DOWNTOWN TROY PLAN

VISION 2026

Adopted by the Troy City Council—November 22, 2016

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Photograph on the front cover by Jonah Enfinger Photography.

HISTORIC DOWNTOWN TROY, AL

VISION 2026

This downtown plan would not have been possible without the efforts of all the citizens, community leaders, business owners, and property owners who took the time to take part in the planning process and contributed their ideas and insights. This is your plan and your vision for Downtown Troy.

We express our gratitude to the following:

The Troy City Mayor and Council, because without their leadership and insight, this plan would not have been possible, and to the Troy Planning Commission for their guidance and input into the planning process.

The Alabama Department of Economic and Community Affairs (ADECA), which through the Community Development Block Program (CDBG) with matching funds provided by the City of Troy, funded this effort, and the consultants, South Central Alabama Development Commission (SCADC) and KPS Group, who brought their expertise and creativity to the project.

South Central Alabama Development Commission (SCADC) assisted with funding for three studies that were conducted during the planning process, which are (1) a transportation study by Skipper Consulting, Inc.; (2) a wayfinding system sign audit by McComm Group, Inc.; and (3) a bicycle/pedestrian connection study between Downtown Troy and Troy University by KPS Group.

The City of Troy Planning & Community Development department partnered with the consultant team to collect the inventory, create the public engagement strategy, organize and facilitate the public events and online methods to attract the Troy stakeholders, and help create the document you see here today.

We hope you enjoy reading it as much as we enjoyed producing it.

ACKNOWLEDGMENTS

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Citizens like YOU!
Business Owners
Citizens
Community Leaders
Employees
Property Owners
Retirees
Residents
Students

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DOWNTOWN'S STORY

"We are not makers of history.
We are made by history."
-Martin Luther King, Jr.

Introduction

Troy is the economic hub of Pike County, the Troy Micropolitan Statistical Area, and a large portion of southeast Alabama. Troy is home to Troy University, as well as, several businesses and industries. As a focal point of the city, Downtown Troy plays a unique role in providing retail and residential opportunities. Downtown Troy is also a center for professional and governmental services for the area. The vision for Downtown Troy is to recognize the distinct opportunities of the area that set it apart from other retail and service areas; and then, transform those opportunities into experiences that define and strengthen the role of the Downtown Troy district. With this plan, local leaders are embracing the challenge of determining the best way to use the area's historic, cultural and natural resources to develop an active and sustaining central business district that will, in turn, bring both jobs and tax revenues to further improve local living and working conditions.

Location & History

Troy is located in southeast Alabama along U.S. Highway 231 approximately halfway between two metropolitan cities, Montgomery and Dothan. Montgomery is located 48 miles to the northwest and Dothan is 56 miles to the southeast. Troy is bisected by two federal highways: U.S. Highway 231 and U.S. Highway 29. U.S. Highway 231 is a major artery carrying visitors from north Alabama and beyond to and from the coast of Florida. This four-lane roadway is also a major economic route carrying heavy truck traffic on a daily basis. U.S. Highway 29 is a primary east-west connector through the south central Alabama region.

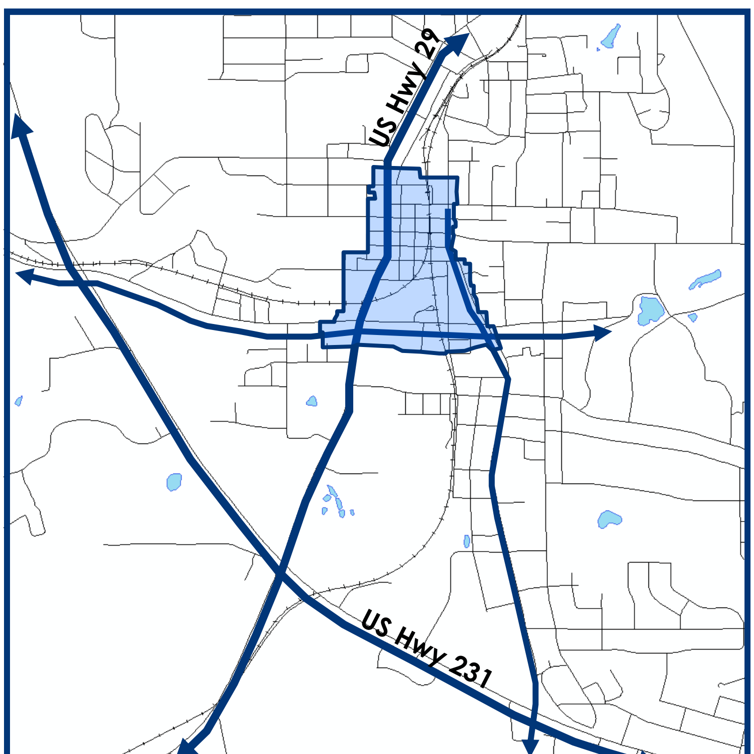
Troy is also home to the main campus of the Troy University System, with its main campus enrollment of approximately 8,000 students, as of Fall 2016. The University has four Alabama campuses and sixty teaching sites in 17 states and 11 countries. Troy University is known as Alabama's International University for its extensive international program.

With these two primary factors - an abundance of students and an abundance of traffic - there is no reason that Troy's central business district should not be one of the most successful downtown areas in the state. No reason, except that there is no clear access to downtown Troy from either U.S. Highway 231 or the Troy University campus. As a result, extensive growth has occurred on the federal highway.

Troy is located in southeast Alabama on U.S. Highway 231 between Montgomery & Dothan.

Downtown Troy is located along U.S. Highway 29 (Three Notch Street), approximately one mile north of what is now U.S. Highway 231, as shown in the vicinity map at the bottom right on this page. Up until the early 1950s, U.S. Highway 231 intersected U.S. Highway 29 at the northern end of the downtown area and traffic flowed south along a combined route through the city until US 10 turned west and US 231 turned southeast. As with so many cities, the construction of the U.S. Highway 231 Bypass between 1950 and 1954 diverted traffic away from the downtown area.

According to the Encyclopedia of Alabama, Troy was once part of the Creek Indian territory and the land where Troy is now located was known as Deer Stand Hill. The area was originally settled in the 1830's around Three Notch Road, which was a former military road and trade route between Pensacola, Florida and Tennessee. The county seat was located in Troy in 1838 and the first courthouse was built in 1839 on land that is now known as the downtown square.



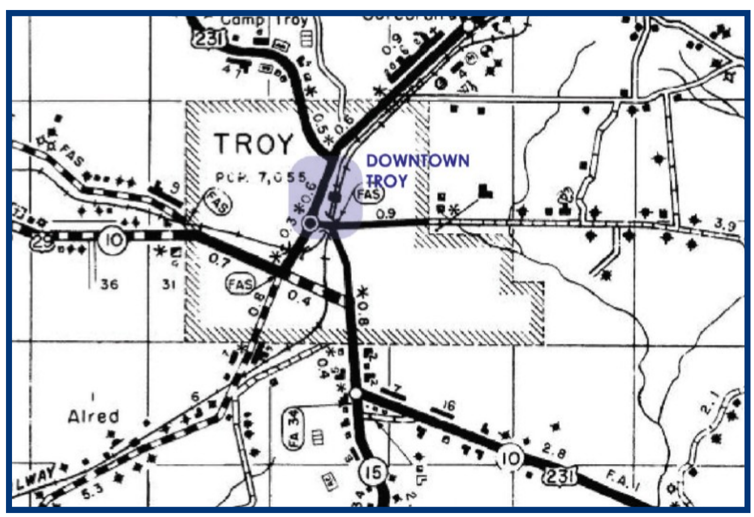
Downtown Troy Vicinity Map, 2016

Pike County Courthouse standing on what is now known as the Downtown Square.

According to "One Hundred Fifty Years in Pike County, Alabama" by Margaret Pace Farmer, the name Troy first appeared in Deed Book A Page 554, in a deed written October 6, 1838.

The first general merchandise store was opened in the early 1840s followed by a grocery and several taverns. In 1842, Troy was established as a Federal Post Office which brought two post roads to the area. The City of Troy was, however, incorporated February 4, 1843.

Troy experienced tremendous growth in the 1870s when the mayor, Urban L. Jones, paid the Mobile and Girard Railway, now the



Historical Pike County map from 1950 shows former location U.S. Highway 231 prior to the construction of the U.S. Highway 231 Bypass.

Central of Georgia, to extend its railroad from Columbus, Georgia, to Troy, making Troy the center of trade for several counties. Before the railroad extension, Troy's population was less than 500. After the railroad was completed, the population increased to 3,000 within 10 years. In 1892, a second railway, the Atlantic Coast Line, was completed, connecting Bainbridge, Georgia, to Montgomery by way of Troy. Another factor in Troy's growth was the establishment of Troy State Normal School, a state teacher's college, in 1887, which later became Troy University.

In February 2013, the Troy downtown area was listed on the Alabama Register of Landmarks and Heritage as the Troy Downtown Historic Commercial District. The historic district encompasses approximately 76 acres and 155 structures with contributing structures dating from the 1870s to the early 1900s. In the nomination, there is an account of fires that have taken place in the district and how they have shaped the area. The following is an excerpt from the initial downtown historic building survey (Corbett and Earnest 2012; *Deer Stand Hill: An Architectural Survey of Historic Buildings in Downtown Troy, Alabama*) included in the Nomination Binder:

> *A discussion of the history of Troy and key events that shaped Downtown architecture must include a brief summary of the effects of urban fires. Numerous fires have historically ravaged Downtown Troy and dramatically altered the architectural landscape of both the Court Square commercial district and outlying light industrial and railroad corridor areas. The architectural styles of Downtown Troy were strongly influenced by concerns of preventing fires and their spread. All downtown buildings were eventually constructed of brick and/or tin, and roofs were typically surrounded by parapets intended to impede the spread of airborne flaming debris.*
>
> *Buildings on the east side of Court Square were destroyed or badly damaged by fire in 1887 (Farmer 1992:264). The subterranean cisterns that were once located at the east and west sides of the Court Square were constructed in response to the 1887 fire and previous fires.*
>
> *The fire of 1890 demonstrated that the water supply from the cisterns was not enough for fighting a major fire (Farmer 1992:262). The 1890 fire started on the roof of a frame building at the west side of the Square and spread down South Three Notch as far as Williams Street, then crossed east, and destroying buildings up through Oak Street (Ibid:266). Fire struck again in 1893 and burned the Carroll and Murphree brick stables on Church Street, a building on Elm Street, the Parker House Hotel, the Sikes Warehouse, and numerous other buildings. Fire once again caused great damage in 1912 when the Thompson Cotton Warehouse on east Love Street burned, resulting in the loss of 1,500 bales of cotton, ordinance from the local armory, numerous buggies, and the adjacent residence of James Thompson. (Farmer 1992:267-268).*

1934 fire damage; southwest view across Church Street with Carroll Building in background.

In addition to the Historic Downtown District, Troy has three listings on the National Register of Historic Places, all of which are located near the downtown district. The Troy High School was located on Elm Street, which is one of the primary entrance corridors to downtown from the east, and was listed on the National Register in 1984. Built during World War I, Troy High School was the first school for secondary education in Troy. The Troy High School building was demolished in 2010 and the Troy Public Library was built in that location. Still, the nomination is important in the history of Troy.

The Old Troy Post Office (pictured above) which currently houses the Johnson Center for the Arts is located at 300 East Walnut Street and was added to the National Register of Historic Places in 1978. The following text is from the historic marker located at the front of the Johnson Center:

> *"The Historic Troy Post Office (Circa 1910). Chiseled in the cornerstone are the words Franklin MacVeagh, Secretary of the Treasury, James Knox Taylor, Supervising Architect, MCMX. This Classical Revival-style Post Office remained in service until 1980. The building draws heavily on both Roman and Greek models for its design...Parcel post service was instituted all over the country by 1912. In January 1913, The Messenger reported that the parcel post business was "good in Troy and is growing by leaps and bounds." During the first seven days, more than 800 packages arrived in the city. During that same period, there were about 600 packages distributed from Troy by parcel post."*

The College Street Historic District, located due west of downtown, was included on the National Register of Historic Places in 1976. The district includes 17 houses, one church and a cemetery, all located on College Street between Cherry and Pine Streets. Structures in the district date from the early 1870's and showcase a key historic founding neighborhood in Troy. Below is text from the Pike County Chamber of Commerce's College Street Historic District Walking Tour Guide (2015):

> *The College Street District contains a collection of late 19th and 20th century residences ranging from Gothic Revival and Classical Revival to Colonial Revival of the early 20th century. The eighteen structures reflect the lifestyles of Troy's prosperous and prominent citizens during the late 19th century. With one exception, the structures date from the mid-1870's to the first decade of the 20th century and were the homes of the town leaders in commerce, politics and education.*

College Avenue, concrete-paved in 1924, is typical of the shady, tree-lined streets in Troy, Ala.

The picture above is from the "Concrete Highway Magazine" published July 1926.

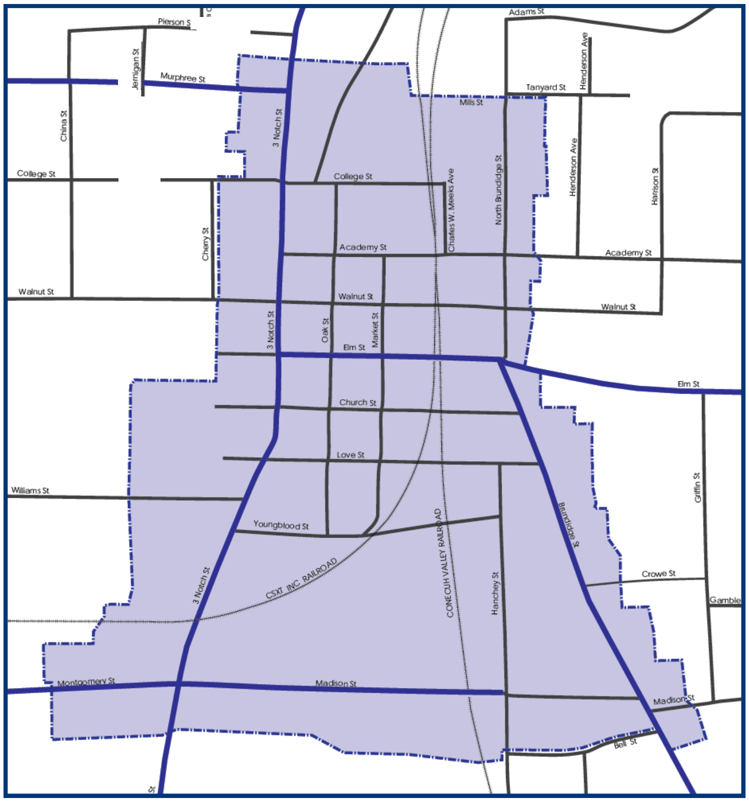
Purpose & Planning Process

The City of Troy and downtown stakeholders are eager to promote economic growth and revitalization of Troy's central business district. They are not eager to promote growth at the costs of those features that are unique to Troy and make it a wonderful place to live, work, play and raise families. Working with professional planning consultants, the City of Troy undertook a downtown revitalization planning process that would assess their existing resources, and outline methods to addresses programmatic, structural, and aesthetic improvements that maximize economic opportunities while protecting the city's natural and cultural resources and most notably its historic resources.

The project study area, shown on the bottom right of this page, includes primary and secondary study areas. The primary study area encompasses approximately 139 acres and just under 250 structures, located between Three Notch Street and South Brundidge Street, north of Madison Street and south of Murphree and Tanyard Streets. The secondary study area includes the corridors leading into the downtown district along Elm Street, S. Brundidge Street, Three Notch Street, Montgomery Street, and Murphree Street.

The downtown revitalization planning process included citizen meetings, an open studio workshop, and online surveys. The meetings were advertised in the Troy Messenger, with flyers, and through social media and an extensive e-mail distribution list. During the meetings, citizens were asked to complete surveys, respond in group conversations, identify issues, and work collaboratively to develop solutions. The citizen input obtained through the planning process was invaluable in developing a downtown plan that is reflective of the citizens of Troy.

As a result of the citizen interaction, it was possible to develop broad downtown strategies and outline specific actions necessary to accomplish the strategies. The Downtown Strategies are organized into five elements of development: promotion, vitality, appearance, movement, and network linkages. Upon completion of the Plan for Downtown Troy, the document was made available for citizen comment and review. A final draft of the Plan for Downtown Troy was presented to the Troy Planning Commission, who recommended adoption of the Plan for Downtown Troy to the Troy City Council. The final plan was adopted by the Troy City Council on November 8, 2016. Successful implementation will require both public and private efforts and investments of time, resources, and money. The Downtown Troy Plan is intended to serve as a guide for those efforts and investments.



Downtown Troy Study Area

Troy citizens take a break to review case study boards and complete a citizen survey during a meeting.

During the open studio and workshop, citizens worked together to identify opportunities and propose solutions to downtown issues.

Tracy Delaney, SCADC, speaking to Troy citizens at the Downtown Plan Kick-Off Meeting.

VISION

"Vision without action is merely a dream.
Action without vision just passes the time.
Vision with action can change the world."
-Joel Barker

Vision Statement

To create positive and memorable experiences that will transform Downtown Troy into a destination which will strengthen its economic presence through history, arts, entertainment, design, and partnerships.

The vision statement for the Downtown Troy Plan—Vision 2026 was developed through the energy of Troy citizens as they generated numerous ideas to create a place for people to meet, eat, shop, live, and relax. The citizens who participated in the planning process demonstrated their love for Troy and their dedication to invigorating the heart of the city.

Vision Word Cloud, 2016

During the Downtown Plan Workshop & Opening Studio on Thursday, July 8, 2016, the attendees participated in a visioning activity. For the visioning exercise, each participant received a single card and asked to fill in the prompt, "One word that describes my vision for Downtown Troy is..." The results were tallied into the word cloud on this page that shows how they feel about Downtown Troy and their vision for its future.

Downtown Opportunities

The opportunities diagram, shown to the right, is a graphic tool used to illustrate ideas in a generalized format. The diagram is a direct result of the downtown analysis and evaluation by the citizens of Troy coupled with sound downtown revitalization practices. The opportunities diagram is simple to convey ideas clearly. In actuality, each concept may include several projects that will take considerable time and effort to implement.

Within the physical layout of the City of Troy, there are three distinct **decision points** that lead to downtown. At these junctures, travelers must make a decision to either turn toward downtown or turn away from downtown. The decision points outlined in the opportunities diagram are the intersection of U.S. Highway 29 and Murphree Street at the north end of the downtown area; the intersection of Montgomery Street/U.S. Highway 29 and Madison Street at the southwest end of the downtown area; and, the intersection of Madison Street and South Brundidge Street at the southeast end of downtown. These decision points provide an opportunity to actively invite the traveler to downtown by providing wayfinding and directional clues.

In conjunction with defining decision points that lead to downtown Troy, opportunities exist to develop **image corridors** that enhance the travel experience and further encourage visitors to travel to the area. Image corridor opportunities are found along Murphree Street, Three Notch Street, Montgomery Street, Elm Street, and Brundidge Street. These corridors are the primary routes to downtown and can be transformed into image corridors that set the tone for the area.

Streetscaping can also have a positive impact on the travel experience. Streetscaping is particularly important as entrance corridors become downtown corridors. Streetscaping can have a significant impact on how people interact within a community by balancing the many activities that take place on a street. Streetscaping can include aesthetic improvements such as landscaping and wayfinding signs that guide traffic and enhance the travel experience.

Decision points and image corridors should lead to **gateways** that designate the entrance to downtown and create a sense of arrival to a unique and distinct location solidifying the downtown district boundaries. Opportunities for gateway development have been identified at three intersections: Three Notch and College Streets; Elm and Brundidge Streets; and, Three Notch and Love Streets.

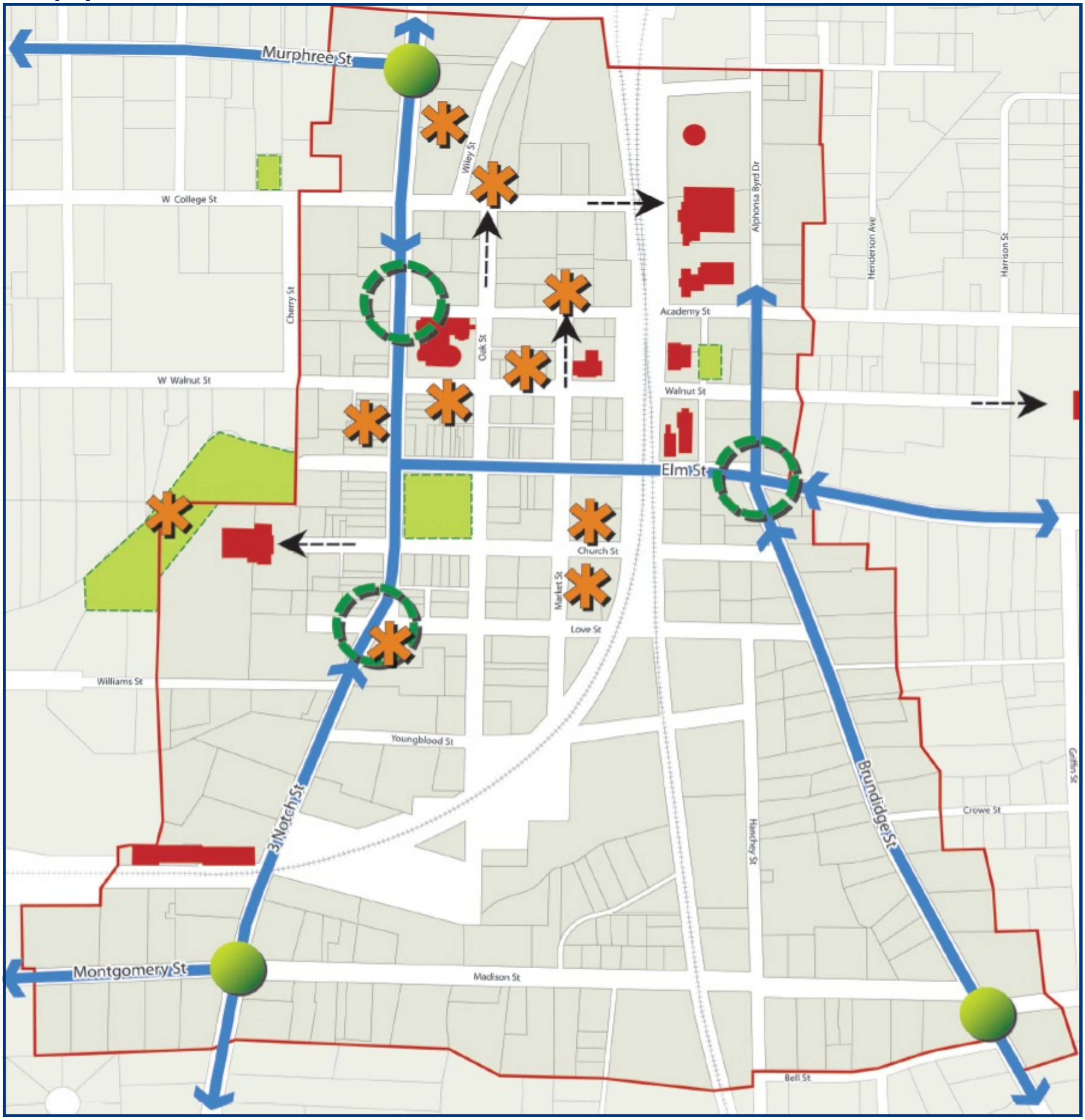
Another important element of downtown is the presence of existing **landmarks** that a traveler uses to move around an area and to provide direction. Landmarks included on the opportunities diagram are the Train Depot, the Pike County Courthouse, the Troy Municipal Complex / Police Station, First Methodist Church, Johnson Center for the Arts, the Downtown Fire Station, and the historic water tower.

Terminated vistas provide an opportunity to maximize the existing development pattern that often includes historic structures and landmarks. A terminated vista is a building or other structure that stands at the end of a street, or in the middle of a road, so that when looking up the street, the view ends with the site. Terminated vistas offer an opportunity to showcase some the unique features of Downtown Troy.

The opportunities diagram also identifies possibilities for **infill development** and **facade improvements**. Infill development is the process of developing or re-using vacant or underutilized sites and structures in densely developed areas, such as an urban environment or a downtown area. The unique character of downtowns is due in large part to building density and pedestrian scale. When a site or building is vacant, it becomes a hole in the urban fabric of the area. Closely related to infill development are facade improvements that reclaim the historic details of the downtown buildings. To some degree, there are opportunities for facade improvements on almost every block of Downtown Troy.

Lastly, the opportunities diagram showcases locations that are suitable for **parks and open space**. These land uses play an important part in downtown by creating public spaces for people to gather and relax and to provide relief from the built environment. Opportunities for parks and open space can often serve a dual function to bring attention to a landmark or to create a location for events and festivals. In this way, they work to bring even more visitors to the downtown area.

Opportunities Diagram



Gateway
Decision Point
Opportunity
Landmark
Image Corridor
Terminated Vista
Park/Open Space

DOWNTOWN STRATEGIES

"The secret of getting things done is to act."
-Dante Alighieri

Strategy Development

Through the citizen participation in meetings, an open studio workshop and online surveys, it was possible to formulate key downtown elements and strategies that address both citizen concerns and citizen goals. During these meetings, citizens were asked to provide feedback, complete surveys, respond in group conversations, identify issues, and work collaboratively to develop solutions. The citizen input obtained through the planning process was essential in developing a downtown plan that is reflective of the citizens of Troy. The Downtown Strategies are organized into five key elements of downtown development: promotion, vitality, appearance, movement, and linkages.

Key Elements

The key elements used in this plan are simply a means of organizing development strategies and actions. Sound planning principles dictate that there are some basic components that must be included in a revitalization, redevelopment or renovation process. Among those components are design, structure, economic potential, and awareness. The five downtown development elements provide a system to assign similar strategies and actions into groups that can be further broken down into manageable tasks. The organization system is to ensure that implementation of the plan does not become an unwieldy and daunting undertaking.

In the Open Studio & Workshop meeting, the key downtown development elements were explained and participants were gathered at tables with one assigned element per table. The groups were provided with a large format map of Downtown Troy and markers, participants were asked to work together to generate positive actions for downtown Troy within their assigned category, show the ideas graphically on the map, and then have a spokesperson for the group present the ideas to the rest of the attendees. This exercise resulted in many of the implementation actions found in this section.

Downtown Strategies

The strategies portion of the downtown plan is about action:

What needs to be done?

How can things get done?

And, who needs to do them?

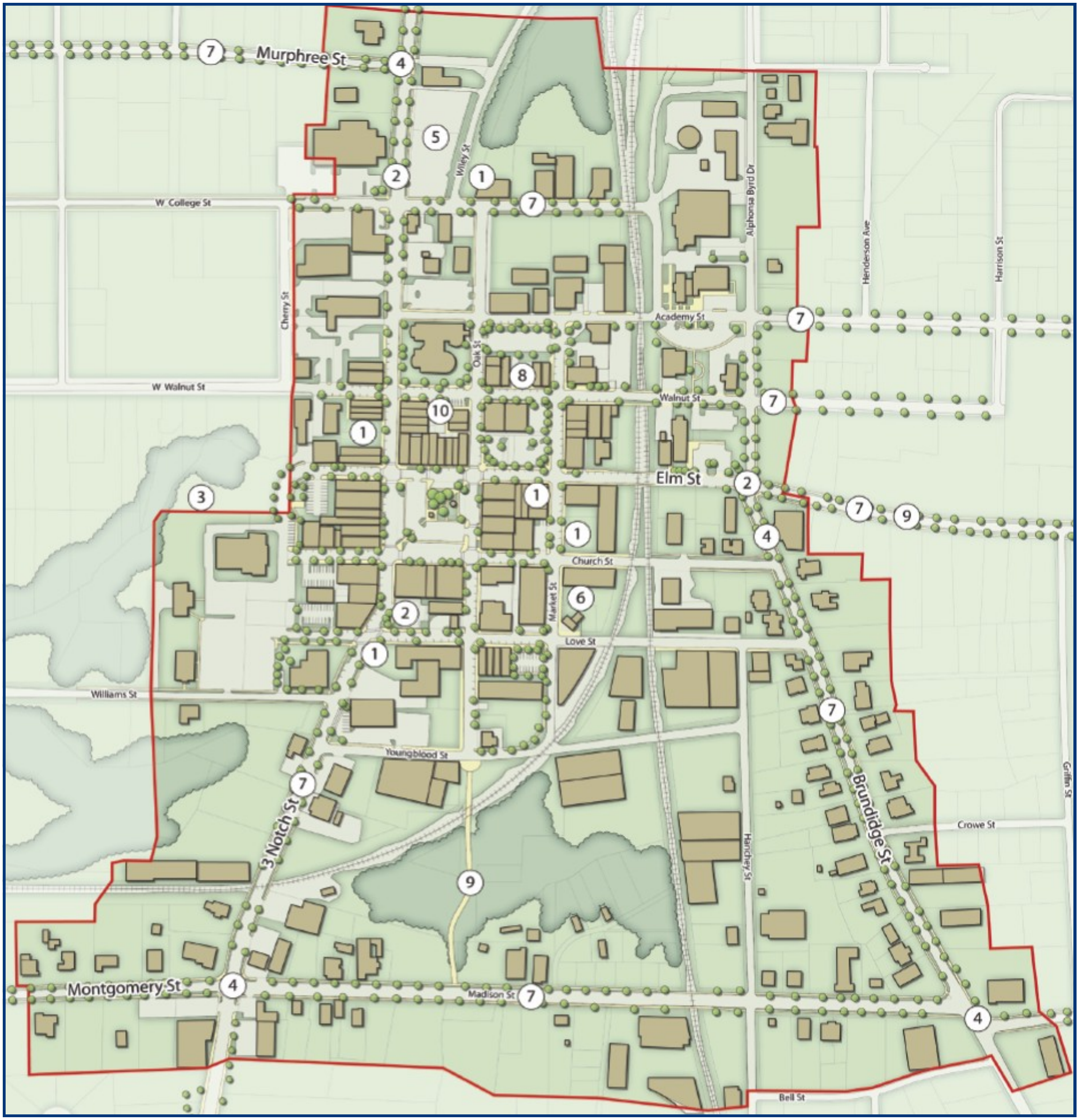
None of those are easy questions. This plan does not provide every answer. Part of the planning process is very fluid in responding to change as incremental improvements are made. It is imperative that this plan be used as a guide for downtown revitalization and not a prescriptive model. With that being said, it is also imperative to have a plan of action so that all individual projects and improvements are implemented as a part of the overall unified vision for Downtown Troy.

