à-vis the City’s Comprehensive Plan and update codes to be consistent with Plan.

Program (ii)

Develop new codes that would enhance the physical appearance of the City's streetscapes, city gateways, and public buildings.

Program (iii)

Devise a system that monitors the code enforcement process and evaluates the physical appearance of existing and new improvements.

Policy H

Work with the Illinois Department of Transportation to allow for enhancements on state right-of-ways in, and in the vicinity of, the City.

Program (i)

Work with IDOT and other public and private entities to improve existing landscaping, and provide for its placement in the future, along highways and major thoroughfares leading into and through the City

Program (ii)

Coordinate with IDOT for construction of specific enhancements desired by the City, (potentially, a sound barrier or concrete fence from Laundry Street and Tri-Auto Street and directional signs which highlight the City along major interstates that access the City).

Objective 2

Encourage citizens and elected officials representing the City to recognize and participate in the decision making regarding regional issues (such as water quality and other resource issues, transportation and other planning issues, crime prevention and other public safety issues) that impact the City.

Policy A The City's appointed and elected officials will endeavor to stay informed on and about regional issues.

Program (i)

Create a "Citizen Panel" of persons in the Troy community concerned with regional issues to meet and advise City officials on a periodic basis, with regard to these issues.

Program (ii)

Identify forums and committees that address regional issues and appoint City officials and/or representatives to attend these groups' meetings.

Program (iii)

Organize a Multi-Agency Task Force (of public and quasi-public agencies) to discuss and communicate shared activities, needs, events, objectives that pertain to the quality of life in the community.

Policy B Enhance communications between the City and County Board of Supervisors.

Program (i)

Schedule an annual meeting to enable the County Board of Supervisors and City officials to inform one another of each others current and future plans and concerns.

Program (ii)

Appoint a representative from the City to attend County meetings and make official report specifying issues and discussions pertinent to the development of Troy in a regional context.

Objective 3

Decision making at the City level must be particularly cognizant of the interrelatedness of land use planning and transportation planning as it relates to residents' travel time to access everyday necessities.

Policy A Improve communication between the City and its Planning Commission in order to assist one another in making decisions that are consistent with the City's goals, objectives, and future land use plan.

Program (i)

A City official or representative will attend all planning commission meetings to improve communication and coordination with decision making as it relates to the City's goals, objectives, and future land uses.

Policy B Identify highway and bridge construction activities which will impact residents travel time and take steps to mitigate negative impacts of such activities.

Program (i)

Gather and disseminate information about the purpose, location, completion dates and alternative routes for such construction.

Program (ii)

Communicate with Triad Community School District's transportation department regarding route changes, detours, and construction activity to minimize delays during rush hours.

Program (iii)

Offer training courses to guide interested persons as traffic guards to help monitor and improve vehicular and pedestrian movement during peak hours.

Policy C Evaluate impacts of current and future land uses and future development patterns when making decisions on transportation projects.

Program (i)

Monitor traffic counts and study current traffic patterns to determine the need for improved (new or upgrade of existing) roads within the City.

Program (ii)

Evaluate commercial and residential growth patterns to anticipate best location for future investment in transportation improvements.

Program (iii)

Determine efficiency of traffic signalization to meet current and future land use development plans.

Policy D Send representatives to land use planning, and/or transportation workshops to understand current best practices that addresses this concern.

Program (i)

Identify workshops and seminars for selected representatives to attend, and fund the necessary registration and participation costs for City representatives.

Policy E Periodically review the Madison County/Edwardsville/Glen Carbon I-55 Corridor Study and Madison County Comprehensive Plan, staying current on these and similar studies and plans.

Program (i)

Identify, and keep current on pertinent planning meetings related to such studies and plans that will have an impact on Troy's livability and insure that City representatives attend, and report to the City concerning such meetings.

Objective 4

Make Troy a pedestrian friendly community.

Policy A Identify current, and plan for future pedestrian corridors.

Program (i)

Determine the efficacy of planning and constructing future pedestrian corridors in areas where schools and new subdivisions are located or planned to be constructed.

Program (ii)

Devise a sidewalk connection program that identifies the lack of connectivity of sidewalks throughout the City and develops plans to connect major activity generators, such as 162 Corridor and other business corridors, residential neighborhoods and Tri Township Park.

Policy B Make pedestrian corridors safe and more inviting to users.

Program (i)

Create an aggressive “sidewalk construction” program, identifying where to construct additional sidewalks (and improve landscaping).

Program (ii)

Develop and dedicate a specific funding source to achieve this Policy.

Program (iii)

Implement a “Road Adoption Program” wherein the City identifies designated road or highway segment that are also pedestrian corridors and insure that improvements to such segments include sidewalks, intersection design, and other road improvements which enhance pedestrian usage and safety.

Program (iv)

When negotiating pre-annexation agreements, require developers to set aside funds for improvements identified by the “Road Adoption Program”.

Policy C

Encourage “walkability” in the City by locating potential pedestrian generators (housing, retail, schools, and libraries) within an easily accessible and safe distance of one another.

Program (i)

Plan for block by block sidewalk connections in all neighborhoods to encourage walkability.

Program (ii)

Produce maps depicting safe places to walk near residential communities, schools, shopping areas, and public service buildings.

Program (iii)

Incorporate the “walkability” policy into planning and decision making regarding future land use in the City.

Policy D

Create a streetscape that better serve pedestrians, bicyclists, transit riders, and automobile users.

Program (i)

Reinstate and complete all phases of a \$1.2 million streetscape program currently suspended by the City.

Program (ii)

Locate funding sources to complete a Downtown Street Plan that encompasses, at a minimum, both Market and Main Streets.

Program (iii)

ID other locations to plan for, and implement a streetscape plan.

Program (iv)

Solicit input from all such users to identify additions and changes to the City’s streetscape plan.

Policy E Enhance pedestrian activity within neighborhoods.

Program (i)

Identify locations for parking control/prohibition to enhance pedestrian safety and activity in neighborhoods.

Program (ii)

Add additional lighting in neighborhoods to improve safety and visibility for residents walking at night.

Policy F Preserve open spaces, parks, and green spaces for pedestrian activity.

Program (i)

Insure the preservation of Tri Township Park for pedestrian activity.

Program (ii)

Identify and reserve locations for future parks, particularly on the west side of I-55, and insure their accessibility by, and for pedestrians.

Program (iii)

Encourage Metro East Park District to work with Tri Township Park District to design, build, and manage green spaces and biking trails.

Objective 5

Promote community wellness as a goal of the “enviable city”.

Policy A Encourage community wellness programs to engage the residents in activities that lead to healthier lifestyles.

Program (i)

Endorse and have City participation in community health fairs, seminars, education and training on health issues for all citizens.

Policy B Plan and assist the development and promotion of neighborhood watch groups within the City of Troy.

Program (i)

Continue to support Troy Police Department in the creation, and funding of the “Neighborhood Watch Group.”

Program (ii)

Establish “Volunteers in Policing” (VIP) to train volunteers for the Neighborhood Watch Group Program.

Objective 6

Provide opportunities for college age persons, and the “young families” cohort, to live, work and play in the City.

Policy A Identify likely employment opportunities for this cohort.

Program (i)

Identify employment opportunities, within an approximately 10-20 mile radius of the City, and devise and implement a marketing strategy for this cohort.

Program (ii)

Research opportunities to invite outlet retailers to locate in the Troy area creating jobs and places to shop for college age persons and young families.

Program (iii)

Encourage employers to provide college internship opportunities to aid in persuading this cohort to reside in Troy.

Policy B Identify, create, and promote recreational and cultural facilities targeted to this cohort.

Program (i)

Continue to support and manage facilities used for current sport programs and other Tri Township Park Programs.

Program (ii)

Provide for “Art Under the Stars” art festival offering awards to artists, providing food and live entertainment for attendees.

Program (iii)

Research such activities and facilities (including art festivals, bowling alley, roller skating rink, movie theatre, live theatre, etc) and market those found to attract this cohort to potential developers of such facilities.

Policy C Provide community outreach to college students and graduates to (re)attract them to Troy.

Program (i)

Sponsor job fairs on a regular basis to attract college students to the City.

Program (ii)

Identify and utilize SWIC and SIUE resources to market employment opportunities to college graduates looking to reside in a small progressive town.

Program (iii)

Establish a Triad Community School District employment outreach service to actively pursue college graduates to work in all areas of the District.

Program (iv)

Sponsor a “Graduate Tracking Program” in which the City and School District remain in contact with recent graduates and continue to market Troy, and job opportunities to them.

Policy D Evaluate the different housing options/styles that cater to the lifestyle of persons in this particular cohort.

Program (i)

Assess the housing needs, requirements and desires of college age students and/or young families, and actively seek out developers to meet these needs.

Objective 7

Enhance the quality of physical development in the City's residential neighborhoods.

Policy A Use building codes to promote various architectural styles in new residential developments.

Program (i)

Review current subdivision regulations to insure a minimum requirement of various housing options and types within any new residential subdivision development.

Program (ii)

Create and use regulatory tools to insure that the appearances of residences are not monotonous (e.g. "anti-monotony ordinances" and/or architectural Review Board).

Program (iii)

Create and promote a "Building Facade Improvement Program" to encourage residential property owners to upgrade the appearance of their properties.

Policy B Continue to upgrade and improve streets and sidewalks in older neighborhoods.

Program (i)

Identify the City's "older neighborhoods" and make sure City's capital improvement program is cognizant of such areas and their street and sidewalk needs.

Program (ii)

Create street/sidewalk task force to provide input as to where such improvements are needed, and where improvements could include bicycle and jogging lanes.

Policy C

Identify, and evaluate ordinances and regulations in existence in other communities which have successfully enhanced the quality of physical development in residential neighborhoods for their applicability to Troy.

Program (i)

Upon such evaluation, establish guidelines for residences which have enhanced the quality of their homes and/or lots and create awards to recognize such efforts.