Identification and organization of opportunities, ideas, and possibilities made it possible to create the illustrative plan that begins to tie all of the design and appearance pieces together for Downtown Troy. From the illustrative plan, it is possible to outline the specific tasks that need to be accomplished. Along with the design component; however, are all the behind the scene efforts that must take place to generate the desired patronage and economic return. Beautification will not transform Downtown Troy. The only successful methodology is a coordinated and combined effort of sensitive design, innovative awareness-building, and effective recruitment.

Successful downtowns with good design don't just happen. Instead, they are the result of thoughtful placement of attractive design features that function to draw visitors into the area and then move them around efficiently and effectively. Successful downtowns use design to create an experience that a visitor wants to repeat. The Illustrative Plan, shown on the opposite page, builds on the Opportunities Diagram to show how existing opportunities can be transformed into design features that provide the movement and aesthetic functions essential to providing that quality experience in Downtown Troy. Likewise, the downtown strategies build upon the Illustrative Plan to outline those actions necessary to bring the plan to fruition. The downtown strategies, actions, and some proposed designs are included in this chapter. A more detailed discussion of each strategy and illustrations of how each strategy applies to Downtown Troy can be found in the appendix.

A downtown strategy matrix and a list of actions conclude the downtown strategy section. In the matrix, all of the Troy downtown strategies and actions have been compiled in an abbreviated format to provide a broad perspective of the many tasks to be accomplished and how they relate to one another. Recognizing that financial and time constraints will come into play, it is important to realize that not all of the components of the plan will be completed immediately. In fact, downtown revitalization experts recommend that downtown stakeholders start with small projects that have the biggest impact. These are the projects that inspire others to get involved and the results grow exponentially. The action list includes both immediate impact projects and the initial steps in long-term projects. As projects are completed, the list of actions will need to revised and updated to reflect the changing needs of downtown.

Illustrative Plan



1. Infill Development Opportunity
2. Gateway Improvements
3. Downtown Park
4. Wayfinding Signage
5. Potential Housing Site
6. Public or Shared Parking
7. Streetscape Improvements
8. Pocket Park
9. Bicycle Route
10. Water Tower Parklet

Promotion

Promotion strategies include actions that build awareness of downtown to both Troy residents and visitors. Promotion helps Downtown Troy become a destination. Promotion strategies create a positive identity and image through activities that generate interest in and support the unique character of downtown. To be successful with promotion strategies, it will be necessary to develop a strong identity for downtown Troy that is consistently reinforced at every opportunity. The Downtown Troy identity should be used with marketing materials to recruit specific businesses and support services that further enhance the living, working, and shopping quality of the area. Promotion strategies are focused on branding and advertising, marketing and recruitment, and events.

STRATEGY 1

Establish a distinct identity for Downtown Troy that will be recognized and bolstered through traditional advertising, social media, and non-traditional promotion.

ACTIONS

1. Develop a branding campaign, with an easily recognizable logo and tag line that identifies Downtown Troy.
2. Obtain commitment from all players in the Downtown Troy economic and community development arena to be a part of the branding process and its implementation.
3. Look for innovative ways to integrate brand identity into downtown infrastructure.
4. Make brand logo and tag line available and develop incentives to encourage downtown businesses to include logo in advertising and packaging.
5. Develop methodology to consistently promote downtown brand and identity in social media and other digital platforms.

Stakeholders have developed a logo for downtown and are currently using multiple social media platforms to build awareness of downtown activities and events.

STRATEGY 2

Develop a marketing and recruitment plan that reinforces the identity and showcases the assets of downtown to increase visitation and investment.

ACTIONS

1. Conduct a detailed market potential study to further define characteristics of local consumers and their spending habits, and to obtain a detailed picture of products and services that are in high demand.
2. Identify a distinct niche for downtown that complements rather than competes with other commercial resources in Troy.
3. Develop a marketing plan to increase visitation to existing retail, services, and restaurants.
4. Develop a recruitment plan to pursue location of, or start-up of, businesses that will meet demand for products and services that are missing in Downtown Troy.
5. Compile a recruitment package to attract future investors and business owners that is available in both paper and digital formats.
6. Work with organizations to offer regular and ongoing training sessions for merchants to assist in adapting to the changing market place and other relevant issues faced by downtown business owners.
7. Establish a business owner mentorship program offering peer assistance to new business owners and start up businesses.

STRATEGY 3

Create a central, one-stop calendar with a variety of events that makes downtown the place to be in Troy.

ACTIONS

1. Designate an agency and position/ person responsible for compiling and maintaining a downtown events calendar.
2. Establish format and time frame for submitting event and activity information to central calendar of events, including sales, celebrity appearances (book signings), concerts, outdoor markets, etc.
3. Include calendar of events information on downtown information kiosks.
4. Build an Internet presence with top search results.
5. Provide website information and encourage visitors to post reviews on travel and tourism websites.
6. Continue and increase promotion of downtown activities through social media accounts.
7. Publish a visitor's guide that includes the calendar of festivals, events, and activities.

A search for **Things to Do in Troy** should result in multiple activities listed on a central calendar.

Vitality

Vitality strategies ensure an active and vibrant quality of life through residential options, economic growth, support services, and amenities not found in other locations in the city. Specifically the vitality category focuses on bringing people to the downtown area for reasons other that shopping and services, such as restaurants, cultural arts events, historic tourism, and recreation events hosted in a proposed amphitheater.

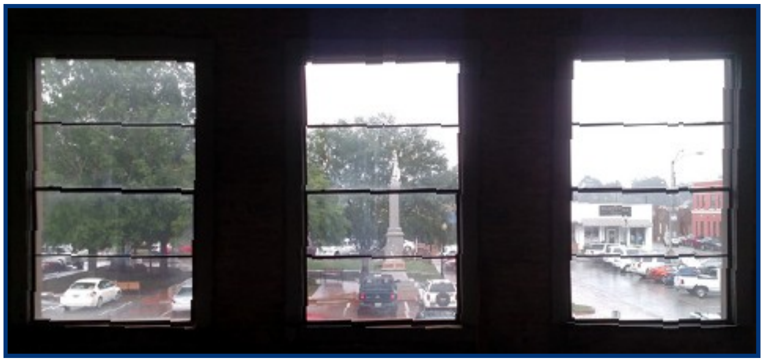
STRATEGY 4

Encourage downtown living as a viable and unique lifestyle, thereby increasing activity levels and the overall vitality of the district.

Proposed townhouse residential development located at the north end of Downtown Troy.

ACTIONS

1. Encourage ongoing private development of residential options on upper floors of downtown buildings.
2. Recruit private development of residential townhouses on vacant site located on East College Street between North Three Notch Street and Wiley Street.
3. Encourage downtown living in upper floor apartments and condominiums through resident incentives.
4. Explore additional opportunities for development of downtown residential resources in vacant warehousing and industrial buildings located at the south end of the district.
5. Ensure a variety of housing price options to attract residents to the downtown area.



Upper floor living in downtown offer views (above) and space options that cannot be found in traditional houses (to the left).

STRATEGY 5

Build on existing cultural arts resources to create an artisan community / district / atmosphere that attracts artists, makers, enthusiasts, and consumers.

ACTIONS

1. Support and promote the Johnson Center for the Arts facilities as a destination for residents and visitors to Downtown Troy.
2. Look into the possibility of reusing the historic Light Plant (Balmer's Automotives) facade to create a northern anchor as a makerspace to increase support for craftsmen, artisans, and other makers.
3. Investigate possibility of an incubation site or co-op for artisans to have a location to work together in a similar environment along with retail space for sales.
4. Recruit retail establishments that offer cultural arts purchases, such as artist supply stores, music stores, and book stores.
5. Look into developing an Art Walks program and/or local sculpture program around the Downtown area.

The historic Light Plant (Balmer's Automotive) facade could be transformed into a makerspace or artist co-op.

STRATEGY 6

Strengthen and expand local and regional assets to create a recreation and tourism base in Downtown Troy, ensuring year-round resident and visitor traffic.

ACTIONS

1. Develop a tourism and marketing strategy for Downtown Troy.
2. Establish Downtown Troy as a destination.
3. Continue networking efforts with other tourism and destination marketing organizations across Alabama.
4. Explore recruiting a hotel into one of the historic structures downtown.
5. Evaluate construction of a multi-purpose amphitheater/park venue on undeveloped land north of the Pike County Courthouse.
6. Construct a small parklet at the location of the historic water tower on Walnut Street.
7. Showcase the water tower parklet as an example of how small spaces can provide big amenities to downtown visitors.
8. Promote event and recreational activities to help make downtown a destination for both residents and travelers.

The site of the historic water tower on Walnut Street offers an opportunity to build a small "parklet".

Appearance

Appearance strategies address the physical design of downtown to make certain that the image portrayed is reflective of Troy's preferred image and character. These strategies are about more than aesthetics. Good design helps move traffic into and around downtown, increases walkability, promotes economic investment, preserves the historic character of the area, and enhances the overall downtown experience. The appearance strategies focus on appropriate reuse of vacant or underutilized sites and structures; restoring and improving the street-facing facades of structures; installation of design elements along streets to provide a positive travel and walking experience; and the formation of activity districts.

STRATEGY 7

Strengthen areas of downtown into mini-districts of activity through clustered and complementary activities that support and build upon one another.

ACTIONS

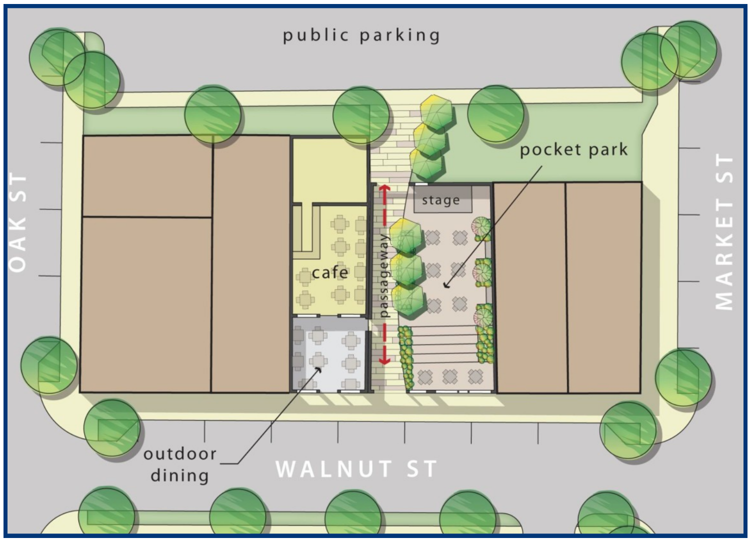
1. Develop a mix of similar businesses or activities to create a retail activity mini-district in the core of downtown.
2. Establish a retail mix mini-district of shops and restaurants characterized by vibrant storefronts and upper level offices and living environments.
3. Strengthen municipal and county governmental mini-district boundaries, further defining the activity clusters.
4. Further develop an arts activity mini-district from the Johnson Center on East Walnut Street to East College Street.

STRATEGY 8

Identify and maintain an ongoing record of specific opportunities for infill development and actively pursue private investment in these properties.

ACTIONS

1. Maintain an active list of infill development opportunities with property details to all extent possible.
2. Actively recruit private investment for infill properties, matching each site's unique features with market potential.
3. Identify those locations for public spaces that can be funded with municipal or non-profit funds.
4. Seek infill development first for those locations that will have the greatest impact on the entire downtown area, such as in gateways and core retail commercial.
5. Be prepared to provide an incentives package to encourage infill development on sites with severe limitations to reuse.



Infill development on East Walnut Street between Market and Oak Streets includes an outdoor cafe and pocket park that acts as a transition zone with a passageway between a parking lot and retail stores.

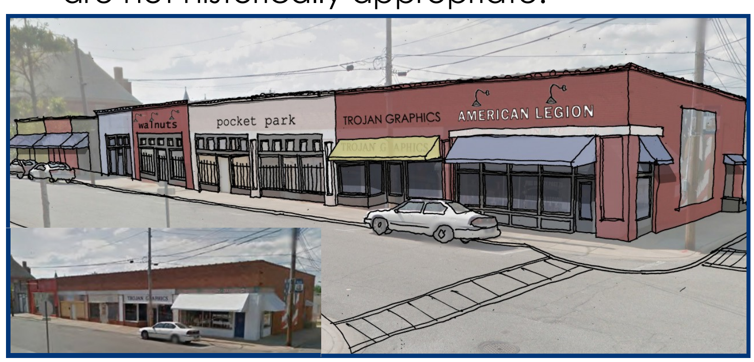
A vacant lot on Three Notch Street is reused to construct a new building for retail on the lower floor with office or residential above overlooking an outdoor courtyard, solidifying the street frontage.

STRATEGY 9

Develop design guidelines and a facade improvement program that encourages property owners to make improvements that strengthen the historic character of downtown.

ACTIONS

1. Develop design guidelines for Downtown Troy that adheres to the historical character and vision of the area.
2. Investigate establishing a facade improvements program to assist property owners in restoring their properties to their original historic character.
3. Seek funding for a facade improvements program through grants or donations made to a non-profit organization.
4. Develop guidelines and maintenance requirements for improvements made through the façade improvements program.
5. Publish details of facade improvements program through electronic and print media to encourage property owners to restore their buildings to their original historic character.
6. Conduct training classes and offer design assistance on façade improvements so owners do not invest in improvements that are not historically appropriate.



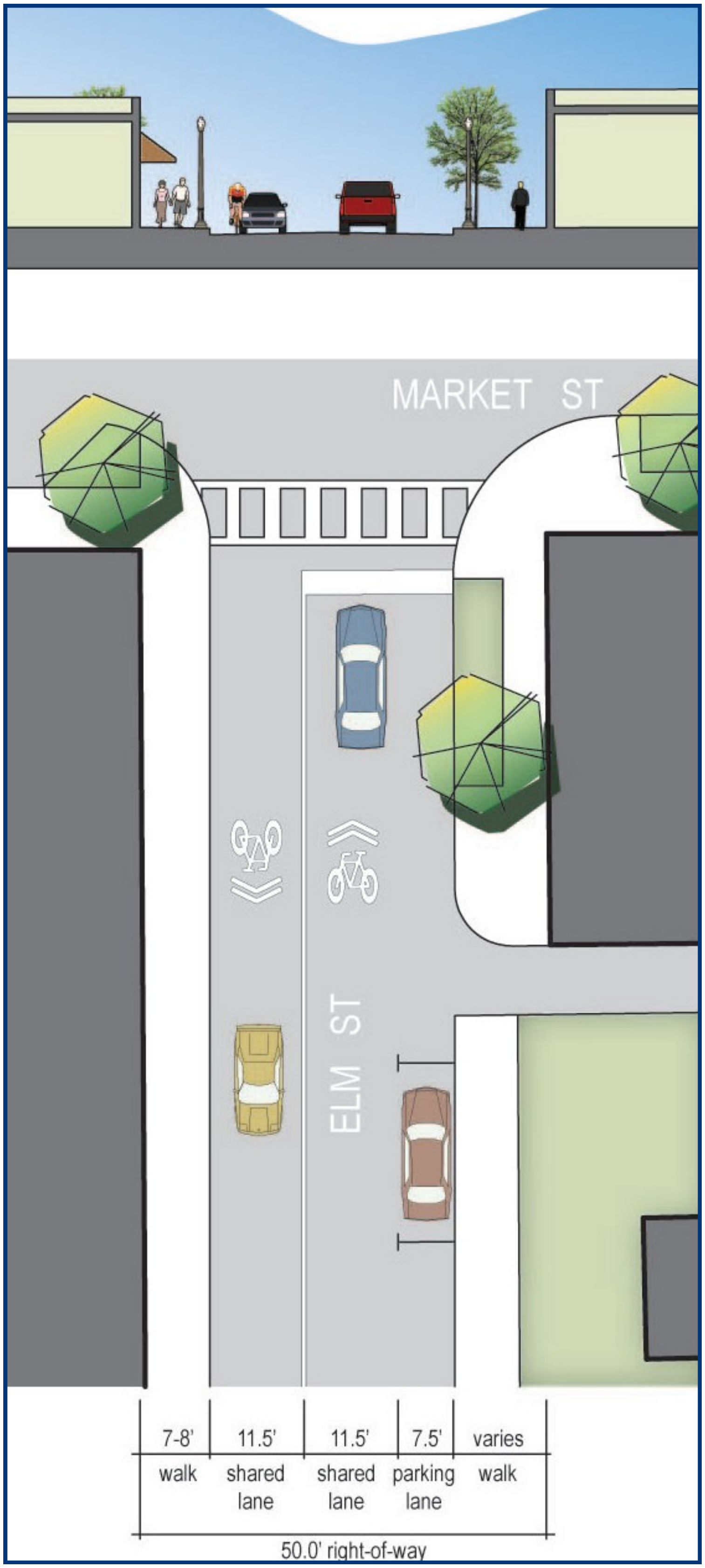
Facade improvements on a block of Walnut Street restore the street frontage continuity and the historical character of the buildings.

STRATEGY 10

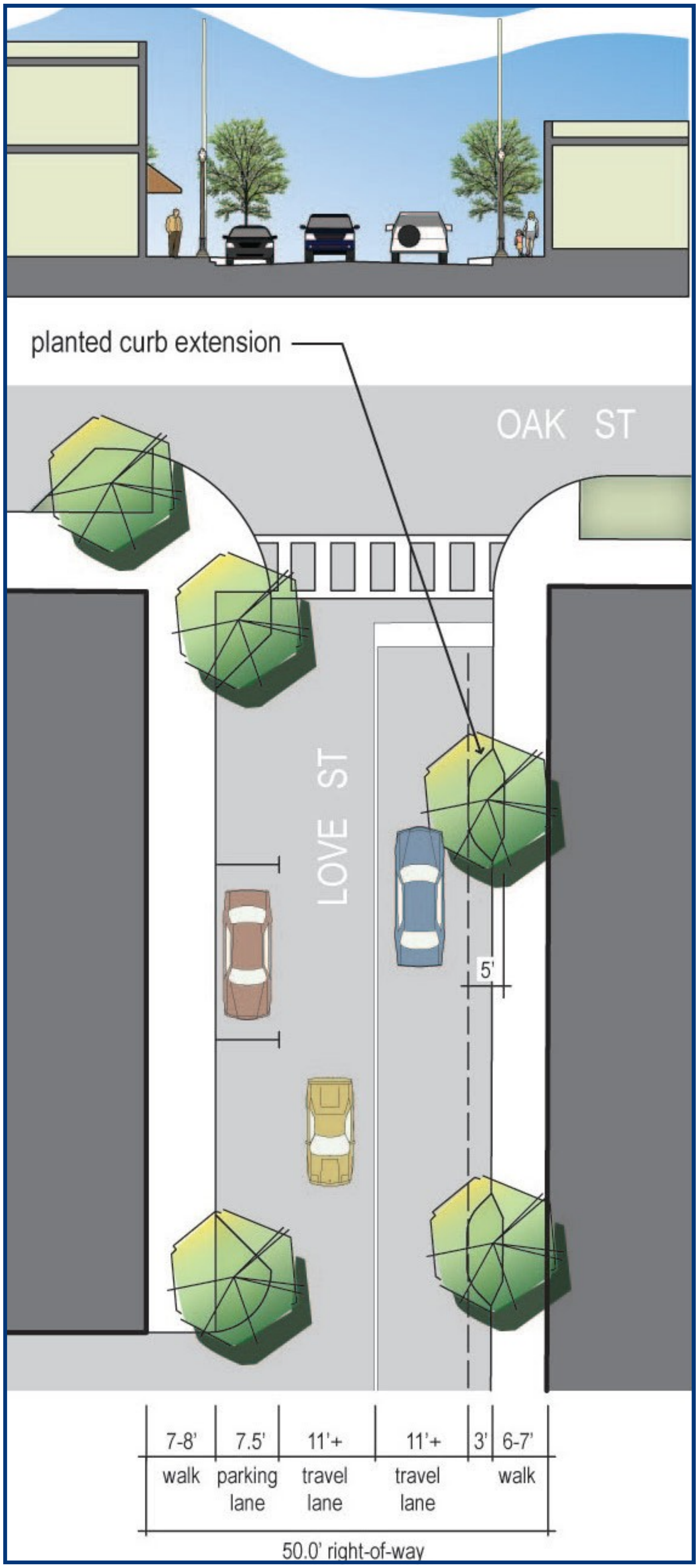
Execute a streetscaping program that creates a walkable community while promoting economic activity.

ACTIONS

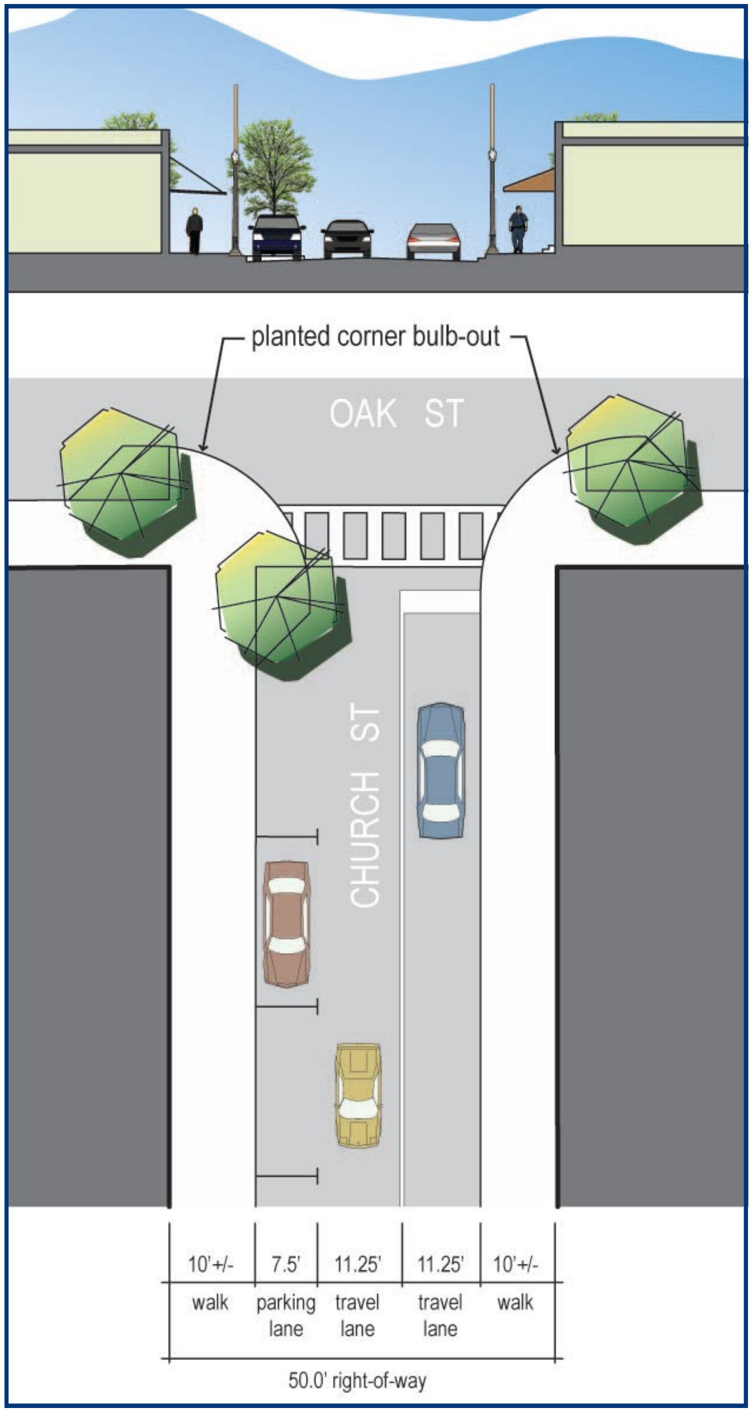
1. Prioritize image corridors for streetscaping improvements on Three Notch Street, Elm Street, Murphree Street, and Montgomery Street, as funds allow.
2. Prioritize streetscape improvements for remaining streets as private interest and funds allow.
3. Develop detailed streetscaping improvement plans for each image corridor as funds allow.
4. Develop a street tree give-away program that fosters private ownership and maintenance of trees once planted.
5. Pursue replacement of overhead power lines with underground utilities or work with utility and communication organizations to clean-up and organize existing lines, until underground utilities become feasible, in the downtown district and along image corridors.
6. Extend pedestrian-scale lighting two blocks in each direction from the downtown square.
7. Continue installation of outdoor seating and nearby trash and recycling receptacles in the same area as new pedestrian-scale lighting and at same time as new lighting is installed.
8. Install bicycle parking at intersection of Elm Street and Market Street as part of sharrow but to discourage bicycle traffic on the sidewalks in the downtown square.
9. Consider installation of a public washroom near downtown square.



Elm Street at Market Street intersection with shared travel lane, planted bulb-outs, one-side parallel parking, and sidewalks.



Love Street at Oak Street intersection with planted bulb-outs and curb extensions, one-side parallel parking, and wider sidewalks.



Church Street at Oak Street intersection with landscaping at corner bulb-outs, one-side parallel parking and wide sidewalks

Movement

Movement strategies are directed toward outlining clear circulation and direction for all modes of transportation, including resting areas, while safeguarding access to those features and resources that draw patrons to the downtown area. A wayfinding system should clearly and effectively direct traffic into and around downtown while also serve as a basis for a visitor's orientation by letting them know where they are and how to find locations. Image corridors and gateways set a positive tone to the travel experience and create a sense of arrival to a special and unique location.

STRATEGY 11

Create a city-wide wayfinding system that efficiently and effectively draws traffic into downtown and directs movement within the district.

ACTIONS

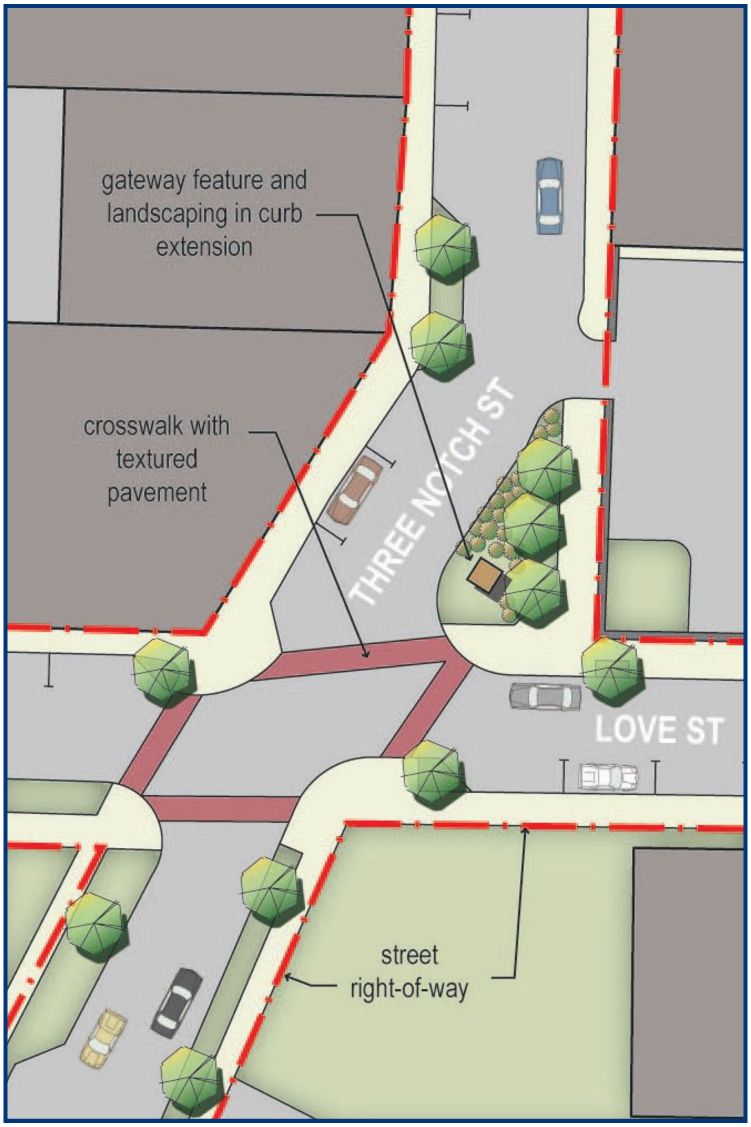
1. Conduct phase two of the wayfinding study using gateways and image corridors as defined in the downtown plan.
2. Develop a city-wide wayfinding signage system.
3. Install directional trailblazer signs at decision points that lead to downtown at the intersections of Montgomery and Madison Streets, Madison and Brundidge Streets, and Murphree and Three Notch Streets.
4. Install gateway signage at the intersections of Three Notch and College Streets, Three Notch and Love Streets, and Elm and South Brundidge Streets.
5. Use street trees, landscaping, lighting, and sidewalks to further define decision points and gateways into downtown.