Program (ii)

Strictly enforce the rules and regulations pertaining to the number of vehicles per residence parked on streets, driveways, and yards.

Policy D

Make more neighborhood parks and playgrounds available.

Program (i)

Research and plan for additional neighborhood parks.

Policy E

Identify, and evaluate for use in the City, the different residential ownership options, styles, ownership and land use arrangements that exist now or could be permitted in the future.

Program (i)

Create rules / regulations / ordinances (e.g. Planned Unit Development (PUD), Planned Development Residential (PDR), and Planned Development Business (PDB)) for such development and determine locations for such activities.

Program (ii)

Create a zoning classification which permits light commercial activities within, or abutting residential neighborhoods.

Objective 8

Increase the amount of open space/green space accessible to City residents.

Policy A

Insure that new areas of development have green spaces incorporated in their planning and development.

Program (i)

Provide options to developers to contribute funds and/or land to future “open space” development.

Program (ii)

Purchase and demolish buildings in disrepair and convert vacant lots into usable and accessible open space/green spaces as they become available near areas of development.

Program (iii)

Allow for both active and passive type green spaces during planning and construction stages of development.

Program (iv)

Review the City’s zoning ordinances and subdivision regulations to insure that that they adhere to this Policy and permit and encourage such development.

Program (v)

Establish a Tree City USA Program to provide direction, technical assistance, public attention, and protection of Troy’s forest lands.

Program (vi)

Investigate incentives for residence to plant trees and recommend such incentives for adoption by the City.

Policy B Discover new areas for future municipally developed and owned parks.

Program (i)

Identify and reserve, via zoning and land use identification on the Comprehensive Plan, large tracts of land for such park development.

Objective 9

Work with the Triad Community School District to serve the educational needs of residents of all ages, and insure opportunities for life-long learning for City residents.

Policy A Establish a formal relationship with the Triad School District to identify such needs and create programs to address them.

Program (i)

Organize a dual agency survey team to perform an annual community assessment identifying the educational needs of the community and how the City and District could better serve those needs.

Policy B Work to bring Southwestern Illinois College (SWIC) adult and technical classes to the City.

Program (i)

Encourage partnership with the Triad School District to work with SWIC District to re-implement SWIC adult classes in Troy.

Objective 10

Work with the Tri Township Park District to maintain its presence in the City, and increase the services, activities and programs it offers to City residents.

Policy A Encourage joint effort between the City and the Tri Township Park District for the planning and development of a Civic Center and or Cultural Arts Center.

Program (i)

Conduct a study to determine feasibility, location, activities, facilities, estimated costs and profitability, of such project.

Program (ii)

Create a five year plan identifying programs and determining development and implementation costs as well as programs and program costs associated with the implementing this Policy.

Program (iii)

Work on identifying funding sources and obtaining funding to accomplish the development of such services, activities and programs.

Policy B Formally investigate and explore ideas for additional services, activities and programs in cooperation with the Tri Township Park Board.

Program (i)

Re-establish “Friends of the Park”, a 501-C-3 not for profit corporation, for the purpose of collecting donations and conducting fundraising activities.

Program (ii)

Encourage City participation with the Board in determining the services and activities that can accomplish this Policy.

Program (iii)

Re-establish “Summer Day Camp”, providing indoor and outdoor activities five days a week for children and young adults during the summer.

Program (iv)

Find effective ways to advertise and attract participants to City and District sponsored recreation activities.

Policy C

Strengthen collaboration between City and Tri Township Park District concerning park and open space development and management, satellite parks, park infrastructure, and street and roads serving the District’s facilities within the City.

Program (i)

Organize a dual agency survey team to perform an annual community survey to identify such needs of the City and Tri Township Park District.

Program (ii)

Continue and formalize communication with Tri Township Park District.

Objective 11

Maintain Troy’s “small town” feel and character, while creating the advantages of an “urban place” for its residents.

Policy A

Identify and support the preservation of Old Town Troy.

Program (i)

Delineate boundaries, identifying location of Old Town Troy.

Program (ii)

Establish the boundaries of the downtown/historical district and renovate public buildings in the downtown area in a manner that reflects the small town atmosphere and historical character of Troy.

Policy B Continue to support small town festivals within the City.

Program (i)

Use tourism funds to build and sustain community wide events (Homecoming, Fall Fest, National Road Days, City-Wide Garage Sale, Santa’s Village, and Adventure Night).

Policy C Review proposals, suggest changes which achieve, and permit development based on projects’ ability to attain small town feel and character, while providing the advantages of an “urban place.”

Program (i)

Devise construction and design standards for new developments, and renovation of existing buildings, that preserve the small town character and promote the positive aspects of “urban place”.

Program (ii)

Evaluate current review criteria of development proposals made to the City, and make necessary modifications of these criteria to achieve this Policy

Policy D Promote residents meeting their shopping, dining, business and banking needs in town.

Program (i)

Design and institute a “Look Here, Buy Troy First” program to encourage residents and businesses to support the local economy.

Program (ii)

Inform residents of the existence and location of “in town” businesses through the initiation of an awareness campaign that focuses on educating residents on the opportunities and benefits of supporting the businesses in Troy.

INFRASTRUCTURE

Goal

Identify, meet and maintain the City's infrastructure needs (including but not necessarily limited to roads and right-of-way, potable water, and sanitary and storm water conveyance and treatment) and work with other publicly funded infrastructure providers (Triad Community Unit School District, Tri-Township Public Library District, Troy Fire Protection District, Madison County Transportation District and Tri Township Park District) to do the same for the City's residents.

Objective 1

Preserve and improve the City's convenient access to and from the interstate highway system and the region's major arterial roadways.

Policy A Promote and maintain close communications with the Illinois Department of Transportation.

Program (i)

Maintain working relationship with state and federal elected officials to seek funding to maintain and improve (i.e. the center turn bridge at State Highway 162 and I-55) Troy's interstate accessibility.

Policy B Examine and participate in the design of any redeveloped, or newly developed, interchanges/intersections which directly affect the interstate highway system and the major arterial roadways serving the City.

Program (i)

Develop and maintain an active relationship with state and federal agencies which determine such programs for all such highways and roadways in order to insure that the City is fully involved in the decision making regarding such development and redevelopment.

Program (ii)

Become part of the planning process for the I-55 Corridor Study.

Program (iii)

Identify, and work with, the appropriate agency, and work with the impacted users and land owners, to explore and resolve issues which affect this Policy.

Policy C

Promote and support transportation concepts which will accommodate future/planned growth patterns in and around the City.

Program (i)

Pursue right of way acquisition for Troy Boulevard from the Formosa/US 40 intersection to State Highway 162.

Program (ii)

Work with the Future Land Use map to identify these patterns and devise transportation concepts which will accommodate, and promote this pattern.

Objective 2

Insure the City's ability to provide adequate and safe collection and treatment of storm water and sanitary waste in the future.

Policy A

Determine whether the existing ordinances pertaining to storm water and sanitary sewers are consistent with contemporary "best practices" for the management of such systems.

Program (i)

Review the City's current storm water management ordinances (and procedures) to insure that they are aligned with the most recent County, State, and Federal guidelines; and pursue adoption of new ordinances and procedures, as necessary.

Program (ii)

Keep abreast of new technology and “best management practices” through ongoing training of sanitation and stormwater personnel.

Program (iii)

Have sanitation and stormwater personnel report their findings to the City Council, Planning Commission, or other appropriate bodies concerning “best management practices” and recommend ordinance changes that would incorporate these practices.

Program (iv)

Insure that legacy stormwater challenges are identified and addressed in future Troy budget authorizations.

Policy B

Plan for future treatment needs, and maintain existing treatment facilities.

Program (i)

Identify the current treatment needs for stormwater and sanitary sewer facilities while creating a funding, and maintenance plan for such facilities.

Program (ii)

Systematically and periodically review the City’s existing land uses, zoning and decisions pertaining to future land uses, and take these issues into account when planning for future treatment needs.

Program (iii)

Create a capital improvement process to prioritize capital improvements, determine their impact and interrelatedness with land use planning, and identify funding for the elements of the improvements that arise from this process.

Program (iv)

Identify and implement a plan to increase potable water production capacity for the area served by the City.

Objective 3

Enable Troy’s citizens and businesses to access the most current communication systems (internet, telephone, etc.)

Policy A Insure all providers of such services are given an opportunity to serve the City and its extraterritorial areas.

Program (i)
Identify and secure adequate right-of-way to serve the future needs of such current, and future, technologies.

Policy B Stay up to date on “the most current communication systems” and work with the private side to insure that such systems are available to the community.

Program (i)
Explore what technologies are current and under development; identify what conditions need to be present in order for Troy to receive those technologies and achieve/secure these conditions.

Objective 4

Significantly improve the aesthetics of existing and future City owned rights-of-way.

Policy A Examine the aesthetic amenities that exist in other communities for possible use in Troy including, but not limited to; curbing, crosswalks, street trees, street lighting, monumentation and the like.

Program (i)
Identify and visit other communities of a similar size that are known for attractive right of ways, and review their ordinances, and procedures for such aesthetics.

Program (ii)

Explore the possibility of improving aesthetics by requiring that utilities in commercial areas be underground.

Policy B

Develop standards to guide the aesthetic improvement of the City-owned rights of way.

Program (i)

Appoint a citizen committee to create standards for improving the aesthetics of the City-owned rights of way, taking into account ordinances of other communities and input from Troy's residents.

Policy C

Periodically re-evaluate and update what types of aesthetic improvements (including visual amenities) that the City desires in its rights-of-way.

Program (i)

Include community input from Troy's residents and business owners in re-evaluating and updating the aesthetics in the right-of-way for future, as well as existing development.

Objective 5

Coordinate the City’s infrastructure planning, design and funding with such infrastructure activities of other public infrastructure providers, and with the City’s efforts in assisting private-side economic development activities.