STRATEGY 12

Create attractive and welcoming entrances, or gateways, to Downtown Troy that are clear signals of arrival to a unique and extraordinary place.

ACTIONS

1. Install temporary gateway elements to secure and protect gateway intersections until full gateway designs are constructed.
2. Investigate options with the Alabama Department of Transportation for gateway development on Three Notch Street since it is a federal highway under their jurisdiction.
3. Remove overhead power lines and replace with underground utilities as feasible.
4. Research and develop detailed gateway development plans at the three identified downtown gateway locations.
5. Raise funds through donations and fundraising drives for gateway development.



South Three Notch and Love Street focuses on the transition to downtown with pedestrian scale features, such as textured crosswalks, curb bump-outs, seating, lighting, street trees and landscaping, and gateway banners.

STRATEGY 13

Create a circulation system that is safe, comfortable and convenient for multiple modes of transportation.

ACTIONS

1. Develop and enforce an access management plan for downtown image corridors and streets within the downtown boundary.
2. Commission a separate access management study for Brundidge Street from U.S. Highway 231 to Academy Street.
3. Convert one-way circulation to two-way circulation on Church, Market, and Elm Streets around the downtown square.
4. Re-align angled parking spaces around the downtown square to match the two-way flow of traffic.
5. Modify traffic signals at the intersections of Three Notch / Church Street and Three Notch / Elm Street to accommodate two-way traffic.
6. Work towards restricting heavy truck through traffic on Three Notch Street.
7. Re-route truck traffic from going through downtown to Trojan Way.
8. Construct a re-alignment of Trojan Way from Orion Street to U.S. Highway 29 to better facilitate truck traffic.
9. Work with Federal Railroad Administration to try to establish a rail quiet zone through downtown.
10. Improve the parking experience off the downtown square by landscaping public parking areas and creating safe and interesting pedestrian routes from parking areas to retail areas through façade improvements and streetscaping.

Linkages

Linkages define how downtown relates to its surroundings, including what can make those linkages stronger and what organizational structure is necessary to promote and strengthen the downtown linkages to other areas and organizations. The ongoing success of Downtown Troy will be dependent on partnerships made with other organizations and entities that bring traffic to the downtown area and assist with the promotion of downtown as a place that is not to be missed.

STRATEGY 14

Establish a downtown organizational structure and partnerships that support all aspects of downtown development, marketing, and promotion.

ACTIONS

1. Research and establish a formal downtown organizational structure that best meets the needs of Downtown Troy stakeholders.
2. Name a central point of contact.
3. Form task committees based on what is to be accomplished, such as promotion, beautification, or economics.
4. Develop partnerships to bring investors, visitors, and residents to Downtown Troy.
5. Use consistent methodology to measure and celebrate successes!

Photograph by Jonah Enfinger Photography.

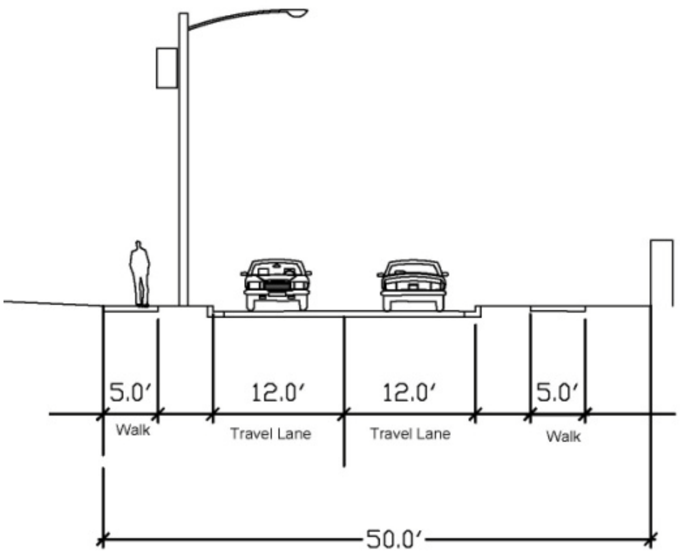
STRATEGY 15

Pursue creation and improvement of bicycle and pedestrian connections within downtown and to nearby locations.

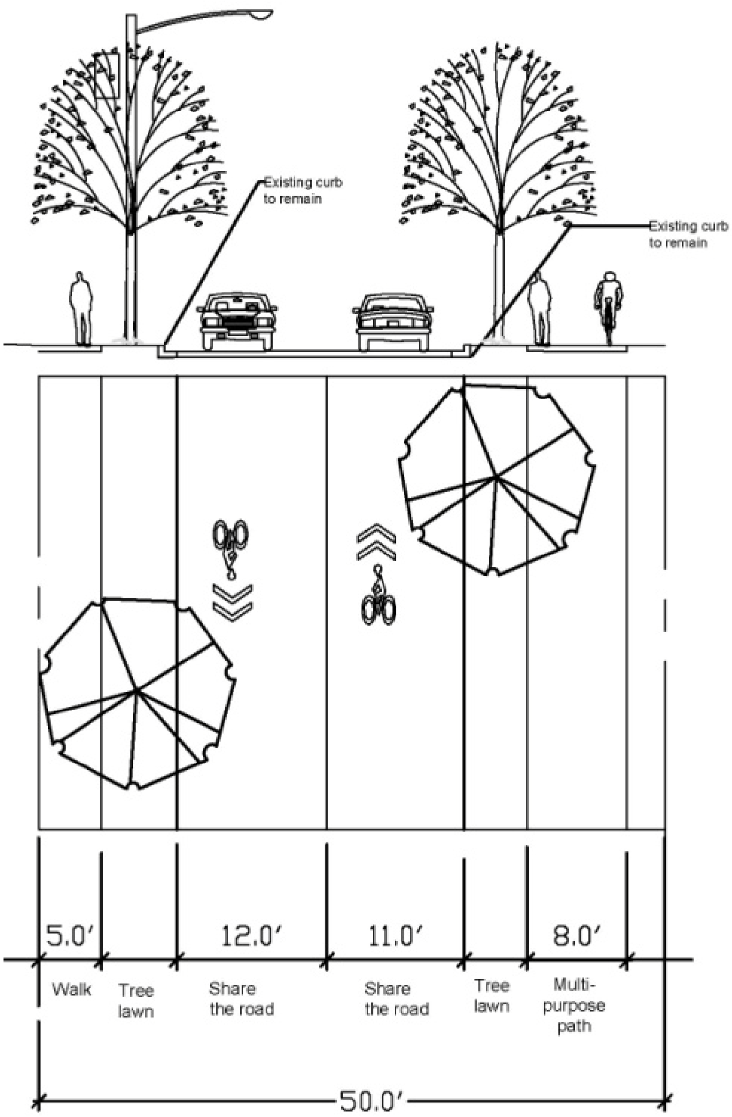
ACTIONS

1. Include bicycle and pedestrian facilities in any street renovations by designing new or retro-fitted streets as complete streets.
2. Institute a district-wide sidewalk improvement program, as funds allow.
3. Work with the railroads to evaluate railway crossings to determine modifications necessary to promote safe use by pedestrians and bicyclists to include the continuation of pedestrian and bicycle paths over railroads with appropriate surface materials.
4. Implement the recommendations of the Downtown Troy - Troy University bicycle and pedestrian study to build a safe connection between downtown and students, as funds allow.

The illustration on the opposite page shows how a sharrow (share the road) facility and a shared multi-use path could be implemented on Elm Street, east of Brundidge Street.



Existing
Elm Street, east of Brundidge



STRATEGY 16

Strengthen ties and involvement with existing organizations and Troy University and its faculty, staff, and students with downtown.

ACTIONS

1. Work with the Chamber of Commerce, Economic Development Corporation, Troy University Department for Advancement and Economic Development to initiate educational programs for businesses, assist in recruitment, and with market studies and strategies
2. Strengthen ties with Troy University by promoting the extension of its educational presence and providing services and products that the university faculty, staff, and students need and use.
3. Encourage joint development strategies for downtown uses serving both the public and Troy University students.
4. Enhance the cooperation and links among government, economic organizations, other arts organizations, educational facilities, businesses, and residents.
5. Build on the presence and resources of city and county government offices and the close proximity of the university.
6. Host events that would draw nearby employees and university faculty, staff, and students downtown.
7. Network and partner with other organizations, churches, and businesses to build upon the link to downtown Troy.

Downtown Strategy Matrix

Promotion	Promotion	Promotion	Vitality
Branding & Awareness	**Marketing & Recruitment**	**Calendar of Events**	**Residential Opportunities**
Strategy 1: Establish a distinct identity for Downtown Troy that will be recognized and bolstered through traditional advertising, social media, & non-traditional promotion. Actions: • Develop branding campaign • Obtain stakeholder commitment • Integrate brand into infrastructure • Make brand logo available for business use • Develop social media methodology	Strategy 2: Develop a marketing and recruitment plan that reinforces the identity and showcases the assets of downtown to increase visitation and investment. Actions: • Conduct market study • Indentify downtown niche • Develop marketing plan • Develop recruitment plan • Compile recruitment package • Offer merchant training sessions • Establish new business owner mentor program	Strategy 3: Create a central, one-stop calendar with a variety of events that makes downtown the place to be in Troy. Actions: • Designate central source for events and activities calendar • Establish format for information submittal • Include calendar on downtown kiosks • Build internet presence • Encourage visitor reviews on travel/ tourism websites • Continue/increase promotions on social media • Publish visitors guide	Strategy 4: Encourage downtown living as a viable and unique lifestyle, thereby increasing activity levels and the overall vitality of the district. Actions: • Encourage upper floor residential options • Recruit private development of residential on vacant sites • Encourage downtown living through incentives • Explore additional downtown residential sites and living options • Ensure variety in housing price and space
Vitality	**Vitality**	**Appearance**	**Appearance**
Cultural Arts	**Recreation & Tourism**	**Activity Mini-Districts**	**Infill Development**
Strategy 5: Build on existing cultural arts resources to create an artisan community / district / atmosphere that attracts artists, makers, enthusiasts, and consumers. Actions: • Support/promote the Johnson Center as a destination • Reuse historic Light Plant (Balmer's) as an artists' co-op or makerspace • Investigate need and possibility of incubation site or co-op for artisans • Recruit retail that supports arts supplies • Develop Art Walks or local sculpture program	Strategy 6: Strengthen and expand local and regional assets to create a recreation and tourism base in Downtown Troy, ensuring year-round resident and visitor traffic. Actions: • Develop tourism and marketing strategy • Establish Downtown Troy as a destination • Network with other tourism groups • Explore recruiting a hotel • Evaluate multi-purpose amphitheatre and park • Construct parklet • Promote event and recreational activities to build tourism base	Strategy 7: Strengthen areas of downtown into mini-districts of activity through clustered and complementary activities that support and build upon one another. Actions: • Develop core retail activity mini-district • Include vibrant store fronts characterized by upper level offices and living environments • Strengthen and define municipal and county activity mini-districts • Further develop an arts activity mini-district between East Walnut and East College Street	Strategy 8: Identify and maintain an ongoing record of specific opportunities for infill development and actively pursue private investment in these properties. Actions: • Record of potential infill development properties • Recruit private investors for infill properties • Indentify infill sites for potential public spaces • Seek infill development first in locations with greatest impact • Prepare possible incentives package for difficult sites

Appearance	Appearance	Movement	Movement
Façade Improvements	**Streetscaping**	**Wayfinding System**	**Gateways**
Strategy 9: Develop design guidelines and a facade improvement program that encourages property owners to make improvements that strengthen the historic character of downtown. Actions: • Develop design guidelines • Investigate establishing façade improvements program • Seek funding for façade improvements program • Develop maintenance requirements • Publish information about façade program • Conduct training classes	Strategy 10: Execute a streetscaping program that creates a walkable community while promoting economic activity. Actions: • Prioritize image corridors for streetscaping • Develop streetscaping plans • Develop street tree giveaway program • Pursue underground or organized utilities • Extend pedestrian scale lighting • Install seating and trash and recycling cans • Install bicycle parking • Consider a public washroom	Strategy 11: Create a city-wide wayfinding system that efficiently and effectively draws traffic into downtown and directs movement within the district. Actions: • Conduct phase two of wayfinding study using gateways and image corridors • Develop city-wide wayfinding system • Install directional signs at decision points • Install gateway signage at downtown gateways • Use streetscaping to further identify direction to downtown	Strategy 12: Create attractive and welcoming entrances, or gateways, to Downtown Troy that are clear signals of arrival to a unique and extraordinary place. Actions: • Install temporary gateway elements • Investigate options with ALDOT for Three Notch Street • Install underground utilities, where feasible • Develop detailed gateway development plans • Raise funds for gateway development

Movement	Linkages	Linkages	Linkages
Vehicular Circulation	**Organization & Partnerships**	**Bike/Ped. Connections**	**Strengthening Ties**
Strategy 13: Create a circulation system that is safe, comfortable and convenient for multiple modes of transportation. Actions: • Develop an access management plan for image corridors • Commission access management plan for South Brundidge Street • Convert traffic around the square to two-way • Restrict heavy truck through traffic Reroute truck traffic • Establish rail quiet-zone • Improve parking	Strategy 14: Establish a downtown organizational structure and partnerships that support all aspects of downtown development, marketing and promotion. Actions: • Research and establish formal downtown organization • Name a central point of contact • Form task committees • Develop partnerships • Measure and celebrate success	Strategy 15: Pursue creation and improvement of bicycle & pedestrian connections within downtown and to nearby locations. Actions: • Include bicycle and pedestrian facilities in any street renovations • Institute district wide sidewalk improvement program • Evaluate at-grade railway crossing for pedestrian and bicycle safety • Implement bicycle / pedestrian connection to Troy University	Strategy 16: Strengthen ties and involvement with existing organizations and Troy University and its faculty, staff, and students with downtown. Actions: • Work with organizations • Strengthen ties with Troy University • Encourage joint development strategies • Enhance cooperation • Build on the presence of the government and the university • Host events • Network and partner

This table is an abbreviated format to provide a collective look at the strategies and actions necessary to transform Downtown Troy into the place that citizens want it to be. Detailed strategies and actions are found on the previous pages.

List of Actions

Priority Level	#	Action	Key Element	Relevant Strategy	Status
1	1	Develop branding campaign	Promotion	1	
1	2	Develop social media methodology	Promotion	1	
1	3	Obtain stakeholder commitment to the brand	Promotion	1	
1	4	Indentify downtown niche	Promotion	2	
1	5	Develop marketing plan	Promotion	2	
1	6	Develop recruitment plan	Promotion	2	
1	7	Compile recruitment package	Promotion	2	
1	8	Designate central source for events and activities calendar	Promotion	3	
1	9	Establish format for information submittal	Promotion	3	
1	10	Build internet presence	Promotion	3	
1	11	Encourage visitor reviews on travel/tourism websites	Promotion	3	
1	12	Publish visitors guide	Promotion	3	
1	13	Include calendar on downtown kiosks	Promotion	3	
1	14	Continue/increase promotions on social media	Promotion	3	
1	15	Encourage upper floor residential options	Vitality	4	
1	16	Support/promote the Johnson Center as a destination	Vitality	5	
1	17	Establish Downtown Troy as a destination	Vitality	6	
1	18	Network with other tourism groups	Vitality	6	
1	19	Promote event and recreational activities to build tourism base	Vitality	6	
1	20	Record of potential infill development properties	Appearance	8	
1	21	Indentify infill sites for potential public spaces	Appearance	8	
1	22	Prioritize image corridors for streetscaping	Appearance	10	
1	23	Conduct phase two of wayfinding study	Movement	11	
1	24	Install temporary gateway elements	Movement	12	
1	25	Research and establish formal downtown organization	Linkages	14	
1	26	Name a central point of contact	Linkages	14	
1	27	Form task committees	Linkages	14	
1	28	Measure and celebrate success	Linkages	14	
1	29	Work with organizations	Linkages	16	
1	30	Strengthen ties with Troy University	Linkages	16	
1	31	Enhance cooperation	Linkages	16	
1	32	Host events	Linkages	16	
1	33	Network and partner	Linkages	16	
2	34	Make brand logo available for business use	Promotion	1	
2	35	Conduct market study	Promotion	2	
2	36	Recruit private development of residential on vacant sites	Vitality	4	
2	37	Develop Art Walks or local sculpture program	Vitality	5	
2	38	Construct water tower parklet	Vitality	6	
2	39	Develop tourism and marketing strategy	Vitality	6	
2	40	Recruit private investors for infill properties	Appearance	8	
2	41	Seek infill development first in locations with greatest impact	Appearance	8	
2	42	Develop design guidelines	Appearance	9	
2	43	Install seating and trash and recycling cans	Appearance	10	
2	44	Install bicycle parking	Appearance	10	
2	45	Use streetscaping to further identify direction to downtown	Movement	11	
2	46	Install directional signs at decision points	Movement	11	

Priority Level	#	Action	Key Element	Relevant Strategy	Status
2	47	Install gateway signage at downtown gateways	Movement	11	
2	48	Develop city-wide wayfinding system	Movement	11	
2	49	Investigate options with ALDOT for Three Notch Street	Movement	12	
2	50	Develop partnerships	Linkages	14	
2	51	Encourage joint development strategies	Linkages	16	
2	52	Build on the presence of the government and the university	Linkages	16	
3	53	Offer merchant training sessions	Promotion	2	
3	54	Establish new business owner mentor program	Promotion	2	
3	55	Encourage downtown living through incentives	Vitality	4	
3	56	Explore additional downtown residential sites and living options	Vitality	4	
3	57	Recruit retail that supports arts supplies	Vitality	5	
3	58	Explore recruiting a hotel into one of the historic structures	Vitality	6	
3	58	Include vibrant store fronts	Appearance	7	
3	59	Prepare possible incentives package for difficult sites	Appearance	8	
3	60	Investigate establishing façade improvements program	Appearance	9	
3	61	Seek funding for façade improvements program	Appearance	9	
3	62	Develop maintenance requirements	Appearance	9	
3	63	Publish information about façade program	Appearance	9	
3	64	Conduct training classes	Appearance	9	
3	65	Develop streetscaping plans	Appearance	10	
3	66	Develop street tree giveaway program	Appearance	10	
3	67	Extend pedestrian scale lighting	Appearance	10	
3	68	Develop detailed gateway development plans	Movement	12	
3	69	Develop an access management plan for image corridors	Movement	13	
3	70	Improve parking experience	Movement	13	
3	71	Implement bicycle / pedestrian connection to Troy University	Linkages	15	
4	72	Further develop an arts activity mini-district	Appearance	7	
4	73	Raise funds for gateway development	Movement	12	
4	74	Commission access management plan for South Brundidge Street	Movement	13	
4	75	Convert traffic around the square to two-way	Movement	13	
4	76	Work towards restricting heavy truck through traffic downtown	Movement	13	
4	77	Institute district wide sidewalk improvement program	Linkages	15	
5	78	Integrate brand into infrastructure	Promotion	1	
5	79	Ensure variety in housing price and space	Vitality	4	
5	80	Reuse historic Light Plant (Balmer's) as an artists' co-op	Vitality	5	
5	81	Investigate need and possibility of incubation site or co-op	Vitality	5	
5	82	Evaluate multi-purpose amphitheatre and park	Vitality	6	
5	83	Develop core retail activity mini-district	Appearance	7	
5	84	Strengthen and define municipal and county activity mini-districts	Appearance	7	
5	85	Pursue underground or organized utilities	Appearance	10	
5	86	Consider a public washroom	Appearance	10	
5	87	Install underground utilities, where feasible	Movement	12	
5	88	Reroute truck traffic	Movement	13	
5	89	Try to establish rail quiet-zone	Movement	13	
5	90	Include bicycle and pedestrian facilities in any street renovations	Linkages	15	
5	91	Evaluate at-grade railway crossing for ped. and bicycle safety	Linkages	15	

The actions are listed as a priority level then in order of element category. There is no relation of the order in the priority level to the priority of the action in that level. There are some actions which due to feasibility have been placed in a lower priority level due to this, but this in no way is meant to represent that these actions are not important. As projects are completed, the list of actions will need to revised and updated to reflect the changing needs of downtown.

APPENDICES

APPENDIX A
PLANNING CONTEXT

"The future belongs to those who believe in the beauty of the dream."
-Eleanor Roosevelt

Planning Context

Downtown is the historic center of Troy, housing both the municipal and county governmental centers, as well as, commercial, cultural, and civic buildings. As with millions of downtown areas across the nation, the shift in retail activity to big-box retail outlets and strip malls has taken its toll on Downtown Troy. As a result, many of Troy's downtown structures and sites are vacant, in blighted condition, and/or are underutilized. The effort to revitalize and re-energize this unique and historic part of Troy must consider the surrounding area, existing resources, and the condition of those resources. This section of the Plan for Downtown Troy provides a discussion of the existing resources most vital to the revitalization of the downtown area: people, traffic, utilities, properties, buildings, and economics.

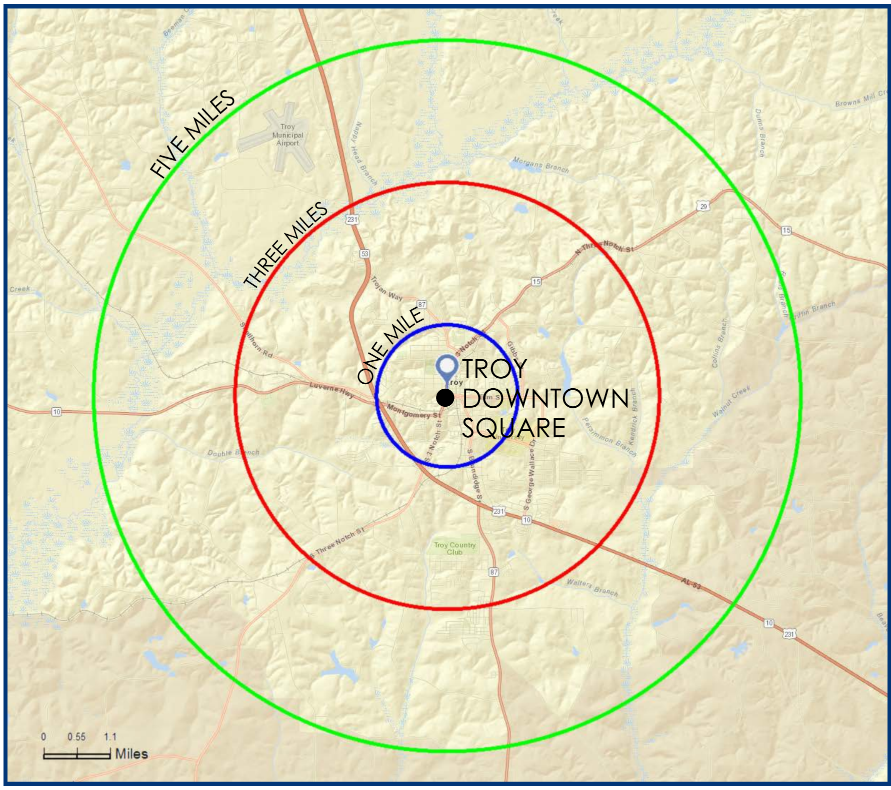
The inventory and evaluation of existing resources provides an in-depth framework for making decisions for the future. The inventory led to initial findings regarding existing conditions of the area; and the resource evaluation made it possible to perform an analysis of the strengths and weaknesses of Downtown Troy in regard to opportunities for future growth and to identify limitations to additional development.

Demographics

In 2010, the City of Troy had a total population of 18,033 people, according to the U.S. Bureau of Census decennial census. The 2010 Census population represents a 30.0 percent increase in population, or 4,159 people, from the 2000 population of 13,874 people. Of the total population in 2010, 55.0 percent were white, 39.0 percent were African-American, 0.4 percent were American Indian or Alaskan Native, 3.4 percent were Asian, and 1.4 percent were of two or more races. Only 2.0 percent of the population were of Hispanic or Latino origins.

The median age in Troy is much younger, at 25.0, than the median age of Pike County, at 37.9, and Alabama, at 31.4. The median age for females in Troy, at 25.3, is slightly higher than the median age of males, at 24.8. As would be expected, the population of Troy has a smaller percentage that is age 65 and older, at 6.0 percent, than either Pike County, at 7.4 percent, or the state, at 7.9 percent. The sex of the population is fairly similar among the three jurisdictions, with there being a slightly larger female than male population. Of the total population in Troy, 53.2 percent are female, 52.3 percent are female in Pike County, and statewide, 51.5 percent are female.

In 2010, there were 7,004 households in the City of Troy, of which 52.2 percent were family households. In comparison, 58.7 percent of the total households in Pike County were family households; and in Alabama, 67.8 percent of households were families. The average household size in Troy, at 2.29 people, is smaller than that of Pike County, at 2.34 people, and the state, at 2.48 people. Likewise, the average family size is smaller in Troy, at 2.92 people, as compared to Pike County, at 2.94 people, and the state, at 3.02 people.



Downtown Troy Market Radius Map

2016 Population Estimate
1 Mile = 6,781
3 Miles = 16,957
5 Miles = 20,143

2021 Population Estimate
1 Mile = 6,870
3 Miles = 16,990
5 Miles = 20,166

Tapestry Segments
- College Towns
- City Commons
- Midlife Constants
- In Style
- Dorms to Diplomas
- Heartland Communities
- Modest Income Homes

Source: ESRI Forecasts for 2016 and 2021

It is clear from the population comparisons that Troy University students have a significant impact on the demographics of the City of Troy, resulting in a younger population and smaller households. The impact of the student body is also seen in housing occupancy in Troy. Of the 7,004 occupied housing units in Troy in 2010, 47.4 were owner-occupied and 52.6 percent were renter-occupied. In Pike County, 59.8 percent of the housing units were owner occupied and 40.2 percent were renter occupied. Statewide, the percentage of owner occupied housing units were much higher at 69.7 percent and renter occupied housing units were at 30.3 percent.

Demographics in the immediate vicinity of Downtown Troy are slightly different than that of the City of Troy. Using reports available through Esri's Business and Community Analysts Programs, it is possible to compare the city's population with the population within one-mile, three-mile, and five-mile radii of the Courthouse Square. According to the Esri Market Profile Report (found in Appendix D), the 2010 population within a one-mile radius of the Downtown Square was 6,622 people, with an estimated increase to 6,781 people in 2016. The population within the one-mile radius is expected to continue to increase by 0.26 percent per year to 6,870 people in 2021 (or 1.3 percent from 2016 to 2021).

The median age within the one-mile radius of downtown, at 23.9 in 2010 was even lower than that of the City of Troy at 25. Also, the average household size, at 2.08 people, and the average family size, at 2.82 people, in the one-mile radius are both smaller than the citywide average sizes. The impact of Troy University students is even more evident in the population of the one-mile radius than in the citywide population data. Of the total households in 2010 in the one-mile radius of downtown, 38.9 percent were owner occupied and 45.4 percent were renter occupied, while 15.7 percent were vacant. Income levels in the one-mile radius are also more characteristic of a student population, with a 2016 per capita income of $13,889 and a 2016 average household income of $33,180. The 2014 per capita income for the City of Troy is $19,828. The 2014 median household income for the City of Troy is $32,015, as compared to the 2016 median household income within a one-mile radius of downtown, at $20,361.

As the market radius area is extended to three and five miles, the demographics become more similar to those of the City of Troy and Pike County. The increase in total population from 2000 to 2010 in the three-mile and five-mile radius areas, at 26.6 percent and 24.5 percent, respectively, was less than the population increase of the City of Troy, at 30.0 percent, during the same time period. However, the three-mile and five-mile radii population increases were higher than that of the one-mile radius, at 23.9 percent, between 2000 and 2010. It is projected, however, that the one-mile radius area will experience slightly more growth between 2010 and 2021 than the three-mile and five-mile radii areas.

In the larger three-mile and five-mile areas, the average household size, at 2.3 persons, and the average family size, at 2.9 persons, is closer to that of the City of Troy. The same can be said for housing occupancy in the larger market areas. In the three-mile radius, of the total housing units in 2010, 41.5 percent were owner occupied, 47.6 percent were renter occupied, and 10.9 percent were vacant. In the five-mile radius, of the total housing units in 2010, 44.2 percent were owner-occupied, 44.8 percent were renter occupied, and 11.0 percent were vacant.

Rudimentary educational attainment, as of 2016, within the one-mile radius was higher than the larger radii, with 30.2 percent of the population age 25 and older being a high school graduate in the one-mile radius, as compared to 25.2 percent in the three-mile radius, and 25.1 percent in the five-mile radius. The percentage of persons with higher bachelor and graduate degrees, however, is higher in the three-mile and five-mile radius areas. Unemployment in 2016 is higher in the one-mile radius, at 11.0 percent, than in the three-mile radius, at 7.8 percent, and in the five-mile radius, at 7.5 percent. This is also representative of the high student population in Troy.

Downtown Troy Market Radius Demographics

Demographic Indicator	1-Mile	3-Miles	5-Miles
2000 Population	5,343	13,196	15,992
2010 Population	6,622	16,707	19,888
Percent Change 2000 to 2010	23.90%	26.60%	24.40%
2016 Population Estimate	6,781	16,957	20,143
Percent Change 2010 to 2016	2.40%	1.50%	1.30%
2021 Population Estimate	6,870	16,990	20,166
Percent Change 2016 to 2021	1.30%	0.20%	0.10%
2016 Total Households	2,652	6,489	7,788
Average Household Size	2.06	2.3	2.31
2016 Total Families	1,195	3,288	4,084
Average Family Size	2.8	2.95	2.95
2016 Median Age	24.3	25.9	27.1
2016 Housing Units	3,039	7,431	8,949
Owner Occupied Units	30.30%	38.30%	40.80%
Renter Occupied Units	56.90%	49.10%	46.20%
Vacant Units	12.70%	12.70%	13.00%
2016 Avg Owner Occupied Home Value	$185,807	$184,945	$181,401
2016 Average Household Income	$33,180	$42,787	$44,230
2016 Per Capita Income	$13,889	$17,463	$18,033

Source: U.S. Census Bureau, Census Summary File 1. Esri forecasts for 2016 and 2021. Esri converted Census 2000 data into 2010 geography.

Infrastructure

Downtown Troy is served with all basic utility services. The City of Troy owns and operates the water, sewer, and electrical systems, all of which are adequately sized to accommodate the existing and future service needs. In some instances, the location of water lines on one side of the street may hinder some downtown streetscaping or beautification efforts. Fire hydrants are located throughout the district and are adequately spaced for safe and efficient fire protection. Power lines in the downtown area are overhead lines.

Natural gas service is provided by Southeast Alabama Gas District (SEAGD), which is a member owned and operated utility organization. Started by fourteen municipalities in 1952, SEAGD provides natural gas service to both businesses and residences in the Downtown Troy area. Telecommunications, such as phone, cable and internet, are provided by several private companies. Providers include, but may not be limited to, AT&T, DISH, and Troy Cablevision.

With one exception, all streets, drainage systems and sidewalks in the downtown area are maintained by the City of Troy. The exception is Three Notch Street which is a federal highway (U.S. Highway 29), and as such, is maintained by the Alabama Department of Transportation (ALDOT). Further, any proposed improvements in drainage and sidewalks along Three Notch Street must be reviewed and approved by ALDOT prior to implementation.

Streets in the downtown area are laid out in a typical grid pattern. There are just over five miles of roadway within the district that includes all or parts of the following 18 streets:

- Academy Street
- Charles W. Meeks Avenue
- Church Street
- College Street
- Elm Street
- Hanchey Street
- Love Street
- Madison Street
- Market Street
- Montgomery Street
- Murphree Street
- Oak Street
- South Brundidge Street
- Three Notch Street (US Highway 29)
- Walnut Street
- Wiley Street
- Williams Street
- Youngblood Street

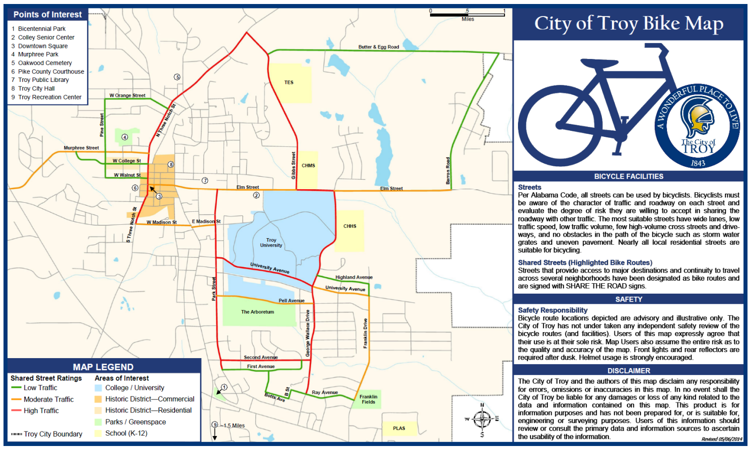
Street right-of-way (ROW) varies throughout the district, with most streets having a 50-foot ROW. Smaller residential streets have less ROW, ranging from 38 to 42 feet. The ROW on Academy Street varies from 35 feet to 40 feet, while Madison Street has a 60-foot ROW. Most of the streets are in fair to good condition. Streets, or portions of streets, that are in the worst condition include the following:

- Church Street, east of Market Street;
- College Street, west of Three Notch Street;
- Hanchey Street;
- Walnut Street, east of Oak Street; and,
- Wiley Street.

Downtown Troy is served by a stormwater drainage system to direct the flow of water during rain events and to minimize flooding. The stormwater drainage system is maintained by the City of Troy in conjunction with street maintenance. Storm drainage in railroad right-of-way, however, is not maintained by the City of Troy. The municipal storm drainage system uses a combination of rolled curb and gutter, valley gutter, natural grass swales, and gravity to direct water to drainage inlets, to then flow through a piped system to natural discharge locations. Most of the drainage inlets and culverts are located outside of the central downtown core, also known as the downtown square area. There are several streets that would benefit from additional storm drainage improvements. Church Street near the intersection with the railway has the highest need for drainage improvements. Other streets that also need some degree of drainage improvements are Three Notch Street, north of College Street and south of Love Street; College Street; Academy Street, east of Market Street; Market Street, between Church Street and Academy Street; and Hanchey Street.

All streets in the downtown area, with the exception of Hanchey Street; Market Street and Oak Street, south of Love Street; Wiley Street; and Youngblood Street, have sidewalks on at least one side of the street. Many of the streets have sidewalks on both sides of the street. Unfortunately, many of the sidewalks outside of the core downtown streets are in disrepair or have been cut with large driveways to an extent that it is hard to tell where the sidewalk exists. The example on the bottom right of this page is a good example of how curb cuts and large drives can interfere with both drainage and sidewalk systems.

In addition to the network of sidewalks throughout the downtown area, there also exists some designated bicycle routes. These routes include Three Notch Street; Elm Street; Madison Street; Murphree Street; and College and Walnut Streets, west of Three Notch Street. The City of Troy does not allow the use of bicycles on sidewalks within the historic downtown district due to high pedestrian traffic and conflicts with store entrances. The City of Troy publishes the Troy Bike Map, as shown on the top right of this page, which outlines bicycle safety and rules and provides a map of the bicycle routes and points of interest. Further the brochure defines the difference between streets and streets that



are also designated bicycle routes, or shared streets, as detailed below:

Streets: Per Alabama Code, all streets can be used by bicyclists. Bicyclists must be aware of the character of traffic and roadway on each street and evaluate the degree of risk they are willing to accept in sharing the roadway with other traffic. The most suitable streets have wide lanes, low traffic speed, low traffic volume, few high-volume cross streets and driveways, and no obstacles in the path of the bicycle such as storm water grates and uneven pavement. Nearly all local residential streets are suitable for bicycling.

Shared Streets (Highlighted Bike Routes): Streets that provide access to major destinations and continuity to travel across several neighborhoods have been designated as bike routes and are signed with SHARE THE ROAD signs.

The provision of both sidewalks and bicycle routes in the downtown district are essential to the creation of a pedestrian scale that is characteristic of a successful downtown area.

Expansive driveways and curb cuts on South Three Notch Street have almost eliminated the storm drainage and sidewalk systems.

Access & Transportation

Downtown Troy is accessed by one federal highway, US Highway 29, as well as, by several local streets. All transportation networks have some form of classification that categorizes the hierarchy of transportation movement in the area. The roadway system that serves the downtown Troy area has evolved over the years and performs a variety of functions related to property access, area mobility, and transit movement through the area. The roadway network within the Downtown Troy study area is comprised of arterial, collector, and local roads and streets. These classifications are based on past and current road functions and define the functional classification system prepared by the Alabama Department of Transportation for the area.

Each roadway type provides separate and distinct traffic service functions and is best suited for accommodating particular demands. Their designs also vary in accordance with the characteristics of traffic to be served by the roadway. The following is a brief description of each roadway type included in the Downtown Troy study area:

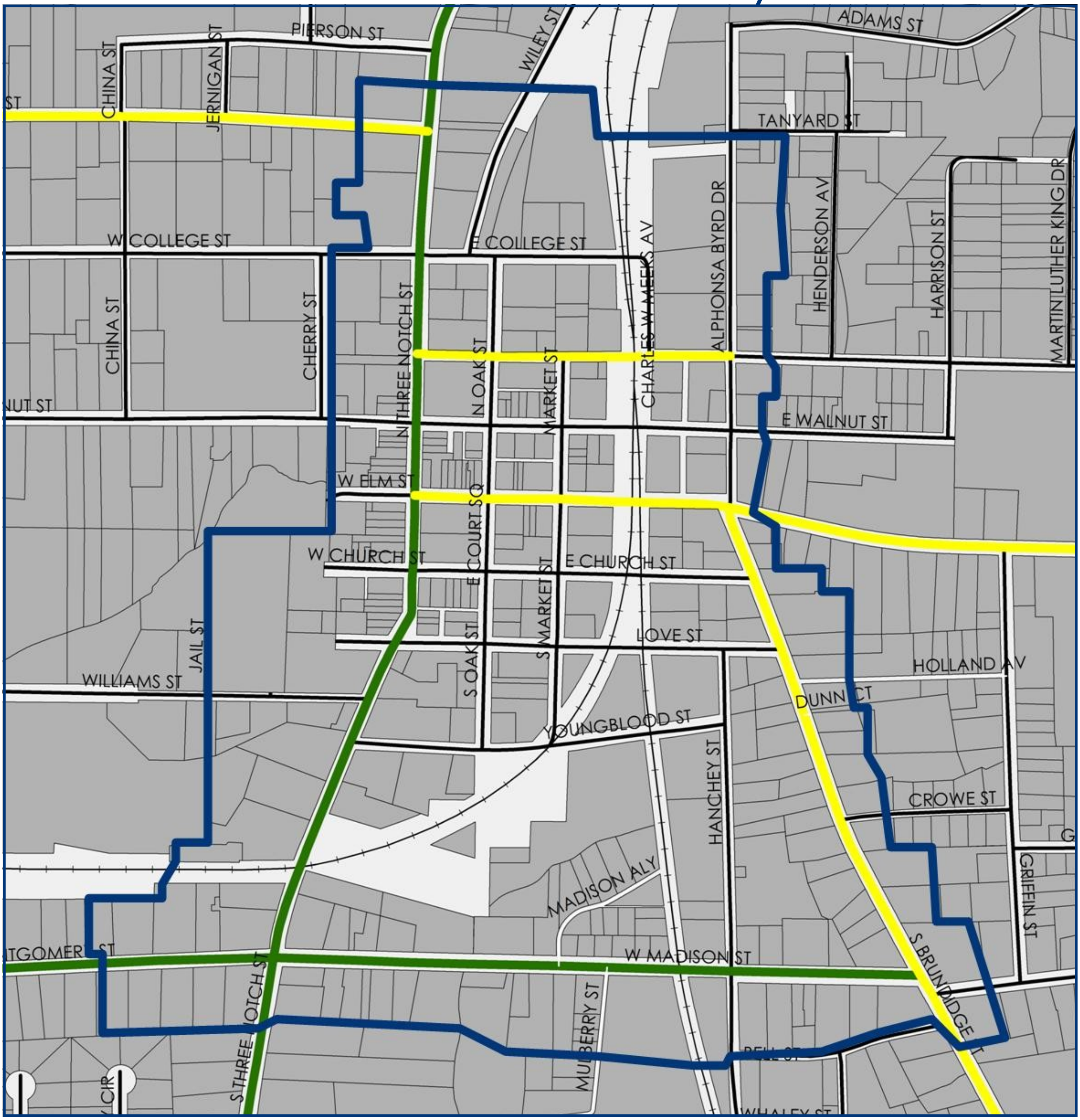
- **Arterials** serve as feeders to the major travel ways for land use concentrations within the study area and to provide regional access to the downtown area and accommodate traffic traveling though the downtown area. Arterials are typically roadways with relatively high traffic volumes and traffic signals at major intersections. The primary function of the arterial facilities is moving traffic.
- **Collectors** provide access to adjacent properties and traffic movement functions. Collectors serve as feeders between arterials and provide access to the local streets. Collectors are typically lower volume roadways that accommodate short distance trips.
- **Local streets** provide access to the adjacent land uses and provide links to higher classified roadways.

The Functionally Classified Roadway System for the Downtown Troy area is illustrated on the map on the following page. As shown, two minor arterials serve the downtown Troy area. U.S. Highway 29 (Three Notch Street) and Montgomery / Madison Street provide regional connectivity from the western panhandle of Florida north through Troy to Interstate 85. US 29 and Three Notch Street serves as a north/ south connector to U.S. Highway 231 and Alabama Highway 87 to areas south of downtown Troy. West Madison Street also serves as a minor arterial route between South Three Notch Street to South Brundidge Street.

Traffic volumes, recorded in and around the study area, reflect current travel patterns to and from the Downtown Troy area and provide a guide to how well the network is serving area travel demands. Traffic volumes for the Downtown Troy and surrounding area were collected utilizing existing data sources that included the Alabama Department of Transportation, the City of Troy, and past efforts undertaken by Skipper Consulting, Inc. As expected, the higher traffic volumes are found on the higher classified arterial and collector roadways. Traffic volume on Three Notch Street is highest at 12,500 trips per day north of Elm Street in the core area of downtown. Traffic volume then decreases to 11,500 trips per day south of Love Street and 8,300 trips per day south of Montgomery/Madison Street.

The area's second highest traffic volume, at 11,900 trips per day, is found on Brundidge Street, south of Madison Street. Traffic on the Montgomery/Madison Street minor arterial

Functional Classification of Roadways



Source: Downtown Troy Transportation Study, August 2015; Skipper Consulting, Inc.

Minor Arterial Street
Collector Street
Local Street
Right of Way
Parcel Boundary
Downtown Boundary

road ranges from 8,300 trips per day on Montgomery Street, west of Three Notch Street, to 6,900 trips per day on Madison Street, between Three Notch and Brundidge Streets. On Elm Street, traffic is heaviest on the east side, at 4,950 trips per day near the intersection of Elm and Park Streets. Traffic on Elm Street, between Brundidge and Three Notch Street, decreases to 3,100 trips per day between Brundidge Street and the railroad, and to 2,500 trips per day between Three Notch and Oak Streets.

Traffic volume in the remainder of the area is significantly lower, ranging from 1,500 trips per day on Oak Street, between Elm and Church Streets to 300 trips per day in two locations: on Walnut Street, between South Brundidge Street and the railroad, and on Market Street, just south of the intersection with Love Street. Peak hour turning movement counts were conducted at four of the intersections in the area surrounding the downtown. Through observations and sample counting efforts, it was determined that the peak traffic period for the area surrounding the downtown square occurred between 12:00 noon and 1:00 PM.

Roadway networks are evaluated by comparing the traffic volumes along each roadway to the roadway's capacity. The current level of service scale, as developed by the Transportation Research Board in the Highway Capacity Manual, ranges from a level of service A to a level of service F. The desired operation of a roadway for planning purposes should be no lower than a Level C. Level D may be acceptable under certain circumstances, such as provision of turn lanes at a major intersection, restrictions on street parking, and low pedestrian activity.

The roadways in the downtown study area were evaluated by using a tabular analysis relating roadway classification, number of lanes, levels of service, and daily service volumes. When the daily traffic volumes were compared with the level of service daily volumes, it was found all roadways in the study area are sufficient for current conditions. One exception would be the portion of Three Notch Street from Madison Street to Murphree Street which falls slightly below a Level C service level; however, turn lanes are provided at all major intersections. Therefore, the analysis indicates that there are no significant deficient roadway segments in the Troy downtown area.

Parking in the downtown area was also evaluated to determine if the parking supply is sufficient to meet the current parking demand. The evaluation included an inventory of all existing public off-street, private off-street, and on-street parking spaces. A parking occupancy count for a typical weekday for each facility inventoried was also conducted. The parking inventory found that there are currently 940 parking spaces available for public use contained in public parking lots, private parking lots, and on-street parking. A parking occupancy count, conducted for each hour of a typical weekday, determined that approximately 58 percent of all parking spaces were occupied during the peak parking period at 12:00 noon. However, during the midday peak hour for parking, 98 percent of the parking spaces surrounding the square were occupied.

Occupancy rates for the overall area appear to reflect sufficient parking currently exists; however, high occupancy rates recorded in the vicinity of the downtown square suggests that parking in the immediate vicinity is deficient. Normally when occupancy rates in a downtown area exceed 90 percent, circulation issues related to motorists searching for empty spaces can occur, which is the case in the area surrounding the square. Parking is generally gauged in downtown areas in terms of quantity and quality. Quantity relates to the number of spaces available, in the case of downtown Troy, ample spaces are available. When viewed by the user in terms of quality (proximity, walking distance and environment), however, there appears to be a parking deficiency. However, through streetscaping efforts the perception of the walking distance can be altered.

Land Use & Zoning

The study area for the Downtown Troy Plan is a densely developed area encompassing approximately 139 acres, or 0.22 square miles, located primarily between Three Notch Street and South Brundidge Street, north of Madison Street, and south of Murphree and Tanyard Streets. The central business district is primarily surrounded by residential areas, including a historic residential neighborhood to the northwest of the study area. Troy University is located about one mile to the southeast of the downtown square. The residential areas include a wide range of housing styles, housing values, and resident income levels. Most notable is the availability of a significant amount of student rental housing to the east and southeast, including large apartment complexes. Other commercial areas in the vicinity are primarily restaurants and strip shopping centers found along U.S. Highway 231, about one mile to the southwest of the downtown square; along the U.S. Highway 29 corridor leading into downtown from the northwest; and along the Brundidge Street corridor leading into downtown from the southeast.

Land uses in the study area include a mixture of retail commercial, office commercial, warehouse/storage, industrial, institutional, and residential properties. All of these land uses work together to create a unique fabric that helps define the city. A table of downtown land uses is provided at the bottom right of this page and a map of the downtown properties is included on the following page.

There are approximately 335 properties in the downtown study area. Of the total commercial properties, 49 are vacant. This equates to 14.6% percent of the available property in the downtown area not being used. Further, five commercial structures, or 1.5 percent of the total properties, are partially vacant. These vacant properties represent a tremendous resource that is not currently being used for any economic purpose.

Occupied commercial properties account for the largest percentage of land uses in the study area, at 44.2 percent, with 148 properties. Commercial land uses are followed by residential properties and parcels used for parking, each with 10.4 percent of the total properties. The number and size of properties used for public parking should be evaluated to determine if this is the best economic use of these parcels. The smallest percentage of available properties includes those used for governmental services, at 3.3 percent of the total properties, and 11 parcels.

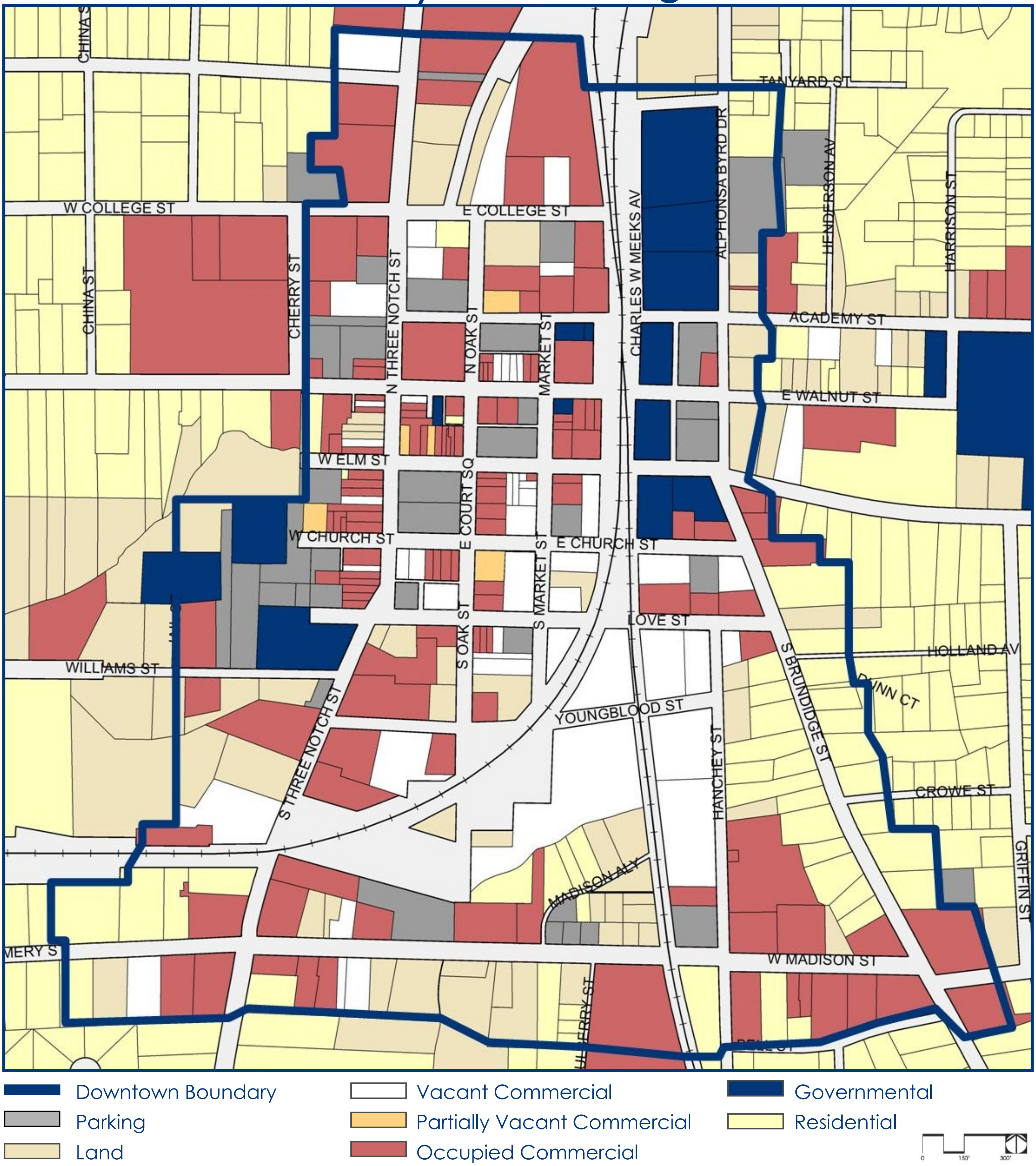
The Downtown Troy Land Use Map (to the right) shows the distribution of the different land uses within the study area. The central core of the area, roughly bounded by Academy Street to the north, the railroad to the east, Love Street to the south, and Pike County Courthouse properties and Cherry Street to the west, is the most densely developed part of the study area and contributes the most significantly to historic character of the area. From this central core,

Downtown Troy Land Uses

Property Type	Number	% of Total
Occupied Commercial	148	44.2%
Vacant Commercial	49	14.6%
Partially Vacant Commercial	5	1.5%
Governmental	11	3.3%
Residential	35	10.4%
Parking	35	10.4%
Vacant Land	52	15.5%
Total	335	100.0%

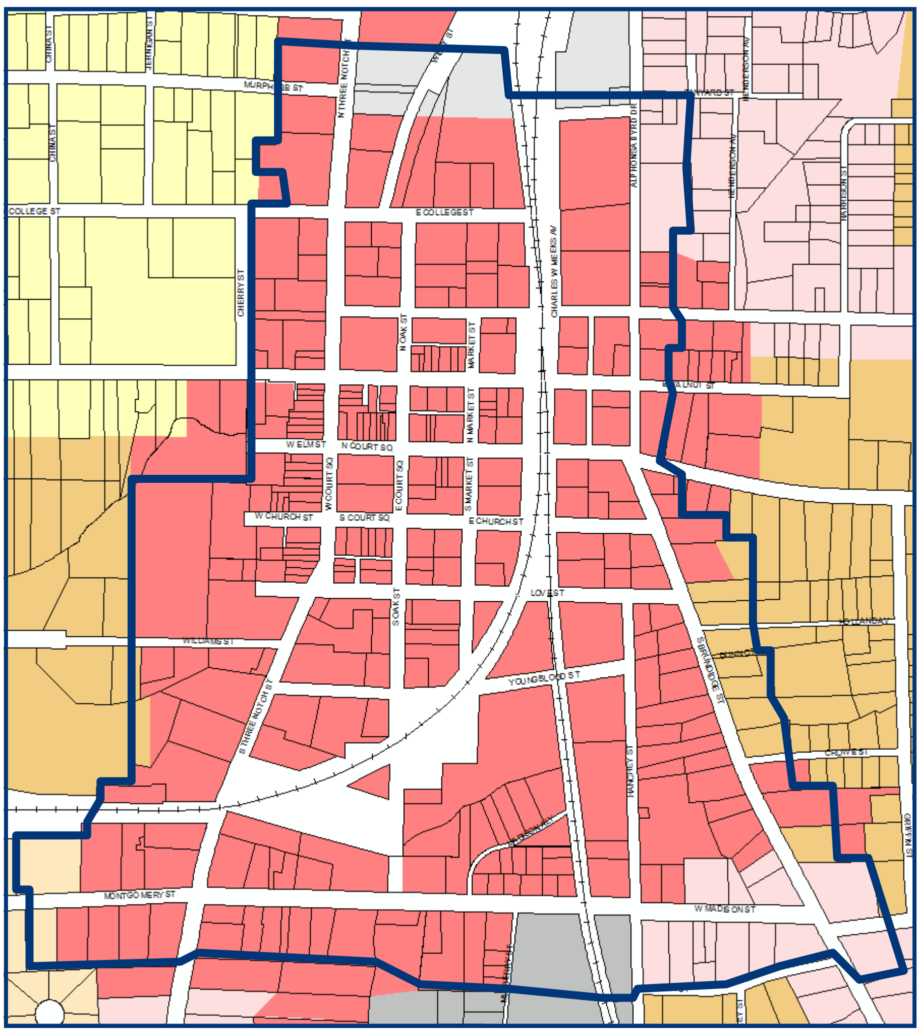
Source: City of Troy and SCADC Land Use Survey, 2014 and 2016

Land Use & Vacancy Status—August 2016



the parcels tend to get larger with more varied land uses. With the exception of 30 parcels, all of the properties in the downtown study area are zoned for the C3: Central Business District (See zoning map below). The intent of the C3 zoning district is "to provide for business and office activities, high intensity retail sales, and activities in the downtown area of Troy... The use of the land is intensive and this intensity of use is one of the main determinants of the downtown vitality." It would appear that the existing land uses are well within compliance of the intended uses for the C3: Central Business zoning district with the exception of a couple of locations. Of the other zoning districts found in the study area, the M1 district found in the northern part of the study area is for light industrial land uses. The M2 zoning districts found in the southern part of the study area are for heavy industrial land uses in areas where industrial development has already occurred and for access to rail freight service. The properties zoned C1 at the northeast and southeast fringes of the study area are intended to be used for neighborhood commercial land uses to provide limited retail convenience goods and personal services establishments in residential neighborhoods. And last, the R3 residential district properties, found along South Brundidge Street in the southeast part of the study area, promote development of various living environments by providing land for high density residential uses appropriate to the environmental character of the area.

Downtown Troy Zoning



Legend

- C1: Neighborhood Commercial
- C3: Central Business District
- R1: Low Density Residential
- R2: Medium Density Residential
- R3: High Density Residential
- M1: Light Industrial
- M2: Heavy Industrial
- Downtown Boundary
- Right-of-Way

Official Zoning Map located in the Planning & Community Development Department at Troy City Hall, 301 Charles W. Meeks Ave, Troy, AL 36081 . Please contact the department for official zoning district information for parcel in question at (334) 670-6058 or email planning@troyal.info.

Building Conditions

There are 247 structures in the Troy Downtown study area, according to a field survey conducted in 2014 and updated in 2016. The structural properties in Downtown Troy are in adequate to good structural condition. The survey shows that approximately 205 structures, or 61.2 percent, are in good condition. Of these structures, 82.9 percent are occupied, 7.3 percent are partially occupied, and 9.8 percent are vacant. The structures that are in good condition comprise 61.2 percent of the total downtown properties.

The remaining 42 buildings, or 12.5 percent, are in deteriorated or dilapidated condition. Of the deteriorated structures, 26.2 percent are occupied, and 73.8 percent are vacant. These buildings are characterized by broken and/or boarded windows, crumbling bricks, and/or peeling paint. The poor building conditions are not concentrated in one part of the downtown, but are instead found throughout the study area, as shown on the map on the next page.