Policy A Coordinate with the Park District, County, Township, State, East-West Gateway, Federal government, School Districts, and contiguous/nearby municipalities on such planning, design and funding.

Program (i)

Work with East-West Gateway, Madison County, and Illinois State government for assistance in utilizing infrastructure and transportation modeling tools that will assist Troy in creating realistic “what if” scenarios that measure the traffic impact of development proposals.

Program (ii)

Develop a partnership with Madison County that will attract development in areas that are currently unincorporated, but within the ultimate extra-territorial jurisdiction of Troy.

Program (iii)

Investigate the feasibility of connecting parts of Troy to the Madison County Transit bike trail system by coordinating planning, design, and funding between the City of Troy, the Park District and Madison County Transit.

Policy B Improve communications pertaining to infrastructure improvements with the local and regional business community.

Program (i)

Implement quarterly public-private meetings with interested parties including the Chamber of Commerce and other business organizations.

Objective 6

Insure that mass transit serves the City in a manner that encourages ridership and makes the City a destination, or terminal, for mass transit serving the County/metropolitan area.

Policy A Work with Madison County Transit Authority to increase the number of parking spaces in “Park-N-Ride” lots.

Program (i)

Explore the parameters that Madison County Transit requires to justify creating new parking spots at the existing lot and/or create a new Park N’ Ride lot.

Policy B Integrate locations of mass transit lines and stops with concentrations of residential development, employment centers, major commercial development and Troy’s downtown.

Program (i)

Investigate the factors and conditions Madison County Transit or paratransit providers need in order to justify making additional stops inside Troy.

Program (ii)

Seek out loans/grants that can be used to create such factors/conditions that would induce expanded transit service.

Program (iii)

Create zoning incentives that would encourage developers to provide facilities needed by transit providers.

Program (iv)

Create development incentives that would encourage reciprocal easements between adjacent properties in order to ease the movement of transit vehicles.

Policy C Investigate the potential for public/private inter-city transit system(s) that makes the City such a destination.

Program (i)

Seek out a comparison shopping retailer to establish their business in a location which is desirable to transit providers.

Objective 7

Make travel within and between neighborhoods, and to neighborhood commercial centers, safer and more efficient.

Policy A Actively promote the development of additional sidewalks and bike trails within the City.

Program (i)

Identify and prioritize where sidewalks and trails are needed, or would be the most beneficial.

Program (ii)

Pursue public and private development and funding of sidewalks and bike trails in the city and surrounding areas.

Policy B Allow drivers to travel between adjacent retail, office, industrial, or other uses without having to enter a collector or arterial road.

Program (i)

Require that new developments institute reciprocal easement agreements with abutting existing developments and to adjacent land not yet developed but zoned, (or shown on the City's future land use map), for retail, office, industrial, or other uses.

Program (ii)

Develop regulations which provide reciprocal easements agreements as part of the negotiation process when property owners seek special use permits or other services not entitled by right.

Policy C Encourage the development of neighborhood-scale commercial areas in proximity to existing, and planned, residential areas.

Program (i)

Evaluate and prioritize areas of the City, and its extra-territorial jurisdiction that can accommodate neighborhood scale commercial areas in proximity to existing and planned residential areas, and zone for such uses.

Program (ii)

Identify incentives (such as density bonuses, other zoning benefits, tax abatement, etc.) to encourage developers to build residences adjacent to land that is already zoned for neighborhood commercial uses.

Policy D Work to relieve traffic congestion that affect's resident's ability to access adjacent residential neighborhoods and neighborhood sized commercial areas.

Program (i)

Develop the future road plan to provide access to neighborhoods.

Program (ii)

Identify suitable areas to be zoned for neighborhood commercial uses and for planned unit developments.

Program (iii)

Seek input from programs (such as the Safe Routes to School Program) that can assess existing conditions and make recommendations that reduce the number and length of auto trips.

Policy E Minimize the use of arterial roads to access residential neighborhoods that are adjacent to one another.

Program (i)

Work with developers and residents to identify and provide for methods of linking automobiles and people between such neighborhoods.

Program (ii)

Revise the City's Subdivision Ordinance to permit and encourage residential developments and subdivisions to create and utilize linear green spaces to connect to one another.

Objective 8

Reduce traffic congestion in the City's major commercial areas.

Policy A Investigate and resolve roadway, right-of-way and land use characteristics that impact congestion.

Program (i)

Create a congestion management plan, taking into account the terminal boundaries of the City and the projected revenue that will be allocated to create the infrastructure needed to serve the ultimate service area of Troy.

Program (ii)

When reviewing development proposals, take into consideration how the development will impact congestion on specific roads, and whether such impact is harmonious with an overall congestion management plan.

Objective 9

Provide for adequate physical accommodations and equipment for the City's police department.

Policy A Assess the physical needs of law enforcement in terms of contemporary law enforcement practice in similar communities.

Program (i)

Create a liaison with the Police Department to keep abreast of their needs.

Program (ii)

Identify the similarities and differences between Troy and similar communities in terms of they provide law enforcement and how their physical facilities are used.