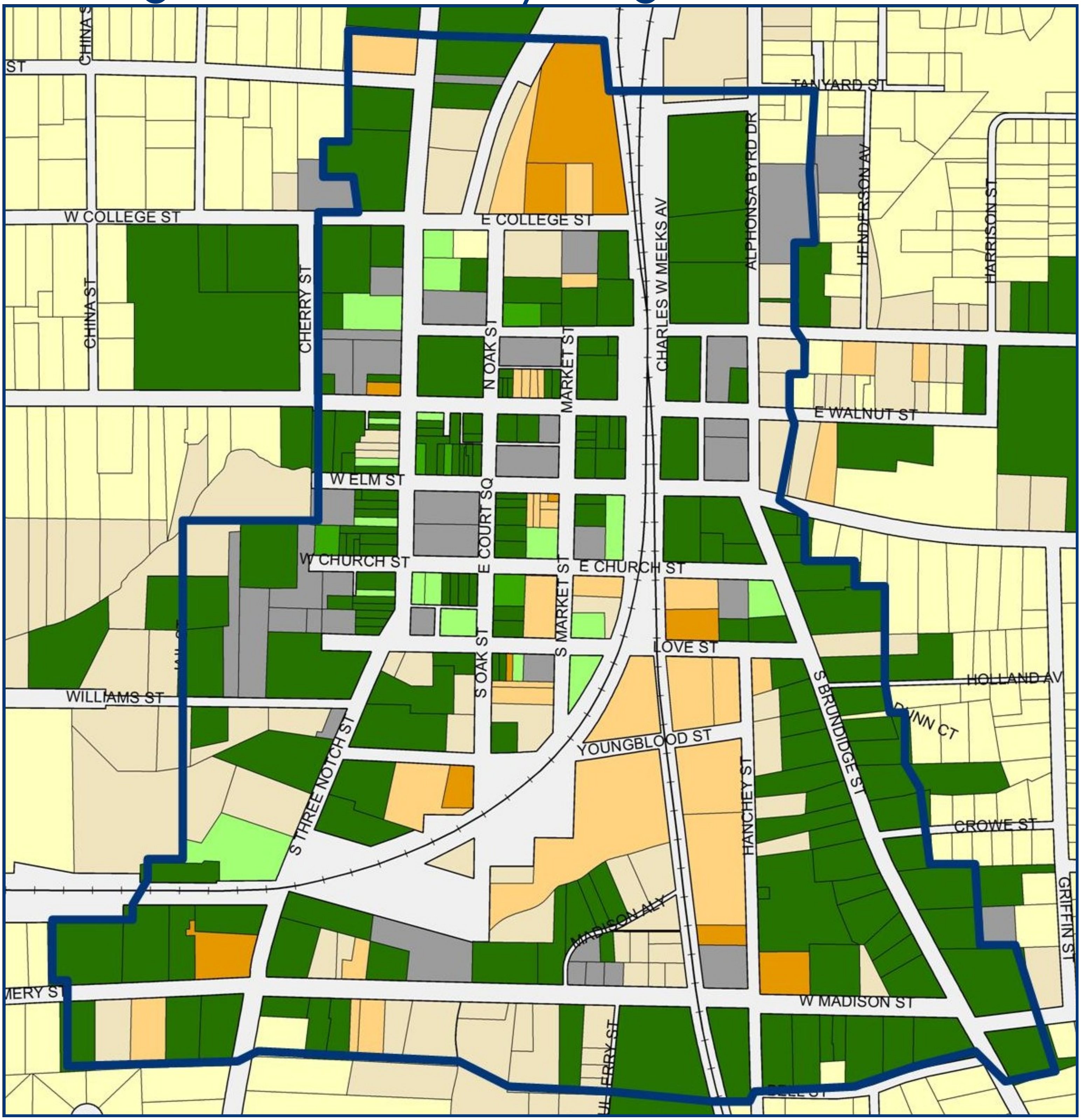
The poor condition of a high percentage of the downtown structures should not come as a surprise given their age and lack of maintenance. The Pike County Revenue Commissioner's office records building construction and remodeling as a part of property record cards for property appraisals and assessments. Per this record, less than 10 percent have had any major remodeling or major improvements made to the buildings. Since most of the buildings were constructed in the early 1900s, they cannot continue to remain as safe structures without routine maintenance and improvements. With a few exceptions in recent years, most of the improvements that were made occurred during the 1970s through the early 1990s. Further inspection of property tax records indicates that the current appraisal value of most of the commercial properties in the area is less than 75 percent of the replacement cost of the structure and many are less than 50 percent of the replacement cost, which shows the deterioration area's structures.

Downtown Troy Property Conditions

Property Type	Number	% of Total
Good Condition	**205**	**61.2%**
Occupied	170	82.9%
Partially Occupied	15	7.3%
Vacant	20	9.8%
Deteriorated Condition	**42**	**12.5%**
Occupied	11	26.2%
Vacant	31	73.8%
Parking	**35**	**10.4%**
Vacant Land	**53**	**15.8%**
Total	**335**	**100.0%**

Source: City of Troy and SCADC Land Use Survey, 2014 and 2016

Building Condition Survey—August 2016



Downtown Boundary
Parking
Land
Good Condition, Occupied
Good Condition, Partially Vacant
Good Condition, Vacant
Deteriorated Condition, Occupied
Deteriorated Condition, Vacant

0 150' 300'

Economic Climate

Data provided in this section is derived from three different sources. Limited radius data was obtained through Esri Business Analyst reports for three market area radii -- one mile, three miles, and five miles - from the center of the downtown square. The radius market data is 2016 data based on Esri estimates and forecasts from 2010 census data. County economic data was obtained from the Bureau of Economic Analysis for the 2010 to 2014 time frame and from the Bureau of Labor Statistics.

Esri's Business Analyst Retail Market Profile report estimates that there are 2,591 people, age 16 and older, in the labor force within a 1-mile radius of the downtown square. The labor force increases to 8,968 people in the

Characteristics of Downtown Troy Top Five Tapestry Segments

Demographic Indicator	1-Mile	3-Miles	5-Miles
Civilian Labor Force 16+, Employed	89.0%	92.2%	92.5%
Civilian Labor Force 16+, Unemployed	11.0%	7.8%	7.5%
Educational Attainment, 2016			
Total Population, Age 25 and Older	3,134	8,738	10,783
Less than 9th Grade	3.8%	3.4%	3.6%
High School Graduate/GED	33.6%	28.6%	28.6%
Associate Degree	1.9%	5.3%	5.4%
Bachelor's Degree	17.5%	20.6%	20.3%
Graduate/Professional Degree	11.7%	13.5%	13.3%
Employment by Industry, 2016			
Total 2016 Employed Population 16+	2,591	7,434	8,968
Agriculture/Mining	0.3%	0.5%	0.7%
Construction	3.7%	3.3%	3.6%
Manufacturing	11.6%	14.0%	14.4%
Wholesale Trade	0.8%	1.1%	1.1%
Retail Trade	13.6%	15.6%	15.6%
Transportation/Utilities	1.4%	3.2%	3.5%
Information	1.4%	1.9%	1.9%
Finance/Insurance/Real Estate	3.2%	4.7%	4.6%
Services	56.0%	50.0%	49.3%
Public Administration	7.8%	5.5%	5.6%
Employment By Occupation, 2016			
Total 2016 Employed Population 16+	2,591	7,434	8,968
White Collar	50.8%	58.1%	58.1%
Management/Business/Financial	8.7%	10.6%	10.8%
Professional	24.5%	23.6%	23.2%
Sales	6.7%	7.0%	7.0%
Administrative Support	10.9%	16.9%	17.1%
Services	25.8%	19.6%	18.8%
Blue Collar	23.4%	22.3%	23.1%
Farming/Forestry/Fishing	0.3%	0.3%	0.3%
Construction/Extraction	1.8%	2.3%	2.5%
Installation/Maintenance/Repair	4.6%	3.6%	4.0%
Production	11.7%	10.7%	11.0%
Transportation/Material Moving	5.0%	5.4%	5.3%

Source: U.S. Census Bureau, Census Summary File 1. Esri forecasts for 2016 and 2021. Esri converted Census 2000 data into 2010 geography.

5-mile radius. Unemployment ranges from 11.0 percent in the 1-mile radius to 7.5 percent in the 5-mile radius. It can safely be assumed that the higher unemployment rate in the 1-mile radius is due, in part, to the presence of the Troy University student population. In regard to educational attainment of the population, age 25 and older, the percentage of the population that are high school graduates decreases from 33.6 percent in the 1-mile radius to 28.6 percent in both the 3-mile radius and the 5-mile radius. Conversely, the percentage of the population with college degrees increases in the larger target market area. While 17.5 percent of the population have a bachelor's degree and 11.7 percent have a graduate degree in the 1-mile radius, in the 3-mile radius, 20.6 percent have a bachelor's degree and 13.5 percent have a graduate degree; and in the 5-mile radius, 20.3 percent have a bachelor's degree and 13.3 percent have a graduate degree.

The top three industry sectors that employ the largest percentage of workers are the same in all three market areas: services, retail trade, and manufacturing. The service industry employs 56.0 percent of workers in the 1-mile radius, 50.0 percent of workers in the 3-mile radius, and 49.3 percent of workers in the 5-mile radius. The percentage of employees in the retail trade and manufacturing industries is much lower, ranging from 11.6 percent in manufacturing in the 1-mile radius to 15.6 percent in the retail trade industry in both the 3-mile and 5-mile target areas. Over half of the labor force in all three target areas hold white collar occupations, with the largest percentages being professional positions.

Top spending categories are the same in all three radius market areas, although the potential spending index varies considerably. Housing, or shelter, is the number one cost for consumers with average annual costs ranging from $7,143.70 in the 1-mile radius to $9,288.15 in the 5-mile radius. Food purchased for the home is the second highest spending category

Downtown Troy Market Radius Consumer Spending

Consumer Spending Category	1 Mile Radius			3 Mile Radius			5 Mile Radius		
	Total Spent Per Year	Average Spent Per Year	Index*	Total Spent Per Year	Average Spent Per Year	Index*	Total Spent Per Year	Average Spent Per Year	Index*
Apparel & Services	$2,528,496	$953.43	47	$7,817,755	$1,204.77	60	$9,625,552	$1,235.95	61
Education	$2,153,681	$812.10	57	$6,377,562	$982.83	69	$7,630,417	$979.77	69
Entertainment/Recreation	$3,357,696	$1,266.10	43	$10,586,547	$1,631.46	56	$13,177,668	$1,692.05	58
Food at Home	$6,351,808	$2,395.10	48	$19,549,489	$3,012.71	60	$24,191,289	$3,106.23	62
Food Away from Home	$3,907,776	$1,473.52	48	$12,061,563	$1,858.77	60	$14,856,475	$1,907.61	62
Healthcare	$5,741,399	$2,164.93	41	$18,367,513	$2,830.56	53	$23,105,967	$2,966.87	56
Household Furnishing & Equipment	$2,030,575	$765.68	43	$6,411,647	$988.08	56	$7,953,707	$1,021.28	58
Personal Care Products & Services	$817,455	$308.24	42	$2,595,106	$399.92	55	$3,227,987	$414.48	57
Shelter	$18,945,196	$7,143.74	46	$58,951,265	$9,084.80	58	$72,336,123	$9,288.15	60
Support Payments/Cash Contributions/Gifts in Kind	$2,451,040	$924.22	40	$7,936,317	$1,223.04	53	$9,968,757	$1,280.02	55
Travel	$1,814,107	$684.05	37	$5,966,037	$919.41	49	$7,449,867	$956.58	51
Vehicle Maintenance & Repairs	$1,233,238	$465.02	45	$3,858,503	$594.62	57	$4,798,181	$616.10	60

**Index refers to Spending Potential Index*

***Note:** Consumer spending shows the amount spent on a variety of goods and services by households that reside in the area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue. The Spending Potential Index represents the amount spent in the area relative to a national average of 100.*

Source: Consumer Spending data are derived from the 2013 and 2014 Consumer Expenditure Surveys, Bureau of Labor Statistics. Esri. U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021 Esri converted Census 2000 data into 2010 geography.

followed by healthcare costs, food purchased away from home, and entertainment and recreation costs.

Esri has developed and utilizes a tapestry segmentation system that classifies neighborhoods based on their socioeconomic and demographic compositions. The tapestry segmentation allows for a cluster analysis of spending habits within a target market area based on the socioeconomic and demographic data. The 68 tapestry segments are categorized into 14 lifemode summary groups, based on lifestyle and lifestage, and six urbanization summary groups based on geographic and physical features.

The dominant tapestry segment for all three Troy Downtown radial market areas is College Towns, which encompasses 24.7 percent of the population of the 1-mile radius market area, 40.0 percent of the population of the 3-mile market area, and 37.1 percent of the 5-mile market area. Additionally, there are six other tapestry segments within the three market areas: Dorms to Diplomas; City Commons; Heartland Communities; In Style; Modest Income Homes; and Midlife Constants. Characteristics of the top five tapestry segments among the three market areas are outlined in the table below.

For a broader perspective, economic data was also gathered at the county level. According to

Characteristics of Downtown Troy Top Five Tapestry Segments

Tapestry Segmentation	College Towns	Dorms to Diplomas	City Commons	Heartland Communities	In Style
% of Population **1 Mile:** **3 Miles:** **5 Miles:**	 24.7% 40.0% 37.1%	 24.1% 10.6% 0.0%	 20.6% 14.2% 12.7%	 17.3% 11.0% 9.2%	 0.0% 0.0% 11.9%
Household	Singles	Non-families with 2+ people	Single Parents	Married Couples	Married Couples with no kids
Housing	Multi-unit Rentals; Single Family	Multi-unit Rentals	Multi-unit Rentals; Single Family	Single Family	Single Family
Median Age	24.3	21.6	28.0	41.9	41.6
Median Income	$29,000	$18,000	$18,000	$41,000	$68,000
Occupation	Students Professionals Service Industry	Students Service Industry Professionals	Service Industry Administrative Professionals	Service Industry Professionals	Professionals Management
Education	College Degree	College Degree	HS Diploma	HS Diploma	College Degree
Race/Ethnicity	White	White	Black	White	White
Habits	• use computers and cell phones for everything • pay their bills online • shop impulsively customize their cell phone • prefer vehicles with good gas mileage	• buy trendy clothes • carry credit card balance • eat frozen dinners, fast food • connect by cell phone • Choose imported subcompact car	• shop warehouse clubs/discount • own private health care policy • buy baby/ children's products • listen to urban radio • take public transportation	• go hunting, fishing; ride motorcycles • buy insurance from agent • participate in local activities • listen to country music, watch CMT • own domestic truck, SUV	• support arts, theater, concerts, museums • hold retirement savings, insurance policies • use coupons, mobile coupons • carry, use smart phones • own late-model SUVs or trucks

Source: Esri Tapestry Segmentation Poster; The Fabric of America's Neighborhoods.

the Bureau of Labor Statistics (BLS), the cumulative wages of all employees, including all industries and all establishment sizes, increased by 3.3 percent between 2005 and 2015. Between 2005 and 2008, the total wages had increased 7.6 percent before beginning a declining trend until 2014 when the total wages began to increase again. According to the U.S. Bureau of Census 2014 County Business Patterns, there are 635 entities paying wages in Pike County. Retail trade is the greatest at 20.6 percent, followed by accommodations and food services at 13.5 percent, and other services (except public administration) at 10.6 percent. The transportation and warehousing industry has the highest percentage of the total annual payroll for the county and the highest number of employees.

Data collected from the Bureau of Economic Analysis (BEA) reports show that both the per capita personal income and the per capita net earnings for Pike County increased between 2010 and 2014. The per capita personal income increased by 6.5 percent from $32,967 in 2010 to $35,125 in 2014. The per capita net earnings increased by 11.2 percent from $18,705 in 2010 to $20,907 in 2014. The increase in average earnings per job was 13.1 percent. Wages and salaries also increased during the same time period by 8.1 percent and proprietors' income increased by 48.9 percent. Although income and earnings were increasing at the county level over the five year time period, the total number of jobs decreased by 1.1 percent from 18,267 jobs in 2010 to 18,057 jobs in 2014. Wage and salary employment decreased by 2.4 percent, but proprietors employment increased by 5.0 percent. The increase in proprietor employment was only seen in non-farm proprietors, which increased by 7.8 percent. Farm proprietor employment decreased by 7.4 percent and the number of farm jobs decreased by 10.3 percent from 677 jobs in 2010 to 607 jobs in 2014.

In comparison to the significant losses in farming jobs, nonfarm employment only decreased by 0.8 percent from 17,590 jobs in 2010 to 17,450 jobs in 2014, or a loss of 140 jobs. The industry that had the highest number of jobs lost was government and government enterprises, with a loss of 421 jobs, or 11.4 percent of the total jobs in that industry. Private nonfarm employment actually increased by 2.0 percent with an additional 281 jobs.

The private industries that suffered the highest percentages of job losses include mining at 27.4 percent with a decrease of 17 jobs; construction at 27.4 percent with a decrease of 127 jobs; management of companies and enterprises at 10.0 percent with a decrease of 14 jobs; professional, scientifics and technical services at 8.5 percent with a decrease of 30 jobs; and administrative and support and waste management at 8.0 percent with a decrease of 44 jobs.

Industries that experienced an increase in employment between 2010 and 2014 included other services (except public administration) with a 20.7 percent increase and 181 jobs; arts, entertainment and recreation with an 18.8 percent increase at 21 jobs; accommodation and food services with a 9.1 percent increase at 137 jobs; information with a 7.7 percent increase at 13 jobs; and retail trade with a 0.8 percent increase at 13 jobs.

There are more earnings flowing out of Pike County on an annual basis with commuters who work in Pike County but live in a different county; however, the percentage of increase of inflow of earnings between 2010 and 2014 is slightly higher than that of the outflow. In 2010, Pike County employees brought almost $113.6 million home from employment in other locations. By 2014, the inflow of earnings had increased by 5.8 percent to almost $120.2 million. Pike County experiences considerable loss of job earnings when commuting employees go home to other counties. In 2010, Pike County lost approximately $167.3 million in job earnings. By 2014, the outflow of earnings had increased by 4.2 percent to approximately $174.4 million.

Photographs on the opposite page by Jonah Enfinger Photography


FIRST UNITED METHODIST CHURCH


ANTIQUES

APPENDIX B DOWNTOWN OPPORTUNITIES

"Opportunities are usually disguised as hard work, so most people don't recognize them."
-Ann Landers

Downtown Opportunities

One goal for Downtown Troy is to promote economic growth and revitalization of the central business district -- but not at the cost of those features that are unique to Troy and make it a wonderful place to live, work, play and raise families. To accomplish this goal, it is first necessary to identify those features that should remain untouched and those features that need modification. Then, it is necessary to recognize opportunities for improvement that will maximize those strengths and diminish the challenges. The Downtown Opportunities appendix includes an analysis and evaluation of case studies, the results of a citizen survey, and a review of the downtown market potential. A downtown opportunities diagram and discussion is included in the Vision chapter of the plan.

Analysis & Evaluation

The analysis and evaluation of the Troy downtown area included case studies, citizen surveys, preliminary studies, and a community workshop. Each component of the analysis and evaluation process played a unique role in developing a finite list of Downtown Troy's strengths and challenges, the opportunities diagram, and, ultimately, the downtown strategies.

As part of the case study process, the City of Troy visited eight nearby downtown areas in Alabama, Mississippi, and Georgia. The purpose of these visits was to tour the downtown areas, identify features that were both attractive and functioned to improve the downtown experience, and to review the physical relationships that other downtown areas have with a local college and university. During the visits, the City of Troy met with several local leaders to discuss downtown programs, including successes and fails. The results of the case studies were summarized on a poster size display board and presented at the first downtown community meeting. Topics that were compared from city to city were (1) downtown amenities, (2) organizational support, and (3) vital statistics. The following is a list of the common elements found from the case study visits.

Common Amenities

- Apartments, Condos, & Lofts
- Architectural Traffic Lights
- Banner System
- Benches
- Bicycle Parking Racks
- Brick Sidewalk Details
- Decorative Street Lights
- Downtown Hotels
- Farmers Market
- Improved Alleys
- Improved / Maintained Historic Facades
- Large Streetscaped Medians
- Murals
- Pedestrian Signals
- Playground/Splash Pad
- Pocket Parks
- Sculptures
- Sidewalk Cafés
- Street Trees
- Terraces
- Underground Utilities
- Water Fountains
- Wayfinding
- Wide Streets

Organizational Support

- Business Improvement District
- Convention & Visitors Bureau
- Cultural Arts Alliance
- Chamber of Commerce
- Downtown Merchant & Business Association
- Historic Foundation
- Local Government
- Local Foundations
- Main Street Program
- Regional Tourism Agencies
- Urban Forester (Municipal)

Vital Statistics

- Zoning -- Mixed Use
- Riverfront District
- Business Improvement District
- Tax Allocation District
- National Historic District
- Historic Architectural Review
- Entertainment District
- Certified Local Government
- HCF Facade Loan Program
- Facade Improvement Program
- Parking Lots & Decks (Public & Private)
- On-street Parking
- Tree City
- Beautification Program

Community discussions and survey responses were instrumental in the identification of those features that are essential to the character of the downtown area. An informal citizen survey was distributed at a community meeting and online. In the simple ten question survey citizens were asked to identify their first impression of downtown, special and not-so-special characteristics of downtown, landmarks, destinations, historical events, and to provide directions to downtown for a motorist and a pedestrian.

When asked about their first impression of downtown, top citizen responses included:

- food, lunch and eateries
- shopping
- downtown square
- potential, but still lacking

Special features in downtown Troy (question 2) include:

- downtown square, sitting areas, gazebo, and the monument
- restaurants, lunch, and eateries
- shopping, local business, variety and unique shops
- history, historic buildings, tradition, and preservation

Question 3 asked citizens to list the worst characteristics of downtown Troy. There were fewer responses to this question than the previous question about the special features of the area. Responses included:

- deteriorated and dilapidated building conditions
- vacant and abandoned buildings, blight
- poor sidewalk conditions, not bicycle/ pedestrian friendly
- parking
- lack of choice: retail, restaurants/bars, and budget
- U.S. Highway 29, truck traffic, foul-smelling trucks
- lack of events and activities

Question 4 asked citizens to identify five landmarks in the City of Troy -- not just the downtown area. Top responses to the question, however, identified landmarks in downtown and on Troy University. Responses included:

- downtown square, confederate monument, and gazebo
- Troy University, fountain, arena, and quad
- Johnson Center
- First Methodist Church
- College Street Historic District

In Question 5, citizens were asked about destinations they would take a visitor for a day of sightseeing in Troy. The top five responses included the downtown/square/restaurants, Troy University, Pike Pioneer Museum, Johnson Center for the Arts, and College Street Historical District.

Questions 6 and 7 asked citizens to name the most significant event that occurred in Troy and what was the most significant local event that occurred during their lifetime. Top historical events included the railroad coming to Troy, establishment of Troy University, and fires hat burned historic buildings. Notable more recent events include the growth of Troy University, the Publix Project, TroyFest, and snow events.

The final questions on the survey asked citizens to provide both driving and walking directions to the downtown square and to draw a map of the downtown Troy. These responses were used to further identify primary paths and landmarks that residents use to move into and around downtown as both a motorist and a pedestrian. The responses indicated that the primary vehicular paths to downtown are from U.S. Highway 231, using either Three Notch Street or Murphree Street. Secondary vehicular paths were Elm Street and Academy Street.

Not surprisingly, the primary pedestrian paths included the secondary vehicular paths -- South Brundidge Street, George Wallace Drive, Elm Street, and Academy Street. Directional landmarks, however, were similar to those of the vehicular direction, with additional and more detailed landmarks on Brundidge Street.

Downtown Market Potential

Although beautification and physical improvements are a compelling reason for downtown revitalization, they are only part of the equation. Another part of downtown revitalization is making sure that the downtown area is, and remains, economically viable. Opportunities that arise from economic viability include the recruitment and fostering of businesses that have high market potential for success. Market potential is defining a specific market, or trade area, and then knowing the consumer spending habits of the population within that market area.

Using Esri's Business Analyst reports as a foundation, target market areas have been defined as one, three and five mile radii from the center of the downtown square. The market areas do not necessarily coincide with the corporate boundaries of the City of Troy. A map of the market area boundaries is available in Appendix D of this document. Characteristics of the consumers within the three market areas, as well as, spending habits were reviewed in the Planning Context appendix.

The Esri Retail MarketPlace Profile report provides data on the existing supply and demand of products, goods and services by industry NAICS codes. The report also provides a surplus/leakage factor between -100 and +100. The surplus/leakage factor is confusing, at first glance, because a positive factor number indicates a lack of supply and the negative factors indicate a surplus supply. Therefore, a factor of -100, indicates that there is a surplus and the market is saturated. A factor of +100 indicates that there is no supply. A copy of the report is available in Appendix D. When there is not sufficient supply to satisfy demand the business district has economic leakage because consumers are going to other locations to purchase those products or services.

According to the report for the Troy radial market areas, there exists a surplus of total retail trade and food and drink establishments. There are 74 total retail trade and food and drink businesses with in the 1-mile market area. Estimated demand is just over $64.4 million while the retail sales are slightly more than $82.2 million, leaving the 1-mile market area with a surplus factor of 12.1 In the 3-mile market area, there are 222 retail trade and food and drink businesses, with an estimated demand of $180 million. Estimated retail sales are more than $350.5 million, giving the area a surplus factor of -32.1. There are 243 retail trade and food and drink businesses in the 5-mile market area, with an estimated demand of $219.5 million. Estimated retail sales are more than $387.8 million, leaving the market area with a surplus factor of -27.7.

Although these numbers appear dismal for retail stores and restaurants in the downtown area, this is not the case. Total surplus and leakage factors are based on general supply. Deeper study shows that there are, indeed, retail trade and services that are in demand in the market areas. In fact, those types of business that are in demand are the very ones that are most suitable for location in Downtown Troy because of the specialty of the products. The table on the opposite page outlines the types of retail trade, goods and services that are in demand, along with the surplus/leakage factor, for each of the three market areas.

Market Potential for Downtown Troy

1 Mile Radius Target Area		3 Mile Radius Target Area		5 Mile Radius Target Area	
Industry Group	Surplus/ Leakage Factor	Industry Group	Surplus/ Leakage Factor	Industry Group	Surplus/ Leakage Factor
Automobile Dealers	+11.4	Motor Vehicle Dealers, except auto	+64.5	Motor Vehicle Dealers, except auto	+47.5
Motor Vehicle Dealers, except auto	+56.9	Home Furnishing Stores	+0.9	Home Furnishing Stores	+10.9
Electronics & Appliance Stores	+2.3	Electronics & Appliance Stores	+12.5	Electronics & Appliance Stores	+18.9
Lawn & Garden Equip. & Supply Stores	+100.0	Lawn & Garden Equip. & Supply Stores	+54.6	Lawn & Garden Equip. & Supply Stores	+23.1
Shoe Stores	+100.0	Sporting Goods, Hobby Musical Instrument Stores	+1.6	Jewelry, Luggage & Leather Goods Stores	+6.9
Sporting Goods, Hobby Musical Instrument Stores	+49.6	General Merchandise Stores, except dept stores	+12.4	Sporting Goods, Hobby Musical Instrument Stores	+6.5
Book, Periodical, Music Stores	+21.8	Office Supplies, Stationary, & Gift Stores	+20.5	General Merchandise Stores, except dept stores	+18.9
Department Stores, excluding leased depts.	+100.0	Electronic Shopping & Mail-order Houses	+100.0	Office Supplies, Stationary, & Gift Stores	+29.9
Electronic Shopping & Mail-order Houses	+100.0	Direct-Selling Establishments	+100.0	Electronic Shopping & Mail-order Houses	+100.0
Vending Machine Operators	+100.0	Special Food Services	+100.0	Direct-Selling Establishments	+100.0
Direct-Selling Establishments	+100.0				
Special Food Services	+100.0				

Source: Esri Retail MarketPlace Report, August 2016. Esri and Infogroup. Retail MarketPlace 2016 Release 1

APPENDIX C
STRATEGY NARRATIVE

"And then, I realized what you do with an idea…
You change the world."
-Kobi Yamada

Downtown Strategies

The downtown strategies are organized into five groups that are referred to in the Downtown Troy Plan as elements: promotion, vitality, appearance, movement, and linkages. Sound planning principles dictate that there are some basic components that must be included in a revitalization, redevelopment or renovation process. Among those components are design, structure, economic potential, and awareness. The five downtown development elements provide a system to assign similar strategies and actions into groups that can be further broken down into manageable tasks. The organization system is to ensure that implementation of the plan does not become an unwieldy and daunting undertaking. The organizational structure is discussed in the Downtown Strategies chapter of this plan, where the downtown strategies and actions are listed and illustrated. Therefore, that discussion is not repeated here. This appendix simply provides a narrative discussion of each strategy for further clarification.

Promotion

STRATEGY 1

Establish a distinct identity for Downtown Troy that will be recognized and bolstered through traditional advertising, social media, and non-traditional promotion.

Establishing an identity for the downtown area can also be referred to as branding. Community branding is much more than a logo and a line. The branding process requires research, creativity, and, most of all, commitment. A brand is a consistent message conveying what a community represents. The research behind the brand is essential to develop a platform that identifies the target audience, a frame of reference, qualities that set you apart, and the anticipated benefits of the branding efforts.

Branding is not simple and it is not inexpensive. Beyond research and creativity, successful branding requires long-term commitment by local leaders, property and business owners, and the community and economic development sectors to implement a downtown brand. That commitment is not just to include the brand in ongoing marketing efforts, but also a financial commitment to actively seek methods to promote the downtown brand on a long-term basis. As the branding process continues, downtown stakeholders will also need to ensure that the brand will adapt with ever changing conditions and economics. The branding effort and financial commitment, however, can bring great rewards with an increase in retail sales, private investment, visitor traffic, and tourism.

ACTIONS

1. Develop a branding campaign, with an easily recognizable logo and tag line that identifies Downtown Troy.
2. Obtain commitment from all players in the Downtown Troy economic and community development arena to be a part of the branding process and its implementation.
3. Look for innovative ways to integrate brand identity into downtown infrastructure.
4. Make brand logo and tag line available and develop incentives to encourage downtown businesses to include logo in advertising and packaging.
5. Develop methodology to consistently promote downtown brand and identity in social media and other digital platforms.

STRATEGY 2

Develop a marketing and recruitment plan that reinforces the identity and showcases the assets of downtown to increase visitation and investment.

Downtown Troy marketing efforts should have be three-prong approach. One focus should be identifying and communicating with a local target audience to attract increased and more frequent visitation to downtown. Another focus should be identification of economic leakage and the recruitment of businesses to meet the existing demand. A third focus should enhance the ability of Downtown Troy to attract non-local visitors in conjunction with other Troy attractions. All marketing efforts should support the Downtown Troy brand by marketing the area as one distinct district offering serving multiple interests and activities.

By tailoring marketing efforts, specific audiences can be encouraged to increase their use of downtown for living, working, shopping, and playing. Through viable promotion of downtown's unique characteristics, consumer and investor confidence in the district can be strengthened resulting in increased commercial activity and investment. Some informal surveys and preliminary market reports have already been obtained. Informal survey results, shown below, indicate that patrons are most interested in restaurants, special foods, specialty clothing and other specialty retail, outdoor markets, and music concerts and events. Esri's market potential reports, as discussed in previous chapters, provide some insight into consumer characteristics and habits. These reports also identify industries with market potential in the Troy downtown area which reinforce the survey results by identifying a market demand for special food services; small department stores; sporting goods, hobby stores and musical instrument stores; book, periodical and music stores; and, lawn and garden and supply stores. Further, the Esri market potential report identifies a demand for non-specialty retail, such as, office supplies, home furnishings, electronics, and mail-order houses. Marketing research and recruitment packages provide business owners with sound numbers on which to base their investments.

The marketing and recruitment playground changes rapidly with technological and social media advances. There is no one solution that will address all markets. Instead, downtown marketing efforts must constantly be evolving to stay of the forefront of consumers, and constantly promoting the many advantages of the downtown experience. Still, downtown marketing experts recommend that the marketing focus be on downtown activities, as opposed to location or place, stating that people come downtown to participate in activities, to take advantage of sales, and to have an enjoyable experience.

Downtown Troy Informal Survey and Poll Results

Places to See in Troy

1. Downtown Square
2. Troy University
3. Pike Pioneer Museum
4. Johnson Center for the Arts
5. First Methodist Church
6. College Street Historic District

-Downtown Planning Citizen Survey

Special Features

1. Downtown Square
2. Eateries
3. Shopping
4. Historic Buildings

-Downtown Planning Citizen Survey

Current and Future Attractions

1. Specialty stores, 75%
2. Coffee Shop, Bakery, 68%
3. Entertainment, Concerts, 62%
4. Bars, Clubs, 62%
5. Local Food, 58%
6. Cafes, 56%
7. Festivals, Events, 51%

-Troy University Student Survey

Student Dining

- 62% of Troy University students dine off campus frequently, more than twice a week.
- 89% of all students eating off-campus dine downtown.

-Troy University Student Survey

When Do You Visit

1. Afternoon, 69%
2. Evening (5 to 7), 61%
3. Lunch, 43%

-Troy University Student Survey

Types of Events Attended

1. Parades, 16%
2. Downtown Concerts, 15%
3. Holiday Events, 13%
4. Retail Sales & Promotions, 13%

-City of Troy Online Poll

Future Events:

1. Outdoor Markets, 12%
2. Food Festivals, 10%
3. Downtown Concerts, 10%

-City of Troy Online Poll

Business Patronage:

1. Restaurants, 22%
2. Clothing Stores, 14%
3. Gift Shops, 12%
4. Boutiques, 11%

-City of Troy Online Poll

Additional Businesses:

1. Restaurants, 17%
2. Bars/Breweries, 14%
3. Specialty Foods/Markets, 14%
4. Cafes, 14%

-City of Troy Online Poll

What's Important Downtown:

1. Building Renovations, 18%
2. Nightlife, 15%
3. Streetscaping, 14%
4. Retail Options, 10%

-City of Troy Online Poll

Sources: Downtown Plan Citizen Survey, 2016; Troy University Student Survey, 2016; City of Troy Online Poll, 2016

ACTIONS

1. Conduct a detailed market potential study to further define characteristics of local consumers and their spending habits, and to obtain a detailed picture of products and services that are in high demand.
2. Identify a distinct niche for downtown that complements rather than competes with other commercial resources in Troy.
3. Develop a marketing plan to increase visitation to existing retail, services, and restaurants.
4. Develop a recruitment plan to pursue location of, or start-up of, businesses that will meet demand for products and services that are missing in Downtown Troy.
5. Compile a recruitment package to attract future investors and business owners that is available in both paper and digital formats.
6. Work with organizations to offer regular and ongoing training sessions for merchants to assist in adapting to the changing market place and other relevant issues faced by downtown business owners.
7. Establish a business owner mentorship program offering peer assistance to new business owners and start up businesses.

STRATEGY 3

Create a central, one-stop calendar with a variety of events that makes downtown the place to be in Troy.

Downtown revitalization experts continuously emphasize the need to focus on activities, not location, to keep residents coming back and to bring visitors to the downtown area. The rationale is that people are more attracted by things to do and by the feelings of the experience than the location or buildings. For people to come and enjoy the experience of Downtown Troy, it is essential that there be a one-stop shop with a calendar of activities that caters to multiple interests. Further, the calendar of downtown events must have dominant online presence. Tripadvisor.com is most often the top lead from a Google search for things to do in almost any location. The site provides a list of activities and sites in the area, along with a rating and reviews from those who have visited. In a search for things to do in Troy and in Downtown Troy, tripadvisor.com listed six sites to visit. Only four of the sites had reviews. The reviews, however, were positive and ratings were four and five stars.

Compiling and maintaining a calendar of events is not as simple as it sounds. A central location, agency, and responsible person must be designated. Also, business owners and organizations must be cooperative in getting sufficient event information to the central calendar source on a timely basis in a designated format. A central events calendar does not preclude individual business owners and agencies from also maintaining an events calendar. Instead, it provides additional support to local businesses and helps build the presence for Downtown Troy.

The central event data source should also be responsible for the dissemination of activity information to other online resources, such as, social media and regional land state tourism websites. Recurring events can be compiled into a brochure for wide-spread distribution. Event information in hard-copy formats for recurring events and festivals should include date information for the current year and also the date information in a format that visitors will know when the event will be held the following year, such as the event is always held on Memorial Day on the last Monday in May.

ACTIONS

1. Designate an agency and position/ person responsible for compiling and maintaining a downtown events calendar.
2. Establish format and time frame for submitting event and activity information to central calendar of events, including sales, celebrity appearances (book signings), concerts, outdoor markets, etc.
3. Include calendar of events information on downtown information kiosks.
4. Build an Internet presence with top search results.
5. Provide website information and encourage visitors to post reviews on travel and tourism websites.
6. Continue and increase promotion of downtown activities through social media accounts.
7. Publish a visitor's guide that includes the calendar of festivals, events, and activities.

Vitality

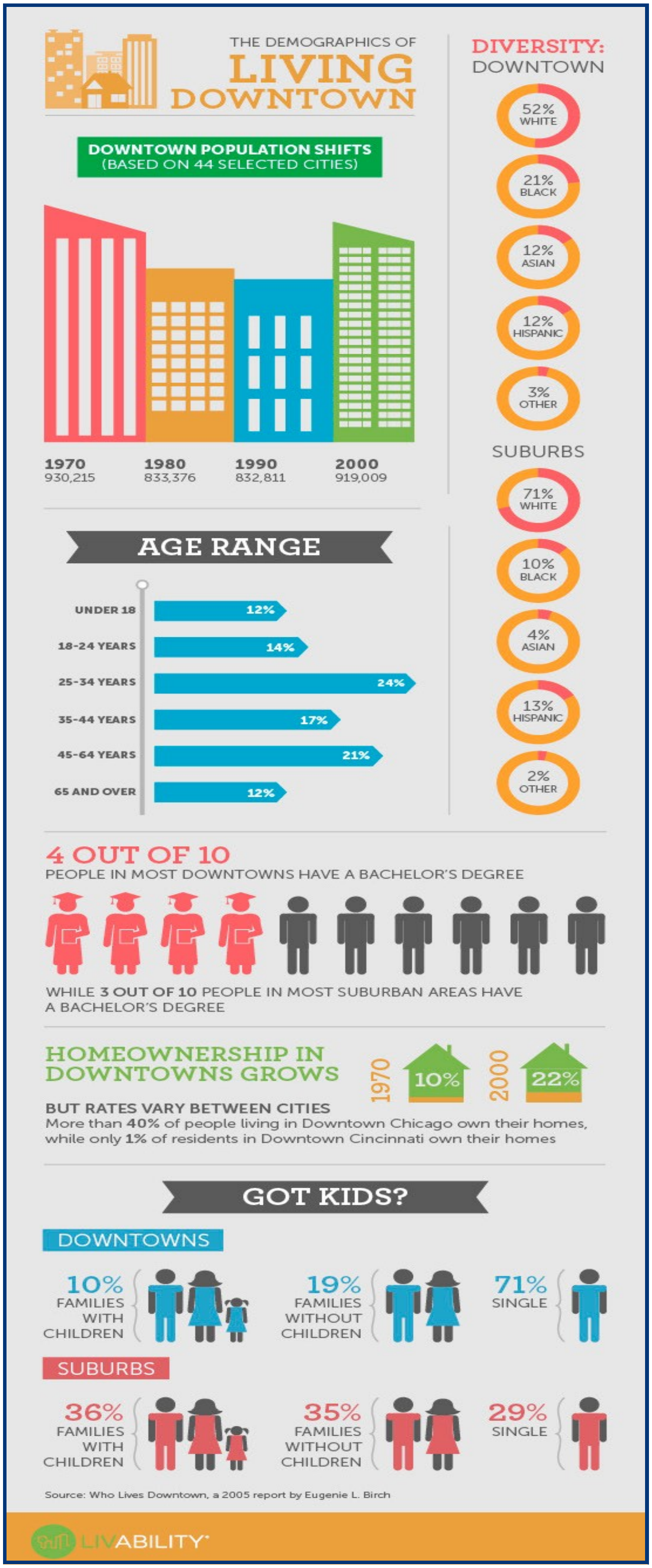
STRATEGY 4

Encourage downtown living as a viable and unique lifestyle, thereby increasing activity levels and the overall vitality of the district.

Downtown residential options bring a vitality to the area that cannot be duplicated with retail, offices, restaurants, or industries through full time occupancy. Downtown living provides an ownership of the area by those who live there, whether they rent or own because the area now has an added dimension of "home". Troy has some limited downtown residential in place; some in the works; and great potential for even more downtown living options. Further, Downtown Troy is close to several residential areas. The historic College Street neighborhood is adjacent to the northwest boundary of the district. The Oakland Heights neighborhood is located to the northeast of the downtown area. Also, a significant amount of student rental housing is found to the east of downtown. All of these neighborhoods are within walking distance of Downtown Troy.

Livability.com, an online resource that explores what makes small-to-medium sized cities great places to live, provides a demographic outline of who typically lives in downtown areas through a study of 44 cities (provided on the next page). Their research indicates that diversity is greater in downtown areas; 40 percent of downtown residents have a college degree; downtown ownership is increasing; and, that 71 percent of downtown residents are single, 19 percent are families without children, and 10 percent are families with children. The goal of Livability is to help cities attract and retain residents and businesses.

It is common practice to base commercial development on the number of rooftops within a radius area of a site or the number of cars (traffic volume) passing an site. Downtown Troy has the potential to further expand downtown residential options through infill development in vacant and partially-vacant structures and through new construction on unused sites. One such proposal has been prepared for a site located on East College Street, between Three Notch Street and Wiley Street. The proposed residential development is for townhouses that front Three Notch Street and East College Street with vehicular access from Wiley Street. Driveways lead to a rear lot garage with a yard between the main structure and the garage. The entire lot has vegetative screening from industrial land uses located to the northeast of the site. The townhouses provide a clustered residential environment



Proposed townhouse residential development located at the north end of Downtown Troy.

that further ties the historic College Street neighborhood to downtown through a transition zone. There are similar lots at the south end of downtown that could be used in a similar fashion to provide a strong transition area between traditional neighborhoods to the more dense development of downtown. These clustered residential areas also build the support base for downtown retail and restaurants.

Within the downtown core, residential options on upper floors of retail and office buildings should be encouraged as a viable use of these spaces. The upper floors then become income-producing properties for property owners, and, again, build a support base for retail and restaurants. The upper floor residential development offers a different and highly-sought after view of downtown while providing a constant "eye" on the downtown area. The upper floor residences are often called loft apartments, or just lofts, because of the openness of the space that allows an occupant to tailor the space to his or her needs. The lower cost of construction of the loft spaces often leads to a lower rent cost enabling a wider variety of people to entertain the downtown living option within a vibrant and walkable area.

ACTIONS

1. Encourage ongoing private development of residential options on upper floors of downtown buildings.
2. Recruit private development of residential townhouses on vacant site located on East College Street between North Three Notch Street and Wiley Street.
3. Encourage downtown living in upper floor apartments and condominiums through resident incentives.
4. Explore additional opportunities for development of downtown residential resources in vacant warehousing and industrial buildings located at the south end of the district.
5. Ensure a variety of housing price options to attract residents to the downtown area.

STRATEGY 5

Build on existing cultural arts resources to create an artisan community / district / atmosphere that attracts artists, makers, enthusiasts, and consumers.

Downtown areas are often known for being unique environments that offer opportunities to enjoy cultural arts, such as, galleries, theaters, and concerts. These spaces may or may not be tied to meeting and convention spaces. Inroads have been made into the cultural arts community in Downtown Troy with the adaptive reuse of a historic post office as the Johnson Center for the Arts; reuse of a store front as The Studio which offers an exhibit, meeting, event, and education venue; and a reuse of a building next to The Studio that will be used for art classes and workshops. The Troy Public Library, which lies at the end of the Walnut Street axis less than three blocks from the Johnson Center, also offers exhibit space and a small meeting space. These facilities are filling the needs for fine art exhibits and gallery spaces.

Another facet of cultural arts is the work of craftsmen and artisans that are often not exhibited in gallery space, but instead, are shown at outdoor markets and sold in retail stores. There is also a strong movement among craftsmen and inventors to share knowledge and inspire one another by working in a “makerspace”. According to Maker Media, a makerspace is a center that will often combine manufacturing equipment, community, and education for the purposes of enabling community members to design, prototype and create manufactured works that wouldn’t be possible to create with the resources available to individuals working alone. There are no set rules for a makerspace, but instead, each is generally arranged to fit the community it serves. A potential makerspace in Downtown Troy could be developed with a structure behind the historic Light Plant (Balmer’s Automotives) facade on East College Street. Alternatively, the site could

The historic Light Plant (Balmer’s Automotive) facade could be transformed into a makerspace or artist co-op.

be used as an artists cooperative site or an incubation center for craftsmen. The site is well-suited to these types of use because of its location near the Johnson Center and also provides a transition from the more industrial land uses to the north.

A craftsman or maker space, artist co-op, or other artisan facility would add another group of consumers in the downtown area and would tie into the existing cultural arts community. Spin off from these facilities would be the need for retail stores for supplies and materials. The creative spaces could greatly support downtown living and bring another nighttime activity to the area for meetings and classes, thereby enhancing the vitality of Downtown Troy.

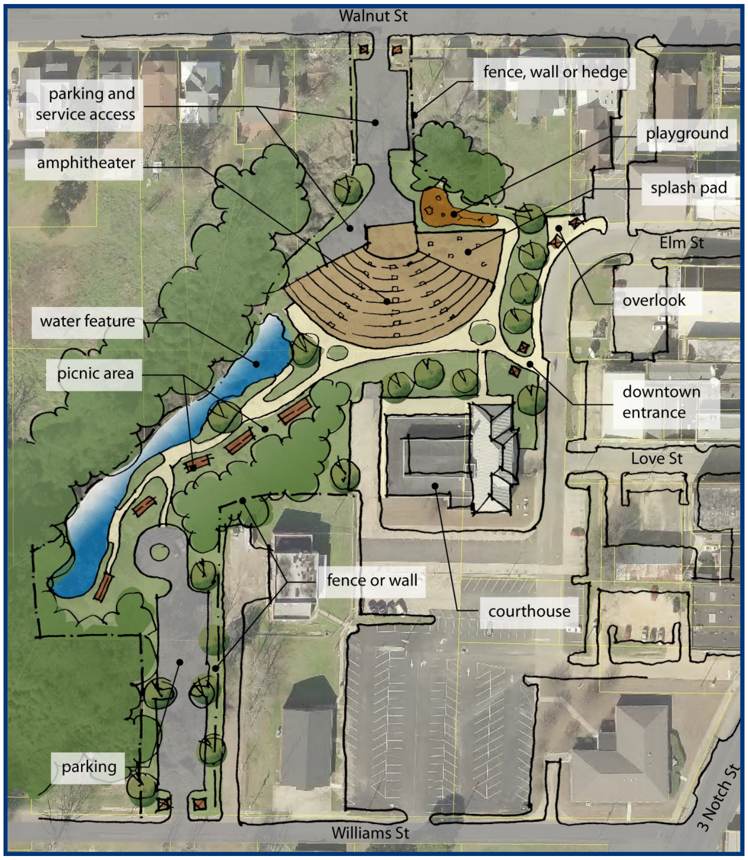
ACTIONS

1. Support and promote the Johnson Center for the Arts facilities as a destination for residents and visitors to Downtown Troy.
2. Look into the possibility of reusing the historic Light Plant (Balmer's Automotives) facade to create a northern anchor as a makerspace to increase support for craftsmen, artisans, and other makers.
3. Investigate possibility of an incubation site or co-op for artisans to have a location to work together in a similar environment along with retail space for sales.
4. Recruit retail establishments that offer cultural arts purchases, such as artist supply stores, music stores, and book stores.
5. Look into developing an Art Walks program and/or local sculpture program around the Downtown area.

STRATEGY 6

Strengthen and expand local and regional assets to create a recreation and tourism base in Downtown Troy, ensuring year-round resident and visitor traffic.

Troy does not have an independent tourism and destination marketing organization. Instead, the tourism functions are housed within the City of Troy and there is a tourism director position responsible for the destination marketing. The tourism portion of the City's website does list Downtown Troy as an item under the "things to do" list and provides a description of the historic value of the area and resources available there. One of the city's largest tourism draws is TroyFest, which is an annual outdoor festival on the downtown square. TroyFest includes an arts and crafts



Proposed amphitheater park could provide event/concert venue and recreation space for downtown visitors.

area, a music and live acts stage, a food court, and a children's area.

It is suggested that Troy expand its venue options for live acts with construction of an amphitheater space that can be used for casual gathering and recreation space when concerts are not taking place. The proposed location for an amphitheater is north of the Pike County Courthouse on land that is currently not suitable for intense structural development due to the topography. As proposed, the venue would have an amphitheater, splash pad, playground, walking trail, overlook, picnic tables, and a water feature making the space multifunctional for both daytime casual use and daytime and nighttime concert/event use. A facility like the one proposed would greatly increase the use of Downtown Troy for recreation purposes, bringing more traffic to the area.

Another outdoor space is proposed at the location of the historic water tower on East Walnut Street as a small parklet. A parklet would provide a resting area and a marker that highlights the value of the water tower and the role that it played in the development of Downtown Troy. Small gathering spaces such as the parklet are invaluable in improving the overall visitor experience in downtown. The water tower parklet would be a small beautification effort that would have a big impact on the area by providing a resting and gathering space and improving the appearance of an otherwise utilitarian historic structure.

The site of the water tower on Walnut Street offers an opportunity to build a small "parklet".

ACTIONS

1. Develop a tourism and marketing strategy for Downtown Troy.
2. Establish Downtown Troy as a destination.
3. Continue networking efforts with other tourism and destination marketing organizations across Alabama.
4. Explore recruiting a hotel into one of the historic structures downtown.
5. Evaluate construction of a multi-purpose amphitheater/park venue on undeveloped land north of the Pike County Courthouse.
6. Construct a small parklet at the location of the historic water tower on Walnut Street.
7. Showcase the water tower parklet as an example of how small spaces can provide big amenities to downtown visitors.
8. Promote event and recreational activities to help make downtown a destination for both residents and travelers.

Appearance

STRATEGY 7

Strengthen areas of downtown into mini-districts of activity through clustered and complementary activities that support and build upon one another.

Creation of mini-districts of similar activities and/or stores promotes customer visitation of multiple sites rather than just one. In other words, a visitor may be more inclined to wander through several stores with similar items placed close together as opposed to shopping just one store on an errand. Downtown Troy has several emerging mini-districts of activity. There is the municipal government cluster located in the northeast part of downtown with the municipal complex, fire station, city hall and utilities building. This cluster is connected by a sidewalk between city hall and the municipal complex passing by the fire station. Another mini-districts of activity is the county government cluster of buildings in the southwest part of downtown that includes the courthouse, jail, board of education and smaller associated county services buildings. In the center of downtown, surrounding the downtown square is the primary retail commercial mini-district. Downtown revitalization efforts should work to expand this activity mini-district by attracting a mix of similar retail establishments that are characterized by active and inviting storefronts with office and living opportunities on the upper floors. And finally, there is an emerging cultural arts and artisans mini-district between the municipal building and the downtown commercial mix. The arts mini-district provides a good transition between the two. The arts mini-district includes the Johnson Center for the Arts, the Studio, and the arts educational building next door. The arts mini-district could be expanded to include a work and maker space through adaptive reuse of some of the partially vacant and semi industrial type buildings between East Walnut and East College Streets.

ACTIONS

1. Develop a mix of similar businesses or activities to create a retail activity mini-district in the core of downtown.
2. Establish a retail mix mini-district of shops and restaurants characterized by vibrant storefronts and upper level offices and living environments.
3. Strengthen municipal and county governmental mini-district boundaries, further defining the activity clusters.
4. Further develop an arts activity mini-district from the Johnson Center on East Walnut Street to East College Street.

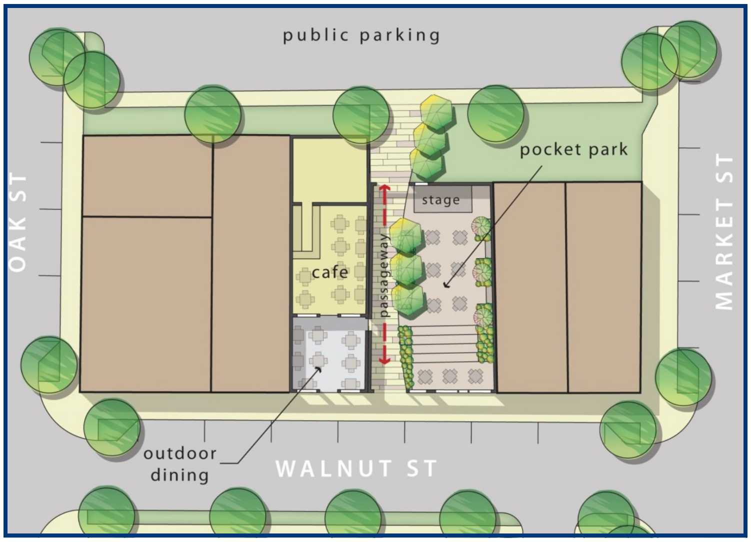
STRATEGY 8

Identify and maintain an ongoing record of specific opportunities for infill development and actively pursue private investment in these properties.

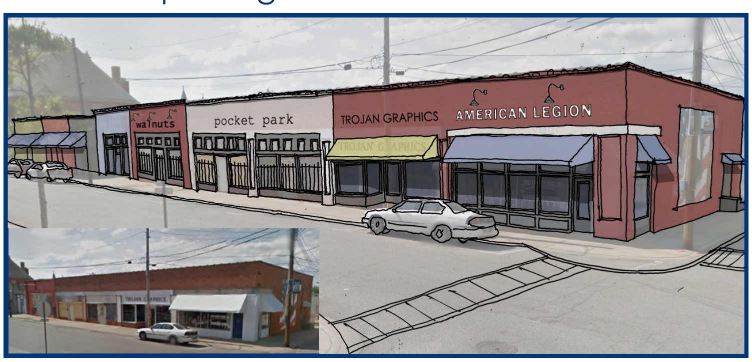
There are seven existing locations for infill development in Downtown Troy. These sites are currently holes, or voids, in the fabric of downtown that present a decayed appearance and detract from the overall downtown experience. Infill development benefits all businesses in downtown by creating a solid and safe street frontage, eliminating deteriorating structures, and bringing a new retail or public use to the area. Infill development can house public spaces, new retail stores, or even pop-up retail as a means to incubate new businesses. Existing infill development sites include:

- East Walnut Street, between North Oak and Market Streets,
- North Three Notch Street, between Walnut and Elm Streets
- South Three Notch Street and Love Street intersection,
- East College Street, between North Three Notch and Wiley Streets,
- East College Street, at the end of North Oak Street
- South Market Street, between Elm and East Church Streets, and
- Elm Street and Market Street intersection.

Each opportunity for infill development will have its own unique possibilities and limitations. The examples shown on this page illustrate infill development within an existing empty structure and infill development on a vacant lot. The site on East Walnut Street, between North Oak and Market Streets includes three store bays that are deteriorated to the point of the roofs falling in behind the front facades. The illustration below shows how the area might be reused as an outdoor cafe and pocket park, or gathering place. This concept has an added benefit of providing a pedestrian passageway between a public parking area and the commercial uses found on East Walnut Street and beyond.



Infill development on East Walnut Street between Market and Oak Streets includes an outdoor cafe and pocket park that acts as a transition zone with a passageway between a parking lot and retail stores.



Facade improvements on a block of Walnut Street restore the street frontage continuity and the historical character of the buildings.

Another infill development example uses an empty lot located on North Three Notch Street between Elm and Walnut Streets with some limiting site features to construct a new building intended for retail commercial use on the first floor and office or residential usage on the second floor. The site limitations were used to create a courtyard, or open space, that is defined by a brick entranceway and continues to reinforce the street frontage.

A ongoing list of opportunities for infill development should be maintained along with the property details to the extent possible. These properties should then be looked at first as a possibility for new shops or public spaces. Infill development is not necessarily less costly to development than new construction. Depending on the particular site, in fact, infill development can be more costly if there are existing structures to be removed or

A vacant lot on Three Notch Street is reused to construct a new building for retail on the lower floor with office or residential above overlooking an outdoor courtyard, solidifying the street frontage.

environmental contamination to be cleaned up. To offset some costs of infill development, downtown stakeholders should be prepared to offer incentives to encourage adaptive reuse of sites that might present difficulty in development due to its existing conditions. Downtown stakeholders should be armed with property knowledge and willingness to make concessions prior to approach developers with infill development possibilities.

ACTIONS

1. Maintain an active list of infill development opportunities with property details to all extent possible.
2. Actively recruit private investment for infill properties, matching each site's unique features with market potential.
3. Identify those locations for public spaces that can be funded with municipal or non-profit funds.
4. Seek infill development first for those locations that will have the greatest impact on the entire downtown area, such as in gateways and core retail commercial.
5. Be prepared to provide an incentives package to encourage infill development on sites with severe limitations to reuse.

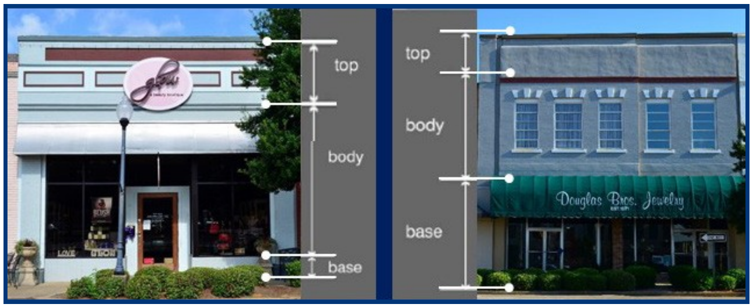
STRATEGY 9

Develop design guidelines and a facade improvement program that encourages property owners to make improvements that strengthen the historic character of downtown.

Facade improvements are those tasks that enhance the street-facing frontage of a building to reclaim its historic details. Even simple changes such as the removal of non-historic materials, repairs, or a new paint job that calls attention to the building's original architectural details signal positive change and often stimulate similar improvements in neighboring buildings. The illustration on the previous page shows facade improvements made on the north side of East Walnut Street, between North Oak and Market Streets, in conjunction with infill development shown in plan view. Improvements include restoration of facade elements including storefronts, windows doorways, transoms and other details; definition of the base, body and top of the buildings; installation of awnings with appropriate color and scale; differentiation of storefronts; and installation of historically appropriate and consistent signage and lighting.

One challenge with implementing façade improvements is that they are largely dependent on private investment. For this reason, many communities have established facade improvement programs that use grant or public funds to assist property owners in making the improvements to their buildings. These improvements become a community-wide investment because of the overall impact to downtown. A benefit to encouraging facade improvements through a publicly or non-profit funded program is the opportunity to ensure that improvements are truly characteristic of the downtown area. The worst scenario is to promote façade improvements that result in the further deterioration of the historic elements of downtown buildings.

Not all downtown structures will meet the historic guidelines for facade improvements. Some historic buildings have been lost over the years and replaced with buildings that are not characteristic of the late 18th and early 19th century buildings found in most of Downtown Troy. There are, however, some basic principles and guidelines to almost all facade improvements. First of all, each building should have a defined base, body, and top, as shown at the top right of the next page.



Design guidelines for facade improvements should include, at a minimum, the following basic principles:

- Maximize window area and avoid clutter
- Recess entrances
- Use compatible signage and awnings
- Avoid painting unpainted masonry
- Protect character defining elements
- Use compatible colors consistently

ACTIONS

1. Develop design guidelines for Downtown Troy that adheres to the historical character and vision of the area.
2. Investigate establishing a facade improvements program to assist property owners in restoring their properties to their original historic character.
3. Seek funding for a facade improvements program through grants or donations made to a non-profit organization.
4. Develop guidelines and maintenance requirements for improvements made through the façade improvements program.
5. Publish details of facade improvements program through electronic and print media to encourage property owners to restore their buildings to their original historic character.
6. Conduct training classes and offer design assistance on façade improvements so owners do not invest in improvements that are not historically appropriate.

STRATEGY 10

Execute a streetscaping program that creates a walkable community while promoting economic activity.

The streetscaping concept recognizes that a street is a public place where people are able to engage in various activities. The appearance of the full street -- travel lanes, turn lanes, curbs, signs, sidewalks, landscaping, and parking -- can have a huge impact on how people interact on the street and while traveling the street. In the end, streetscaping can help define the overall downtown experience, thereby having a positive or negative impact on the economics of the area.