Objective 10

Clearly identify the land into which the City must plan to provide infrastructure.

Policy A Formalize boundary agreements with adjacent communities in order to establish corporate limits for Troy.

Program (i)

Identify areas of land that are deemed to be desirable for annexation.

Program (ii)

Establish general costs of providing City infrastructure into such areas, and methods of funding such work.

Program (iii)

Approach nearby municipalities with proposals for formal boundary agreements between Troy and these municipalities.

ECONOMIC DEVELOPMENT

Goal

Strengthen and grow the City's property and sales tax base, and increase the number of jobs within the City, through the expansion of economic activity within Troy.

Objective 1

Increase overall economic activity in the City to help insure that the City has the financial ability to meet the Goals and Objectives that it has identified.

Policy A Identify and assess the best fit of various methods of outreach (trade shows, trade publications, regional forums, etc.) to the "business community" which can be used to market Troy.

Program (i)

Form a City "outreach committee" to undertake the identification and assessment, and to create the marketing program and materials to be used in each setting.

Policy B Undertake assessment of City's current (and known near-term) locational/market advantages.

Program (i)

Establish a working relationship with faculty at SIU-E in order to identify such advantages and understand current and likely future market trends affecting the community.

Policy C Benchmark the City’s economic development activity and report to the community on an ongoing basis.

Program (i)

Identify the City’s economic development activities and track their progress (level of investment, opening dates, employees, sales, etc).

Program (ii)

Report to the community regarding these activities on a periodic basis.

Policy D Explore, add, and keep current, economic development content on the City’s web pages.

Program (i)

Determine what economic development information is to be made available on the City’s web site and how it is to be maintained.

Program (ii)

Optimize search engines toward the City’s web site’s economic development content.

Program (iii)

Identify and retain a partner to assist the City in these activities.

Policy E Explore ways to attract tenants to existing buildings.

Program (i)

Work with local real estate developers, leasing agents and the Chamber of Commerce, and those from outside the community who have successfully leased property in Troy, to achieve this Policy.

Objective 2

Develop and promote a municipal identity, and municipal bureaucracy, that positions Troy as business friendly.

Policy A Educate municipal employees on providing excellent customer service to residents of, visitors to, and potential investors in, Troy.

Program (i)

Identify program(s) that provide this education and arrange to have such program(s) provided on a periodic basis for municipal employees.

Policy B Create and update a marketing campaign that positions Troy as business friendly.

Program (i)

Joint/cooperative effort with Chamber of Commerce to create this campaign and keep it current.

Policy C Develop a public/private partnership between City officials and entities that can support Troy's efforts to attract and retain businesses.

Program (i)

Identify these entities, form such partnerships and create the programs to attract and retain businesses.

Program (ii)

Discover and review potential incentive programs to attract and retain businesses, and recommend such programs to the City for adoption.

Program (iii)

Form an Incentive Review Committee to review incentives offered by the City and/or requested by private developers, and make recommendations to the City regarding providing such incentives on a case-by-case basis.

Objective 3

Establish Troy as a destination for regional-scale retailing.

Policy A Undertake periodic market research to determine if such activity is, or remains, feasible.

Program (i)

Identify and retain a market research firm to conduct the study and updates.

Policy B Identify location(s) for this activity within the City and provide public infrastructure to attract this type of retailing. (if market research in Policy A determines that this activity is feasible in Troy).

Policy C Identify land use development and zoning programs and regulations that would enhance the City for this activity.

Program (i)

Review of “best practices” literature for enhancement of such activity.

Program (ii)

Meet with developers of such activity, in order to create these development and zoning programs and regulations.

Policy D Periodically identify land with economic development potential for such activity outside the City, and expand corporate boundaries to encompass such properties.

Program (i)

Stay current on land use trends and rezoning requests in order to monitor where such land is located.

Program (ii)

Take appropriate steps to incorporate such parcels into the City.

Objective 4

Foster the creation of retailing and services which serve the needs of residents and non-residents alike.

Policy A Promote customer service initiatives in the retail service and food establishments in Troy.

Program (i)

Develop customer service training programs for employees of such businesses, and arrange to fund these programs.

Program (ii)

Create customer satisfaction process (forms / questionnaires / customer follow-up and contact) to be used to measure customer satisfaction in these businesses, to provide feedback in these areas and help modify the service training programs.

Policy B Identify retail and service needs of residents and non-residents, and use this information to attract desired retailers and service providers.

Program (i)

Work with the Chamber to survey residents and non-residents about retail and service needs that are being not served, or are underserved.

Program (ii)

Conduct market research to reveal any products or services that are not being provided within a reasonable travel time from Troy.

Program (iii)

Determine how to attract, and then secure, providers of those products, or services for possible location in, or expansion to Troy.

Objective 5

Identify the City's "downtown" and redevelop and revitalize it as a city center with a small town character which has a sense of place, is aesthetically attractive, and provides residential and commercial activities, and accommodates both vehicles and pedestrians.