Each street should be treated as a separate entity in terms of streetscaping based on its function within the overall street network. The aim is to accommodate all travelers, from the pedestrian to the automobile driver to the transit rider, safely and comfortably. First, a streetscape should include well-defined boundaries for vehicular travel lanes using curbs, signs, or landscaping. Travel lanes may include shared lanes for vehicles and bicycles, called a sharrow. In general, streetscaping amenities that improve the experience of the street might include street trees, lighting, wayfinding signs or kiosks, street furniture with trash and recycling cans, and public art. Streetscaping amenities should work together to encourage visitors to leave their cars and socialize within the downtown pedestrian environment.

In the Illustrative Plan, streetscaping is recommended on eight corridors to transform these streets into image corridors that are capable of accommodating multiple activities. Streetscaping is recommended on Three Notch Street, Academy Street, South Brundidge Street, College Street, Elm Street, Madison Street, Montgomery Street, and

Murphree Street. Three of these streets, Three Notch, Elm, and Montgomery Streets, are designated as primary image corridors, with South Brundidge Street as a secondary image corridor.

Techniques that illustrate how simple changes can transform a street into a safer, more accommodating, and attractive corridor include using planted bump-outs and curb extensions, pedestrian crosswalks, wider sidewalks, building canopies, pedestrian-scale lighting, and a shared travel lane for vehicles and bicycles.

These same techniques can be applied throughout the downtown district to create streetscapes that invite pedestrians and help direct the flow of traffic. Streetscaping on the designated image corridors should reflect the individual type of roadway and its surroundings. For instance, streetscaping features along Three Notch Street, between College Street and Love Street, would include more pedestrian comfort amenities than streetscaping on Three Notch Street north and south of the gateway intersections where less pedestrian traffic would be expected.

Street trees are a vital component of almost every streetscaping project because they provide shade and comfort to the pedestrian while creating a positive visual effect for the traveler. Street trees can, however, present a challenge in terms of placement for optimum growth and longevity. Where possible, appropriately sized street trees should be planted in the road right-of-way at a safe distance from the travel lane. In some instances, such as federal highways, the right-of-way is not an option due to the high volume of traffic, travel speeds, and limited right-of-way width. When the right-of-way is not an option, street trees could be planted on private property. One incentive to encourage property owners in these instances is establish a program for free street trees and planting if the property owner agrees to care for the tree once planted.

In other instances, such as the downtown core, the travel lanes abut sidewalks which are adjacent to buildings. The road cross sections illustrate how street trees can be planted in curb bump-outs and curb extensions. These projects will require street and sidewalk modifications by the City of Troy. Even with the additional cost, street trees are an essential element as demonstrated in downtown case studies in which street trees were one of the amenities that the different cities had in common.

Another critical streetscaping feature is pedestrian scale lighting, as Troy has installed around the downtown square. This same type of lighting should be continued and extended approximately two blocks in each direction from the square to encourage pedestrian use of the area. Pedestrians will also need rest areas, or benches, with nearby trash and recycling cans. Again, Troy has begun these improvements which should be continued and extended in the same area as the lighting.

One recommended feature for livable, walkable, and inviting downtown areas is a centrally located public washroom. These comfort facilities enable visitors to stay longer, clean up before and after outdoor dining and events, clean up children's spills, and the like. Public washrooms are one of the most expensive elements to install because of acquiring the location, the plumbing and hookups in an existing developed area, and the additional maintenance factor. Even so, some provision for public washrooms should be considered for the downtown area.

ACTIONS

1. Prioritize image corridors for streetscaping improvements on Three Notch Street, Elm Street, Murphree Street, and Montgomery Street, as funds allow.

2. Prioritize streetscape improvements for remaining streets as private interest and funds allow.
3. Develop detailed streetscaping improvement plans for each image corridor as funds allow.
4. Develop a street tree give-away program that fosters private ownership and maintenance of trees once planted.
5. Pursue replacement of overhead power lines with underground utilities or work with utility and communication organizations to clean-up and organize existing lines, until underground utilities become feasible, in the downtown district and along image corridors.
6. Extend pedestrian-scale lighting two blocks in each direction from the downtown square.
7. Continue installation of outdoor seating and nearby trash and recycling receptacles in the same area as new pedestrian-scale lighting and at same time as new lighting is installed.
8. Install bicycle parking at intersection of Elm Street and Market Street as part of sharrow but to discourage bicycle traffic on the sidewalks in the downtown square.
9. Consider installation of a public washroom near downtown square.

Movement

STRATEGY 11

Create a city-wide wayfinding system that efficiently and effectively draws traffic into downtown and directs movement within the district.

One of Downtown Troy's greatest challenges is being found. With the construction of the U.S. Highway 231 Bypass in the early 1950s, the road with the heaviest volume of traffic was routed one mile away from downtown. Today, the only visual clue on U.S. Highway 231 of the direction to downtown are small green highway signs that quietly point the way.

Wayfinding is the process of being guided through a physical environment that helps to enhance and experience the space. Wayfinding can also be defined as spatial problem solving. It is knowing where you are in an environment, knowing where your desired location is, and knowing how to get there from your present location.

The City of Troy hired the McComm Group, of Decatur, Alabama, to conduct a wayfinding sign audit to determine where and how a wayfinding system might be implemented in Troy. The initial findings of the wayfinding sign audit were further supported by findings in the downtown planning process.

The McComm document states that the intent of the audit was:

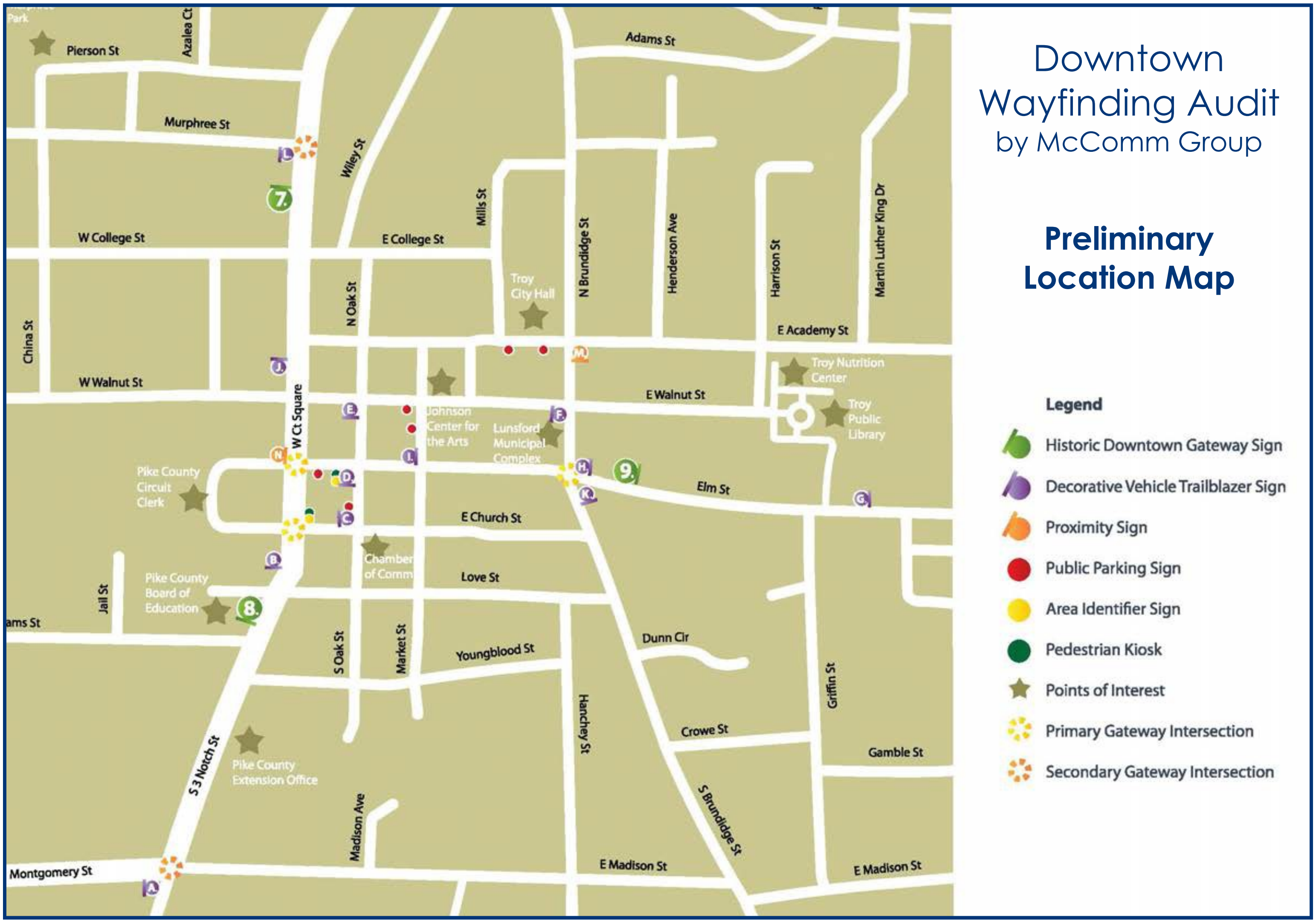
- define corridors and gateways that visitors should use;
- suggest a preliminary hierarchy of information by defining destinations;
- direct drivers to areas first, then to destinations within each area; and
- increase pedestrian traffic by suggesting locations for informative interpretive kiosks for pedestrians and cyclists.

The study recommended a system of signs that included nesting signs, or mini-signs, within the overarching sign network to help travelers reach their destination. On the city level, it was recommended that the wayfinding system include primary, secondary and downtown gateway signs that announce arrival to an area. The wayfinding audit study further suggests several types of wayfinding signs be used in downtown.

The Troy Wayfinding Audit defines each of the sign types. Directional vehicle trailblazer signs are used where some distance must be traveled between decision-making points. Trailblazers assure drivers that they are still moving in the right direction. The type of trailblazer sign is dependent on the roadway and speed of traffic. Downtown Gateway signs announce to visitors they have arrived to the city's heart by projecting a "sense of arrival." Proximity signs may be small single item signs used to point vehicular traffic to a single destination by type of venue and to let the driver know they are still headed in the right direction. Area identification signs are used to identify the venue by name and to announce to the traveler they have arrived at the intended destination.

The pedestrian kiosk is an informational sign typically consisting of a map and area information. Pedestrian maps are more effective orientation devices for walkers than guide signs. They can show destinations in a given area and allow visitors to choose a route that takes them past destinations that interest them most. Unlike vehicles, which are confined to the street grid, pedestrians don't always walk in a straight line.

Creation of an effective wayfinding system should be a high priority for Downtown Troy stakeholders. The Downtown Plan for Troy should be considered in developing the second phase of the wayfinding system to further solidify the location of directional and gateway signs.



ACTIONS

1. Conduct phase two of the wayfinding study using gateways and image corridors as defined in the downtown plan.
2. Develop a city-wide wayfinding signage system.
3. Install directional trailblazer signs at decision points that lead to downtown at the intersections of Montgomery and Madison Streets, Madison and Brundidge Streets, and Murphree and Three Notch Streets.
4. Install gateway signage at the intersections of Three Notch and College Streets, Three Notch and Love Streets, and Elm and South Brundidge Streets.
5. Use street trees, landscaping, lighting, and sidewalks to further define decision points and gateways into downtown.

STRATEGY 12

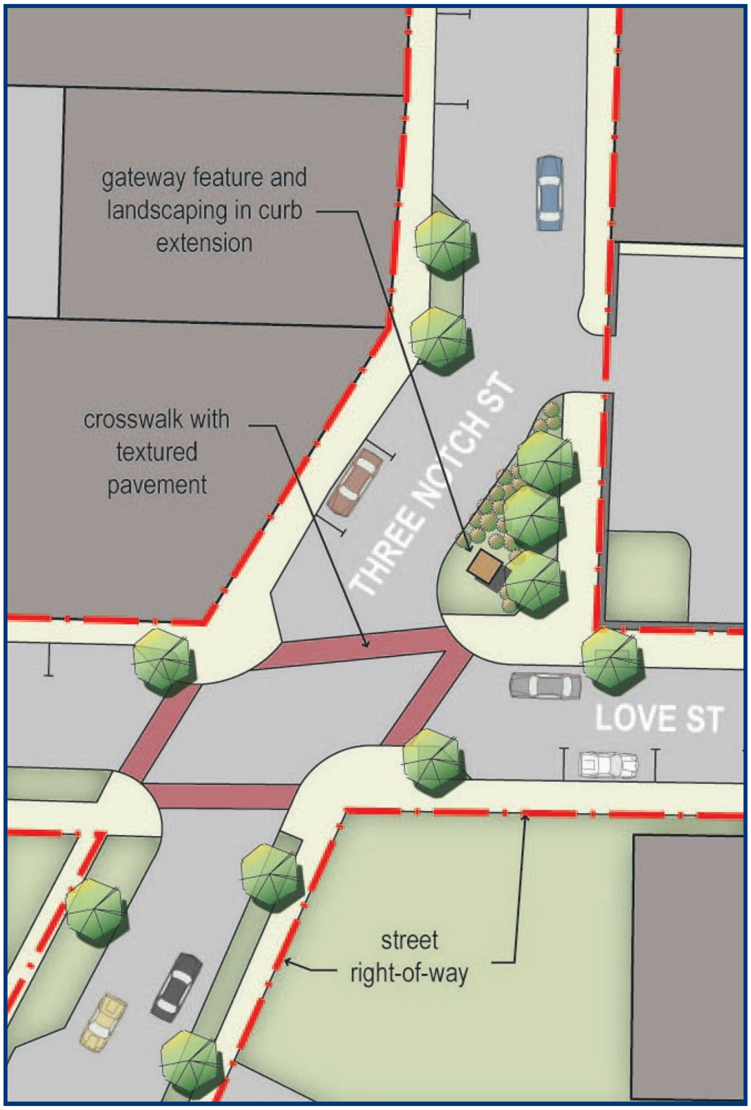
Create attractive and welcoming entrances, or gateways, to Downtown Troy that are clear signals of arrival to a unique and extraordinary place.

Welcoming visitors to Downtown Troy is one key to increasing the economic vitality of the area. Although attractive image corridors function to lead travelers into downtown, there should also be strong visual clues to let the traveler know he or she has arrived. The point of arrival is called a downtown gateway. The Downtown Troy Illustrative Plan suggests that gateways be created at three sites, each of which is located within an image corridor:

- North Three Notch Street and College Street
- South Three Notch Street and Love Street
- Elm Street and South Brundidge Street

The gateway area should provide a distinct transition from the image corridor to downtown through building density and character, streetscaping, and scale of development. From the gateway point and through all of the downtown district, all development should incorporate a vehicular, bicycle, and pedestrian scale. Much like streetscaping, gateway development should include visual amenities that identify downtown as the heart of Troy and signify the local investment in the area.

Using the illustration below for the gateway at South Three Notch and Love Streets, one indication of gateway arrival is the change to a pedestrian scale with curb extensions that shorten the crosswalk distance. Shorter crosswalks encourage a feeling of pedestrian safety when crossing a federal highway. Curb extensions also work to reduce the scale by slightly narrowing the street and funneling



traffic into downtown. Crosswalks with a textured brick pattern make them stand out from other crosswalks not in the downtown area.

The extended curb and sidewalk area on the northeast corner of the intersection also function to create a seating and landscaped area, which again enhances the aesthetics of the entrance. Portions of the sidewalks are also landscaped and include street trees for shade using extended curbs and sidewalk plantings. Finally, there is gateway signage and lighting included in the landscaped northeast corner that will officially define the entrance to downtown. These same gateway principles should be applied to the creation of gateways at North Three Notch and College Streets and Elm and South Brundidge Streets. In addition to the aesthetic elements at the eastern gateway at Elm and South Brundidge Streets, the gateway design will also need to incorporate Elm Street as designated sharrow.

ACTIONS

1. Install temporary gateway elements to secure and protect gateway intersections until full gateway designs are constructed.
2. Investigate options with the Alabama Department of Transportation for gateway development on Three Notch Street since it is a federal highway under their jurisdiction.
3. Remove overhead power lines and replace with underground utilities as feasible.
4. Research and develop detailed gateway development plans at the three identified downtown gateway locations.
5. Raise funds through donations and fundraising drives for gateway development.

STRATEGY 13

Create a circulation system that is safe, comfortable and convenient for multiple modes of transportation.

The vehicular circulation system of Downtown Troy includes multiple different, yet related, components. Fortunately, the City of Troy was provided with the opportunity to conduct a separate transportation study with the final results to be integrated into the Downtown Troy Plan. The transportation study was conducted by Skipper Consulting, Inc.

The purpose of the transportation study was to examine the following: vehicular connecting routes that provide links from the regional roadway system to downtown; vehicular circulation issues specifically related to intersection traffic controls, signalized intersections, multiway stops, and the downtown square; downtown parking supply; and the downtown environment related to challenges presented by the presence of at grade railroad crossings and transient truck traffic. Many of the findings of the transportation study were discussed in the planning context section of this plan. The results, however, are reported here.

The transportation study suggests that access management of roadways will be critical to efficient vehicular circulation. The intent of access management is to promote the safe and efficient movement of all modes of travel while at the same time protecting and improving roadway capacities. If approached properly, access management can enhance property values within each corridor while safeguarding past and future public investments in the infrastructure.

A product of access management is the improvement to the environment for pedestrian and bicycle traffic within the downtown corridors. To further enhance the experience for these modes of travel, the sidewalks along each corridor should be repaired where needed and any gaps should be constructed to provide a continuous route. The study also reinforced the concepts of gateway development, pedestrian-scale lighting, streetscaping, and wayfinding that have been discussed in other strategies.

The study recommended that vehicular circulation around the downtown square be changed from two-way traffic on one street and one-way traffic on three streets to two-way traffic on all four streets that surround the square. Currently, the traffic circulates around the square in a counter-clockwise direction, which restricts access to the businesses located around the square and often causes driver confusion. Converting the traffic around the square to two-way circulation would improve traffic circulation, improve access to the businesses located around the square, and decrease driver confusion. In conjunction with the change in traffic direction to two-way circulation, the parking angles around the square would have to be changed to either angled spaces in the opposite direction or perpendicular spaces. Changing the direction of the parking spaces, however, will not result in any lost spaces. The traffic signals at the intersections of Three Notch and Church Streets and Three Notch and Elm Streets would also have to be modified to accommodate two-way traffic.

A review of traffic controls of intersections indicated that all intersections throughout downtown had the appropriate method of intersection control. There were no unsignalized intersections that warranted traffic signalization. There were no side street stop conditions that warranted all way stops. The intersections with all way stops appeared to have the traffic volume to warrant all way stops or had sight distance issues due to building or other immovable objects that caused unsafe conditions. All way stop conditions improve the safety at intersections with limited sight distance. It was recommended that the seven signalized intersections along Three Notch Street (between Madison and Academy Streets) and the signalized intersection on Brundidge Street,

Access Management Techniques

- Separate conflict points – distance between major intersections and driveways should be regulated. As a general rule, driveways should not be located within the area of influence of intersections.
- Restrict turning movements at unsignalized driveways and intersections – the use of full directional unsignalized streets and driveways should be limited. Full movement intersections should serve multiple developments through joint use driveways or cross access easements.
- Establish design standards – design standards that address access spacing, the length of turn lanes and tapers and driveway dimensions should be developed for application throughout the corridor.
- Traffic signal spacing – signals should only be installed when appropriate studies indicate their spacing and interconnection can be accomplished without significant impacts on the corridors capacity.
- Turn lanes – left and right turn lanes should be required for all public streets and major access points to adjacent land uses.
- Shared driveways and inter-parcel access – joint use driveways should be required to reduce the proliferation of driveways and to preserve the capacity of the corridors.

at Madison Street, be improved to include mast arms, decorative signal poles and pedestrian signals.

The transportation study addresses the issues of truck traffic through downtown and at-grade railroad crossings. U.S. Highway 29 passes along the west side of the square, bringing considerable traffic through downtown that does not stop. Of the total traffic volume on U.S. Highway 29, at 12,500 vehicles per day, 6 percent are trucks. That is equivalent to 750 trucks per day passing through the pedestrian scale downtown. Both the pedestrian environment and the vehicular circulation could be improved if trucks were prohibited restricted from downtown access on Three Notch Street, Brundidge Street, Montgomery Street, and George Wallace Drive. One suggestion to accomplish this would be to re-route trucks along Trojan Way, which was the original route for U.S. Highway 231 into Troy from the north. There are some improvements that would be needed to accommodate this transition.

There are two railroads lines that pass through Downtown Troy with a total of nine road crossings within the downtown boundary. Of the nine road crossings, seven roads cross the railroad at grade. These roads are Three Notch Street, Academy Street, East Church Street, East College Street, Love Street, South Market Street, East Walnut Street, and Youngblood Street. Elm Street and Madison Street have overpasses over the railroad. Even though the trains blocking crossing can cause inconvenience for the traveling public, the overpasses on Elm Street and Madison Street do offer alternatives.

Another issue that results from the railroad is the noise from the train horns. One option to resolve the issue would be to work with the Federal Railroad Administration to try to establish a quiet zone throughout Downtown Troy. As defined by the Federal Railroad Administration, a quiet zone is a section of a rail line at least 1/2-mile in length that contains one or more consecutive public highway-rail grade crossings at which locomotive horns are not routinely sounded when trains are approaching the crossings. The prohibited use of train horns at quiet zones only applies to trains when approaching and entering crossings and does not include train horn use within passenger stations or rail yards. Quiet zone regulations do not eliminate the use of locomotive bells at crossings. Communities wishing to establish quiet zones must work through the appropriate public authority that is responsible for traffic control or law enforcement at the crossings. (49 CFR Part 222)

The last component of vehicular circulation is parking. As discussed in the planning context section, the total number of parking spaces in the downtown area is sufficient to meet current and future demand. The number of parking spaces around the downtown square, in what could be viewed as quality parking spaces, appears to be deficient. The option to increase the number of quality parking spaces near the square was eliminated due to a lack adequately-sized vacant land to relieve the parking demand. Another option is to restrict employee parking around the square and limit parking time. Downtown revitalization experts, however, do not recommend parking time limitations as that tends to decrease visitation. Therefore, the best option is to improve the pedestrian experience from parking lots not located immediately around the square to retail shopping areas. Within a 1/8-mile radius of the downtown square, there are approximately 11 public and private parking areas of various sizes. Wayfinding signage and kiosks should clearly indicate parking options from the square. The parking experience in some of existing lots could be improved with shade trees to cool the parking environment and lights to improve safety. Sidewalks between the parking lots and square should also be landscaped to include street trees and pedestrian scale lighting.

ACTIONS

1. Develop and enforce an access management plan for downtown image corridors and streets within the downtown boundary.
2. Commission a separate access management study for Brundidge Street from U.S. Highway 231 to Academy Street.
3. Convert one-way circulation to two-way circulation on Church, Market, and Elm Streets around the downtown square.
4. Re-align angled parking spaces around the downtown square to match the two-way flow of traffic.
5. Modify traffic signals at the intersections of Three Notch / Church Street and Three Notch / Elm Street to accommodate two-way traffic.
6. Work towards restricting heavy truck through traffic on Three Notch Street.
7. Re-route truck traffic from going through downtown to Trojan Way.
8. Construct a re-alignment of Trojan Way from Orion Street to U.S. Highway 29 to better facilitate truck traffic.
9. Work with Federal Railroad Administration to establish a rail quiet zone through downtown.
10. Improve the parking experience off the downtown square by landscaping public parking areas and creating safe and interesting pedestrian routes from parking areas to retail areas through façade improvements and streetscaping.

Linkages

STRATEGY 14

Establish a downtown organizational structure and partnerships that support all aspects of downtown development, marketing, and promotion.

Several models exist that can be used as a template for the structure of a downtown organization. Each structure has its own strengths and limitations in terms of what the organization is capable of and has authority to do. Probably the most well known is the Main Street Program, which is a local non-profit organization that champions the downtown revitalization efforts. Another structure is a redevelopment authority, which is used by Downtown Dothan and Downtown Decatur. In Mobile, two organizations merged under the Downtown Mobile Alliance, but maintain their separate organizational responsibilities. The Downtown Mobile Alliance is a non-profit membership-based organization established to facilitate the work of the Downtown Mobile District Management Corporation and Main Street Mobile, Inc. The Downtown Mobile District Management Corporation (DMDMC) is the property owner-funded management organization that coordinates enhanced services within the Business Improvement District (BID).

Getting organized may initially be the most difficult task to accomplish. Most successful downtown organizations are private entities that operate with the support of the local government. Regardless of model used, the downtown organization should be one that is capable of receiving and distributing funds, and has the capacity and authority to implement downtown revitalization projects. After the downtown organization is established, it will be necessary to name a central point of contact and establish task committees. Beyond the internal structure of the downtown organization, it will be extremely important to form lasting and meaningful partnerships that will bring investments, residents, and consumers.

As the downtown organization gets its feet planted and begins making headway, each success should be measured, recorded and celebrated -- publicly. Success that can be measured may include the following:

- amount of private investment
- amount of public investment
- increasing property values
- increasing sales tax revenues
- number of facade improvements
- building vacancy rates
- number of downtown businesses
- number of downtown employees
- number of downtown events
- number of attendees at downtown events

There should be a standard methodology to measuring successes so that tracking from year to year is possible. Each success tells a story and shows commitment, thereby bringing additional interest from investors, business owners, entrepreneurs, stakeholders, and volunteers.

ACTIONS

1. Research and establish a formal downtown organizational structure that best meets the needs of Downtown Troy stakeholders.
2. Name a central point of contact.
3. Form task committees based on what is to be accomplished, such as promotion, beautification, or economics.
4. Develop partnerships to bring investors, visitors, and residents to Downtown Troy.
5. Use consistent methodology to measure and celebrate successes!

STRATEGY 15

Pursue creation and improvement of bicycle and pedestrian connections within downtown and to nearby locations.

The pedestrian scale of downtown should be highly conducive to use by walkers and bicyclists throughout the area. This is not the case in Downtown Troy. While most of the streets in the district have sidewalks, many are narrow and/or in disrepair. Many of the downtown streets are also narrow and do not have the capacity for bike lanes without costly modifications. Seven streets in downtown with sidewalks also have at-grade crossings with no adaptations to ease the crossing of the by a bicycle or pedestrian. The surface materials and the flangeway width and depth must be evaluated. The more the crossing deviates from the ideal 90-degree crossing, the greater the difficulty for bicyclists and pedestrians to cross. If the crossing angle is less than 45 degrees, consideration should be given to widening the bikeway to allow sufficient width to cross the tracks at a safer angle. Other than smooth surface treatments, there are no special controls for these special vehicles.