Policy A Evaluate the uses, walkability, design, and architectural styles of the general downtown area so that the City can formalize a defined boundary of Troy's actual downtown.

Program (i)

Develop a citizen's committee to accomplish the evaluation and define the downtown.

Policy B Reclaim the City's historic downtown through (re)development utilizing historic architecture, design and materials, for both public and private investment.

Program (i)

Once the downtown area is determined, identify these historic architecture, design and materials elements.

Program (ii)

Review specific public and private actions and activities which have been used in similar reclamation efforts, determine which ones are suitable to implement in Troy, and develop necessary public policies / rules / regulations / incentives to implement this reclamation.

Policy C Lessen the cost of doing business in the City's downtown.

Program (i)

Research the impact and feasibility of applying differential rates, or the abatement or rebate of City imposed fees and charges within the downtown.

Program (ii)

Identify and apply for low cost financing and/or grants which will assist in achieving this Policy.

Policy D Periodically survey residents and non-residents as to what activities they want in downtown.

Program (i)

Utilize interns/students interested in economic development, with professional supervision, to design, administer and evaluate such surveys.

Policy E Make downtown more accessible to residents and visitors, by integrating parking needs into land use planning and zoning.

Program (i)

Review such documents in similarly sized municipalities to determine “best practices”, and what has worked in these locales to achieve this Policy.

Program (ii)

Review of City’s zoning ordinances, subdivision regulations and land use policies and revise such documents, if necessary, to meet this Policy.

Program (iii)

Insure that this consideration is part of the site plan review conducted by the City.

Policy F Establish new Zoning Ordinances and Land Use Regulations to enhance downtown.

Program (i)

Review of City’s zoning ordinances, subdivision regulations and land use policies and revise such documents, if necessary, to meet this Policy.

Program (ii)

Identify other municipalities where such enhancement has occurred, and review documents in these municipalities to determine what “rules and regulations” have worked in these locales to enhanced their downtowns.

Policy G Explore the designation of Troy’s downtown as an historic district.

Program (i)

Determine the pros and cons of such a designation.

Policy H Identify additional location(s) with potential for development as areas with a small town character that has a sense of place, is aesthetically attractive, and accommodates residential and commercial activities.

Program (i)

By City wards, organize a wide range of interested citizens and organizations to determine such locations, if any.

Program (ii)

Review and revise City policies and regulations to develop a set of guidelines and ordinances that will enable the development of these selected locations in such a manner.

Objective 6

Retain small businesses throughout the community.

Policy A Define and/or identify the small businesses in Troy and identify their needs.

Program (i)

Design and implement a survey to identify such businesses and their needs.

Program (ii)

Design and implement actions and activities that address such needs.

Policy B Market the small businesses to the Troy area, and regional residents.

Program (i)

Working with the identified small businesses, have the City develop a City-wide effort to promote and market these businesses.

Program (ii)

Utilize the current City-wide promotional (and similar) events (Old Fashioned Days, Homecoming, et al.) to attract participation of, and market, the City's small businesses.

Policy C Recognize small businesses in the City.

Program (i)

Provide awards to small businesses based on defined criteria (e.g. the owner's involvement, business' benefit to non-profits, civic involvement, unique product/services, years in business, etc.)

Program (ii)

Institute a 'secret shopper' program that can help identify those businesses that offer exceptional customer service, and recognize such businesses.

Objective 7

Achieve better design and aesthetics in retail and commercial areas throughout the City, including these areas' private and public structures, landscaping and signage.

Policy A Assess the City's standards in achieving such design and aesthetics.

Program (i)

Review City's Zoning Ordinance (especially signage regulations) and Land Use Regulations to determine if they achieve the Objective, and if not, make recommendation to do so.

Program (ii)

Determine other communities that have superior design and aesthetics in such areas, review their ordinances to ascertain if their ordinances and regulations can be instituted in Troy.

Policy B Acknowledge public and private development and redevelopment projects that are of quality design and aesthetically appealing.

Program (i)

Organize a City, or quasi-municipal group to review the design and aesthetics, and make such acknowledgements

Program (ii)

Create awards system, and publicity program(s) for such awards, so that quality design and aesthetics can be recognized.

Objective 8

Identify areas for industrial activity within the City and promote the development of such activity in these locations.

Policy A Engage in site location studies to identify current, and future, locations suitable for industrial park and business park use.

Program (i)
Retain professional assistance to undertake such studies and recommend locations for these activities.

Policy B Explore zoning and development incentives to bring this type of activity to Troy.

Program (i)
Explore such incentives in similarly sized and located cities to determine what is available, what has worked, and determine what would likely work in the City.

Program (ii)
Survey federal, state, county and municipal incentives and programs to discover what is available that is currently not used in the City and to ascertain what would attract this type of development in Troy.

Program (iii)
Discuss zoning and development incentives with industrial developers to aid in determining what will attract this type of development in Troy.

Objective 9

Diversify the employment base in the City.

Policy A Identify the specific businesses the City wants to attract.

Program (i)

Conduct interviews of the City's existing businesses and establish what these businesses see as new businesses that would be complementary to them.

Program (ii)

Survey City residents to determine the businesses that they wish to see in the community.

Program (iii)

Research the City's current and near term attributes and match these attributes with businesses that find such attributes attractive/necessary.

Program (iv)

Create the program to bring such businesses to Troy.

Policy B Cooperate with SIU-E to identify the human capital produced in the graduate programs at the University and bring this capital to Troy.

Program (i)

Organize the University, the Troy business community and the City government to match graduates' interests and skills with employment and entrepreneurial opportunities with local businesses and with the City.

Policy C Encourage employment opportunities for senior citizens.

Program (i)

Organize existing senior citizen groups in the City, and the Senior Volunteer program at the Southwest Illinois College to identify such opportunities.

Program (ii)

Develop a Senior Citizens Advisory group to work with public and private employers to insure that these employers are aware that seniors in the City are seeking employment opportunities.

Program (iii)

Research the types of businesses and industries that are employing seniors, determine if such businesses and industries are those which the City wishes to attract.

Objective 10

Finish development of the City's existing TIF Area.

Policy A

Promote the TIF Area and its benefits to a wide range of retail developers.

Program (i)

Develop marketing materials for the TIF Area, and a strategy for the use of these materials.

Program (ii)

Identify retailers to whom these materials should be sent, and distribute this information to them.

Policy B

Extend the life of the TIF area.

Program (i)

Initiate discussions with affected taxing districts.

Program (ii)

Contact elected state legislators regarding moving required legislation through both houses.

Program (iii)

If the above Programs are answered in the affirmative, take the statutory actions to extend the TIF area.

Policy C Actively pursue the development of the TIF area through direct negotiations involving the City, proposed developer(s) and major land owner(s).

Program (i)

Create the City's negotiating team to pursue this.

Objective 11

Encourage the creation and expansion of recreation activities and venues that contribute to the economic development of the City.

Policy A Define and update what is unavailable in the region's provision of recreational activities.

Program (i)

Conduct surveys, and create a data base, of the region's available recreation venues and the activities/programs they provide.

Program (ii)

Determine what currently unavailable activities/programs could be located in the City and work to locate them in Troy.

Policy B Identify recreational activities and venues that would extend the stay of those visiting the City.

Program (i)

Work with the Tri Township Park District, and citizens active in recreation, to determine such activities and venues and recommend such to the City for development.

Policy C Market the City as hotel/motel/restaurant/retailing destination for visitors to major regional recreational activities and venues.

Program (i)

Identify the major regional activity centers and venues (e.g. Gateway Center, Gateway International Raceway, SIU-E, the proposed soccer stadium, etc.) and establish ties with them to promote such activities in the City.

Program (ii)

Develop marketing and promotional materials for the City's /motel/restaurant/retailing and provide to the major regional centers and venues.

Policy D Position the current leagues playing in the City, and other recreational activities in the City, as the central location for such activities for the smaller communities in close proximity to Troy.

Program (i)

Identify these smaller communities and establish ties with them to promote such activities in the City.

Program (ii)

Develop marketing and promotional materials for the City's current leagues and recreational activities and provide these materials to such smaller communities, their recreational organizations and leagues.

Policy E Cross-market recreational events with the City's retailers and restaurateurs.

Program (i)

Improve the communication, and develop the means of such communication (periodic meetings, calendars, print and electronic newsletters et al.) between the providers (municipal, other public, school district and private entities) of recreational services and events, and the City's retailers and restaurateurs.

Policy F Identify, stay current concerning, and work with state and County agencies to secure funding sources to create, and market, recreational activities in Troy.

Program (i)

Periodically review literature concerning these sources and contact state and County agencies to determine what sources are available to Troy.

Program (ii)

Determine how to secure such funds and implement activities to do so.

Objective 12

Improve the local roadway system to enable residents to easily patronize the City's neighborhood shopping areas and downtown Troy.

Policy A Collaborate with County and state agencies regarding the improvements to this roadway system.

Program (i)

Establish City-based group to periodically meet with these agencies to insure that the City's concerns regarding this Objective are taken into consideration in the planning of the County and state roadway system.

Policy B Insure that the City's 'best practices' for local land use planning of residential development take into consideration roadway system improvements permitting easy accessibility to neighborhood shopping areas and downtown.

Program (i)

Identify such 'best practices' and educate the Plan Commission on their use to achieve this Policy.

Program (ii)

Enlarge the knowledge base of the Plan Commission concerning the current and potential locations for such neighborhood shopping centers and downtown-like locations.

Objective 13

Promote and fund economic development efforts, and complementary activities, such as transit, roadways, and other infrastructure.

Policy A Identify local funding sources, and pursue grants and tools that provide funding, for economic development, transportation and infrastructure projects.

Policy B Evaluate current tax structure and propose new programs to raise revenue.

Policy C Develop a wide range of public/private partnerships to achieve this Objective.

Program (i)

Formalize the City's on-going efforts to achieve each Policy with a commitment to create and staff the position of Director of Economic Development.



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