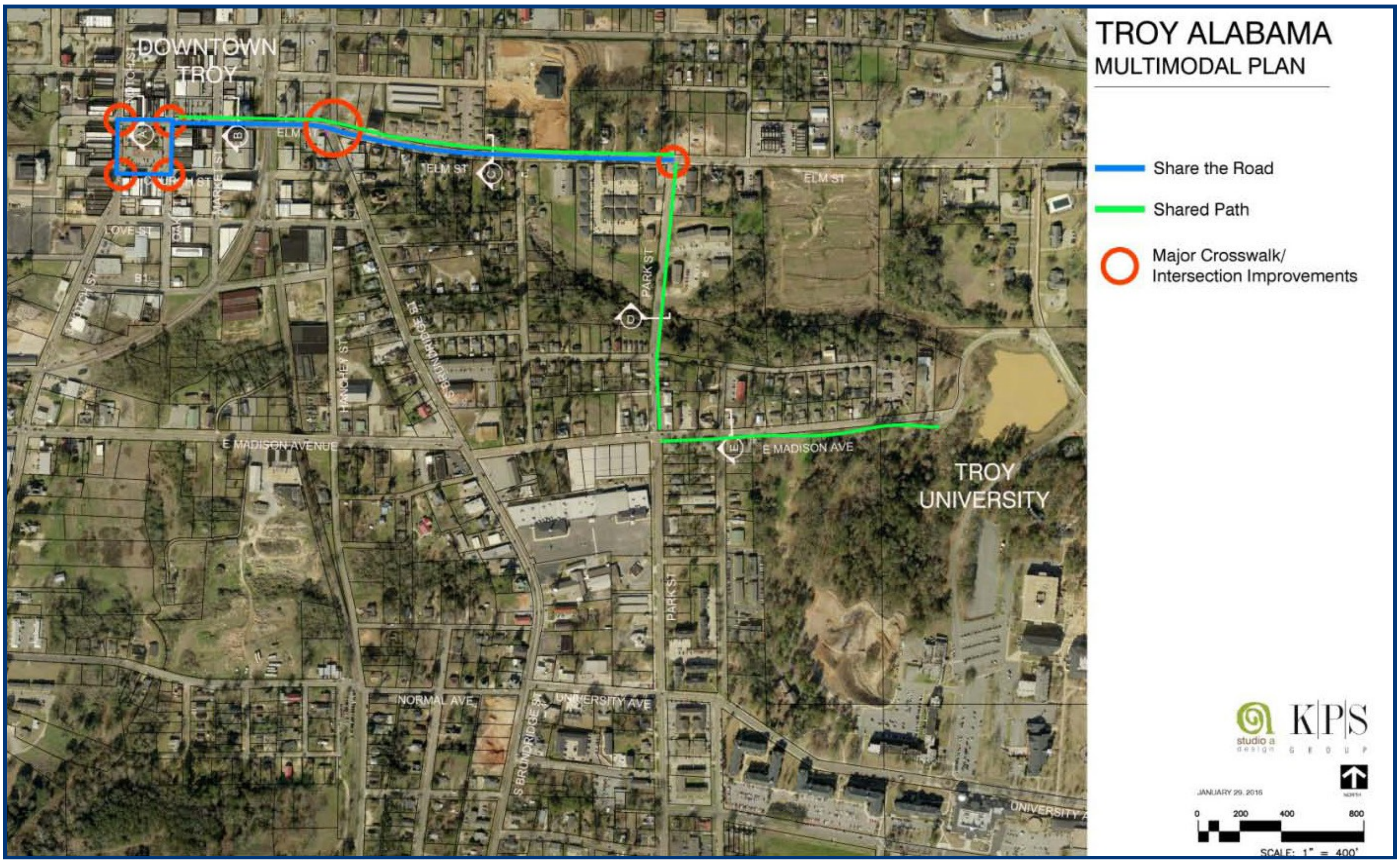
To begin to provide more thoughtful and defined pedestrian and bicycle access to Downtown Troy, a connection has been planned between the downtown area and Troy University. The intent of the connection is to attract the significant numbers of college students living adjacent to the downtown area. The first step in attracting the students is to construct a clear and safe connection. On behalf of the City of Troy, SCADC commissioned KPS Group to conduct a study to determine the best route for such a connection and to provide a strategy for planning, engineering, and construction of a preferred bicycle and pedestrian route. Out of an intensive study of several routes and facility types, in an effort to determine the most suitable option, three options emerged as potential routes between campus and Downtown Troy:

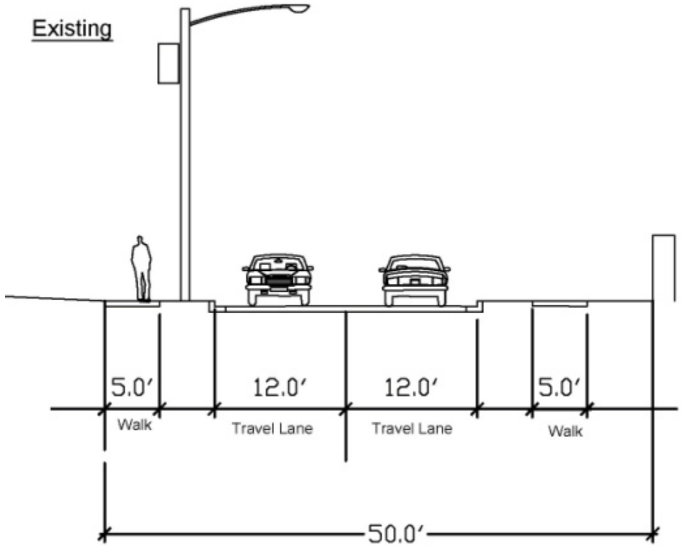
- Elm Street to Park Street to Madison Street
- Oak Street to Madison Street
- South Brundidge Street to University Avenue

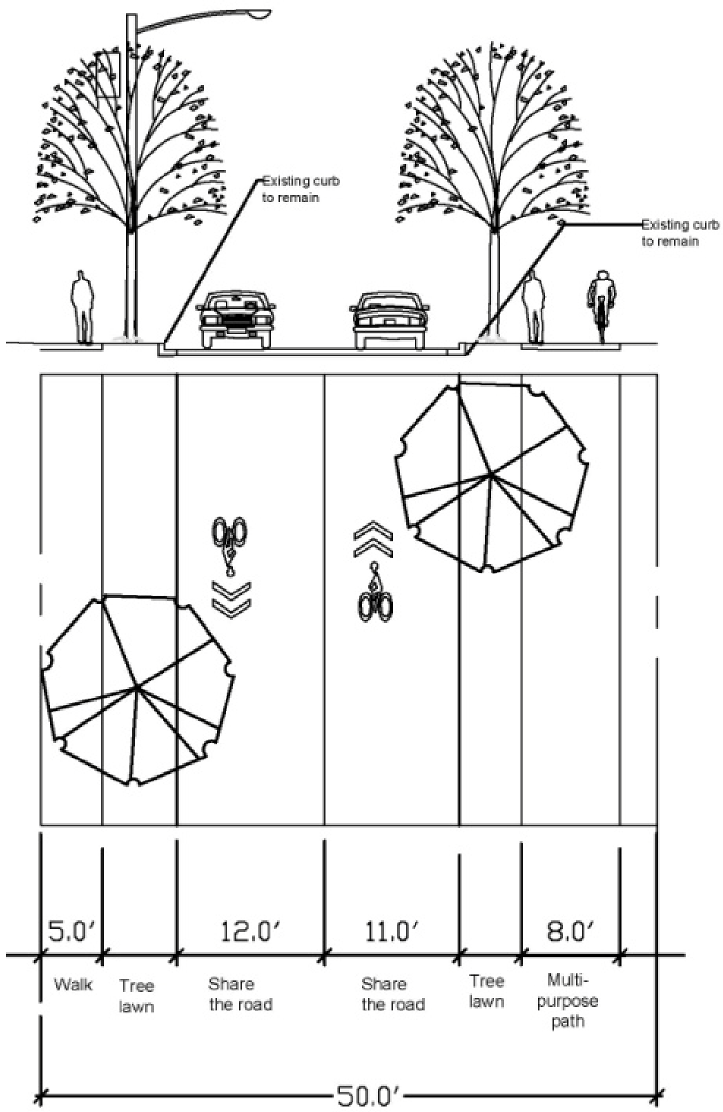
The connection along Park and Elm Streets was selected as the preferred route, as shown below. The route begins at the Downtown Square, and travels along Elm, Park, and East Madison Streets until it enters the campus on East Madison Street at the Lagoon. The total length of the route is 5,188 linear feet, which is approximately one mile. The path could be extended along Park Street to University Avenue. This extension is not proposed at this time due to the existence of parking which backs directly onto Park Street.

The proposed connection features shared paths and share the road facilities. Shared paths are located separate from the street, within the public right of way. The paths allow for both pedestrians and two way bicycle traffic. Inexperienced cyclists are much more comfortable with shared paths, as they allow the user to maintain separation from motor vehicles. Share the Road facilities, or "sharrows," are identified by signing and pavement markings as bike routes. There are no exclusive bicycle lanes on a Share the Road route. Bicycles are permitted to ride on the travel lane of the roadway. A travel lane width of twelve (12) feet or greater is preferred. A diagram and cross-section of part of the proposed path is located on the following page.

An additional path was outlined along Oak and Madison Streets for future consideration. This path is approximately 4,940 feet long, or almost one mile, and provides opportunities for a much wider path on roads with lower traffic







Proposed sharrow and a shared multi-use path on Elm Street, east of Brundidge Street.

volumes. An added benefit of this path would be beautification along Madison Street, which intersects Brundidge Street at a decision point leading to downtown. This option was not chosen because the cost of crossing ravines with a path between Oak and Madison Streets is considerably higher, as is the cost of crossing South Brundidge Street. This route should, however, be kept as an option as time and funds allow.

ACTIONS

1. Include bicycle and pedestrian facilities in any street renovations by designing new or retro-fitted streets as complete streets.
2. Institute a district-wide sidewalk improvement program, as funds allow.
3. Work with the railroads to evaluate railway crossings to determine modifications necessary to promote safe use by pedestrians and bicyclists to include the continuation of pedestrian and bicycle paths over railroads with appropriate surface materials.
4. Implement the recommendations of the Downtown Troy - Troy University bicycle and pedestrian study to build a safe connection between downtown and students, as funds allow.

STRATEGY 16

Strengthen ties and involvement with existing organizations and Troy University and its faculty, staff, and students with downtown.

The City of Troy, Pike County, Troy University, property owners, business owners, and the community at large will all benefit from a Downtown that is physically attractive and economically vibrant. Healthy downtowns require strong working partnerships. Strong working partnerships between local government, existing organizations, and Troy University should be among the first. Additional partnerships might include development groups, meeting and convention groups, a downtown merchants association, interest groups, businesses, and other local, regional and statewide downtown revitalization organizations.

Establishing and preserving lasting relationships with other organizations – both private and public – is important for several reasons. First, partnerships help to increase support for Downtown Troy. Second, partnerships can create more stakeholders who care about what happens in Downtown Troy. The more people with a stake in downtown, the stronger downtown becomes. Third, available resources increase for downtown activities. Fourth, it enables avoiding duplication of efforts by different organizations. Finally, partnerships produce a greater number of people to work on downtown events, recruitment, and projects.

The Chamber of Commerce, Economic Development Corporation, Troy University Department for Advancement and Economic Development possess a number of important economic development tools, from acquiring and disposing of land for development to funding Downtown improvements and marketing efforts to assisting with market studies and targeted recruitment of businesses to providing educational programs for businesses and entrepreneurs. Developing strong partnerships with these organizations will help to boost economic development and thus the vitality of Downtown Troy.

Students can bring vitality, excitement, and economic benefit to a downtown. The presence of Troy University to downtown brings an estimated 8,000 students in close proximity to Downtown. These students, along with the University's faculty and staff are a powerful economic force. Strengthening ties with Troy University helps to generate volunteers; plan and implement development strategies and events; and develop customers by providing services and products that the university faculty, staff, and students need and use. A stronger more viable downtown adds to the quality of life for Troy University students, thus strengthening the University. The same could be said for partnering with other organizations, churches, and businesses to build upon the link to downtown Troy.

ACTIONS

1. Work with the Chamber of Commerce, Economic Development Corporation, Troy University Department for Advancement and Economic Development to initiate educational programs for businesses, assist in recruitment, and with market studies and strategies
2. Strengthen ties with Troy University by promoting the extension of its educational presence and providing services and products that the university faculty, staff, and students need and use.
3. Encourage joint development strategies for downtown uses serving both the public and Troy University students.
4. Enhance the cooperation and links among government, economic organizations, other arts organizations, educational facilities, businesses, and residents.
5. Build on the presence and resources of city and county government offices and the close proximity of the university.
6. Host events that would draw nearby employees and university faculty, staff, and students downtown.
7. Network and partner with other organizations, churches, and businesses to build upon the link to downtown Troy.

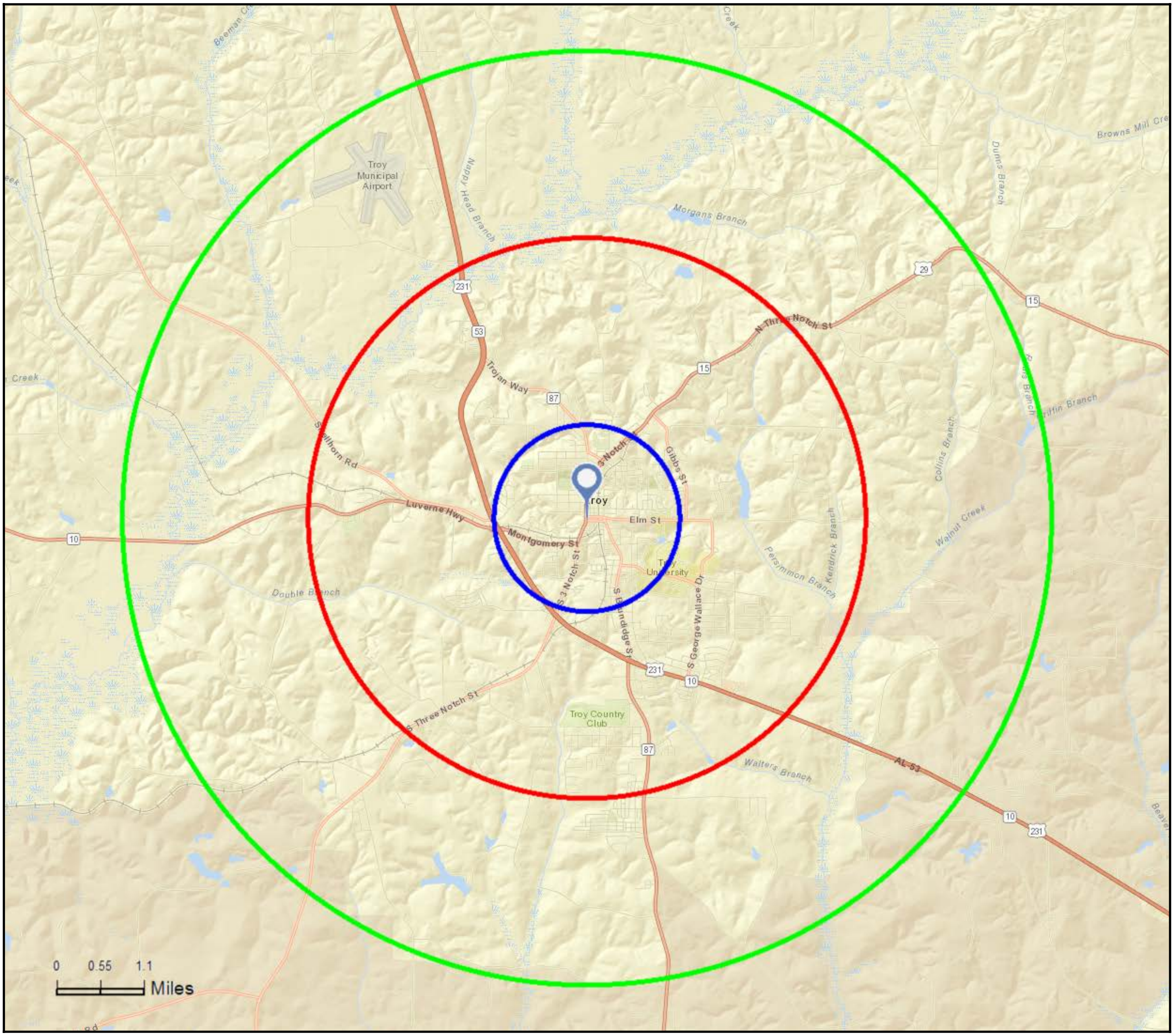
APPENDIX D
ESRI REPORTS

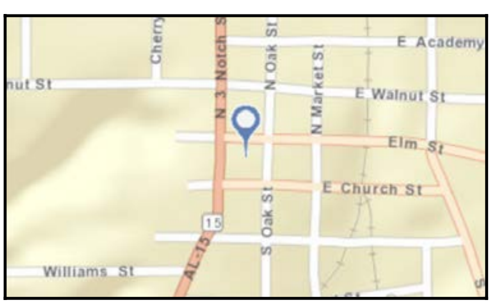
"Nothing will work unless you do."
-Maya Angelou

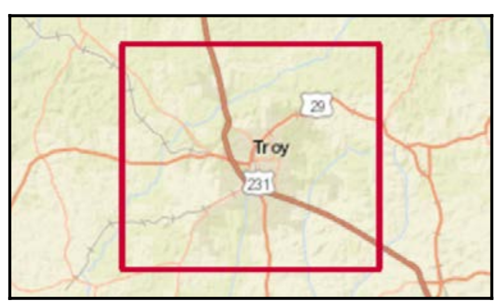
Site Map

Downtown Troy
Latitude : 31.807637 - -85.971757
Rings: 1, 3, 5 mile radii

Latitude: 31.807640
Longitude: -85.97176







August 26, 2016

Market Profile

Downtown Troy
Latitude : 31.807637 - -85.971757
Rings: 1, 3, 5 mile radii

Latitude: 31.808
Longitude: -85.972

	1 mile	3 mile	5 mile
Population Summary			
2000 Total Population	5,343	13,196	15,992
2010 Total Population	6,622	16,707	19,888
2016 Total Population	6,781	16,957	20,143
2016 Group Quarters	1,315	2,048	2,123
2020 Total Population	6,870	16,990	20,166
2016-2021 Annual Rate	0.26%	0.04%	0.02%
Household Summary			
2000 Households	2,158	5,209	6,350
2000 Average Household Size	2.09	2.30	2.33
2010 Households	2,588	6,438	7,735
2010 Average Household Size	2.08	2.30	2.32
2016 Households	2,652	6,489	7,788
2016 Average Household Size	2.06	2.30	2.31
2021 Households	2,703	6,512	7,806
2021 Average Household Size	2.06	2.29	2.31
2016-2021 Annual Rate	0.38%	0.07%	0.05%
2010 Families	1,190	3,321	4,129
2010 Average Family Size	2.82	2.95	2.94
2016 Families	1,195	3,288	4,084
2016 Average Family Size	2.80	2.95	2.95
2021 Families	1,205	3,267	4,054
2021 Average Family Size	2.80	2.96	2.95
2016-2021 Annual Rate	0.17%	-0.13%	-0.15%
Housing Unit Summary			
2000 Housing Units	2,561	6,089	7,420
Owner Occupied Housing Units	38.9%	47.1%	49.3%
Renter Occupied Housing Units	45.4%	38.5%	36.3%
Vacant Housing Units	15.7%	14.5%	14.4%
2010 Housing Units	2,937	7,226	8,695
Owner Occupied Housing Units	33.1%	41.5%	44.2%
Renter Occupied Housing Units	55.0%	47.6%	44.8%
Vacant Housing Units	11.9%	10.9%	11.0%
2016 Housing Units	3,039	7,431	8,949
Owner Occupied Housing Units	30.3%	38.3%	40.8%
Renter Occupied Housing Units	56.9%	49.1%	46.2%
Vacant Housing Units	12.7%	12.7%	13.0%
2021 Housing Units	3,106	7,527	9,062
Owner Occupied Housing Units	30.3%	37.6%	40.0%
Renter Occupied Housing Units	56.7%	48.9%	46.1%
Vacant Housing Units	13.0%	13.5%	13.9%
Median Household Income			
2016	$20,361	$26,237	$27,266
2021	$19,790	$26,863	$28,659
Median Home Value			
2016	$173,281	$177,022	$174,293
2021	$194,268	$192,548	$189,604
Per Capita Income			
2016	$13,889	$17,463	$18,083
2021	$14,683	$18,877	$19,628
Median Age			
2010	23.9	25.0	26.0
2016	24.3	25.9	27.1
2021	24.6	27.1	28.4

Data Note: Household population includes persons not residing in group quarters. Average Household Size is the household population divided by total households. Persons in families include the householder and persons related to the householder by birth, marriage, or adoption. Per Capita Income represents the income received by all persons aged 15 years and over divided by the total population.
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021 Esri converted Census 2000 data into 2010 geography.

August 26, 2016

Market Profile

Downtown Troy
Latitude : 31.807637 - -85.971757
Rings: 1, 3, 5 mile radii

Latitude: 31.808
Longitude: -85.972

	1 mile	3 mile	5 mile
2016 Households by Income			
Household Income Base	2,652	6,489	7,788
<$15,000	37.4%	31.0%	29.6%
$15,000 - $24,999	19.6%	16.9%	16.6%
$25,000 - $34,999	12.3%	13.1%	13.4%
$35,000 - $49,999	11.6%	12.1%	12.5%
$50,000 - $74,999	9.2%	10.6%	10.6%
$75,000 - $99,999	5.4%	6.6%	6.9%
$100,000 - $149,999	2.9%	5.7%	6.1%
$150,000 - $199,999	0.8%	2.7%	3.0%
$200,000+	0.8%	1.3%	1.3%
Average Household Income	$33,180	$42,787	$44,230
2021 Households by Income			
Household Income Base	2,703	6,512	7,806
<$15,000	39.5%	32.6%	31.0%
$15,000 - $24,999	17.9%	15.4%	15.2%
$25,000 - $34,999	8.9%	8.6%	8.9%
$35,000 - $49,999	12.5%	13.5%	13.8%
$50,000 - $74,999	9.8%	11.2%	11.2%
$75,000 - $99,999	6.1%	7.3%	7.6%
$100,000 - $149,999	3.4%	6.6%	7.2%
$150,000 - $199,999	1.0%	3.3%	3.8%
$200,000+	0.8%	1.4%	1.4%
Average Household Income	$35,197	$46,406	$48,168
2016 Owner Occupied Housing Units by Value			
Total	922	2,843	3,651
<$50,000	14.8%	13.9%	15.3%
$50,000 - $99,999	16.2%	10.1%	10.0%
$100,000 - $149,999	11.1%	12.3%	12.0%
$150,000 - $199,999	17.4%	25.2%	26.2%
$200,000 - $249,999	12.4%	14.8%	14.4%
$250,000 - $299,999	11.5%	10.5%	10.2%
$300,000 - $399,999	13.2%	9.3%	8.2%
$400,000 - $499,999	3.1%	3.3%	3.1%
$500,000 - $749,999	0.1%	0.2%	0.4%
$750,000 - $999,999	0.0%	0.0%	0.1%
$1,000,000 +	0.4%	0.2%	0.2%
Average Home Value	$185,807	$184,945	$181,401
2021 Owner Occupied Housing Units by Value			
Total	942	2,830	3,629
<$50,000	10.6%	8.4%	9.6%
$50,000 - $99,999	9.9%	4.9%	5.5%
$100,000 - $149,999	14.6%	11.6%	10.9%
$150,000 - $199,999	16.7%	29.4%	30.3%
$200,000 - $249,999	16.9%	19.8%	19.3%
$250,000 - $299,999	13.2%	12.3%	11.9%
$300,000 - $399,999	14.6%	10.0%	8.8%
$400,000 - $499,999	2.8%	3.1%	2.9%
$500,000 - $749,999	0.1%	0.2%	0.4%
$750,000 - $999,999	0.0%	0.0%	0.1%
$1,000,000 +	0.4%	0.2%	0.2%
Average Home Value	$201,809	$203,030	$199,304

Data Note: Income represents the preceding year, expressed in current dollars. Household income includes wage and salary earnings, interest dividends, net rents, pensions, SSI and welfare payments, child support, and alimony.
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021 Esri converted Census 2000 data into 2010 geography.

August 26, 2016

Downtown Troy
Latitude : 31.807637 - -85.971757
Rings: 1, 3, 5 mile radii

Latitude: 31.808
Longitude: -85.972

	1 mile	3 mile	5 mile
2010 Population by Age			
Total	6,623	16,708	19,889
0 - 4	4.6%	5.2%	5.3%
5 - 9	3.9%	4.7%	4.9%
10 - 14	4.0%	5.1%	5.4%
15 - 24	42.9%	35.2%	32.8%
25 - 34	11.0%	12.4%	12.5%
35 - 44	7.4%	9.2%	9.7%
45 - 54	9.0%	9.7%	10.1%
55 - 64	8.6%	8.7%	9.0%
65 - 74	5.0%	5.4%	5.7%
75 - 84	2.5%	2.9%	3.1%
85 +	1.1%	1.3%	1.4%
18 +	84.6%	81.9%	81.2%
2016 Population by Age			
Total	6,782	16,957	20,143
0 - 4	4.3%	4.9%	5.1%
5 - 9	3.9%	4.5%	4.6%
10 - 14	3.7%	4.8%	5.0%
15 - 24	41.9%	34.3%	31.8%
25 - 34	12.0%	13.6%	13.8%
35 - 44	7.2%	8.6%	9.0%
45 - 54	8.1%	8.9%	9.4%
55 - 64	9.1%	9.2%	9.6%
65 - 74	6.1%	6.6%	6.9%
75 - 84	2.5%	3.0%	3.3%
85 +	1.2%	1.5%	1.5%
18 +	85.5%	83.1%	82.5%
2021 Population by Age			
Total	6,870	16,988	20,166
0 - 4	4.4%	4.9%	5.1%
5 - 9	3.8%	4.4%	4.5%
10 - 14	4.0%	4.8%	5.0%
15 - 24	39.7%	32.6%	30.1%
25 - 34	12.2%	13.8%	14.0%
35 - 44	7.9%	9.2%	9.6%
45 - 54	7.4%	8.3%	8.7%
55 - 64	9.5%	9.5%	9.9%
65 - 74	6.9%	7.4%	7.7%
75 - 84	3.2%	3.7%	3.9%
85 +	1.2%	1.5%	1.6%
18 +	85.4%	83.3%	82.7%
2010 Population by Sex			
Males	3,004	7,831	9,351
Females	3,618	8,876	10,537
2016 Population by Sex			
Males	3,074	7,935	9,453
Females	3,707	9,022	10,691
2021 Population by Sex			
Males	3,112	7,937	9,447
Females	3,758	9,054	10,719

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021 Esri converted Census 2000 data into 2010 geography.

August 26, 2016

Market Profile

Downtown Troy
Latitude : 31.807637 - -85.971757
Rings: 1, 3, 5 mile radii

Latitude: 31.808
Longitude: -85.972

	1 mile	3 mile	5 mile
2010 Population by Race/Ethnicity			
Total	6,622	16,707	19,889
White Alone	42.4%	53.2%	54.6%
Black Alone	51.0%	40.7%	39.7%
American Indian Alone	0.6%	0.5%	0.5%
Asian Alone	3.7%	3.4%	3.1%
Pacific Islander Alone	0.0%	0.0%	0.0%
Some Other Race Alone	0.8%	0.8%	0.8%
Two or More Races	1.5%	1.4%	1.4%
Hispanic Origin	1.9%	1.9%	1.9%
Diversity Index	57.5	56.6	56.0
2016 Population by Race/Ethnicity			
Total	6,780	16,956	20,145
White Alone	41.9%	52.6%	53.9%
Black Alone	50.9%	40.8%	39.8%
American Indian Alone	0.6%	0.5%	0.5%
Asian Alone	4.2%	3.9%	3.5%
Pacific Islander Alone	0.0%	0.0%	0.0%
Some Other Race Alone	0.8%	0.8%	0.8%
Two or More Races	1.5%	1.4%	1.4%
Hispanic Origin	2.0%	2.0%	2.0%
Diversity Index	58.1	57.3	56.7
2021 Population by Race/Ethnicity			
Total	6,870	16,990	20,167
White Alone	41.3%	52.0%	53.4%
Black Alone	50.9%	40.8%	39.9%
American Indian Alone	0.7%	0.6%	0.6%
Asian Alone	4.7%	4.3%	3.9%
Pacific Islander Alone	0.0%	0.0%	0.0%
Some Other Race Alone	0.8%	0.7%	0.7%
Two or More Races	1.6%	1.5%	1.5%
Hispanic Origin	2.1%	2.1%	2.1%
Diversity Index	58.6	57.9	57.3
2010 Population by Relationship and Household Type			
Total	6,622	16,707	19,888
In Households	81.5%	88.7%	90.1%
In Family Households	52.0%	60.3%	62.8%
Householder	17.2%	20.0%	20.8%
Spouse	8.9%	11.9%	12.7%
Child	21.3%	23.7%	24.5%
Other relative	3.3%	3.1%	3.1%
Nonrelative	1.4%	1.7%	1.7%
In Nonfamily Households	29.4%	28.3%	27.3%
In Group Quarters	18.5%	11.3%	9.9%
Institutionalized Population	0.2%	0.7%	0.9%
Noninstitutionalized Population	18.4%	10.6%	9.0%

Data Note: Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups.
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021 Esri converted Census 2000 data into 2010 geography.

August 26, 2016

Downtown Troy
Latitude : 31.807637 - -85.971757
Rings: 1, 3, 5 mile radii

Latitude: 31.808
Longitude: -85.972

	1 mile	3 mile	5 mile
2016 Population 25+ by Educational Attainment			
Total	3,134	8,738	10,783
Less than 9th Grade	3.8%	3.4%	3.6%
9th - 12th Grade, No Diploma	17.9%	12.9%	12.6%
High School Graduate	30.2%	25.2%	25.1%
GED/Alternative Credential	3.4%	3.4%	3.5%
Some College, No Degree	13.7%	15.7%	16.2%
Associate Degree	1.9%	5.3%	5.4%
Bachelor's Degree	17.5%	20.6%	20.3%
Graduate/Professional Degree	11.7%	13.5%	13.3%
2016 Population 15+ by Marital Status			
Total	5,976	14,563	17,185
Never Married	65.1%	55.3%	52.5%
Married	24.4%	34.5%	36.9%
Widowed	5.4%	4.4%	4.4%
Divorced	5.1%	5.8%	6.2%
2016 Civilian Population 16+ in Labor Force			
Civilian Employed	89.0%	92.2%	92.5%
Civilian Unemployed	11.0%	7.8%	7.5%
2016 Employed Population 16+ by Industry			
Total	2,591	7,434	8,968
Agriculture/Mining	0.3%	0.5%	0.7%
Construction	3.7%	3.3%	3.6%
Manufacturing	11.6%	14.0%	14.4%
Wholesale Trade	0.8%	1.1%	1.1%
Retail Trade	13.6%	15.6%	15.6%
Transportation/Utilities	1.4%	3.2%	3.5%
Information	1.4%	1.9%	1.9%
Finance/Insurance/Real Estate	3.2%	4.7%	4.6%
Services	56.0%	50.0%	49.3%
Public Administration	7.8%	5.5%	5.3%
2016 Employed Population 16+ by Occupation			
Total	2,591	7,435	8,968
White Collar	50.8%	58.1%	58.1%
Management/Business/Financial	8.7%	10.6%	10.8%
Professional	24.5%	23.6%	23.2%
Sales	6.7%	7.0%	7.0%
Administrative Support	10.9%	16.9%	17.1%
Services	25.8%	19.6%	18.8%
Blue Collar	23.4%	22.3%	23.1%
Farming/Forestry/Fishing	0.3%	0.3%	0.3%
Construction/Extraction	1.8%	2.3%	2.5%
Installation/Maintenance/Repair	4.6%	3.6%	4.0%
Production	11.7%	10.7%	11.0%
Transportation/Material Moving	5.0%	5.4%	5.3%
2010 Population By Urban/ Rural Status			
Total Population	6,622	16,707	19,888
Population Inside Urbanized Area	0.0%	0.0%	0.0%
Population Inside Urbanized Cluster	91.2%	82.0%	77.7%
Rural Population	8.8%	18.0%	22.3%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021 Esri converted Census 2000 data into 2010 geography.

August 26, 2016

Market Profile

Downtown Troy
Latitude : 31.807637 - -85.971757
Rings: 1, 3, 5 mile radii

Latitude: 31.808
Longitude: -85.972

	1 mile	3 mile	5 mile
2010 Households by Type			
Total	2,588	6,438	7,735
Households with 1 Person	34.7%	31.3%	30.5%
Households with 2+ People	65.3%	68.7%	69.5%
Family Households	46.0%	51.6%	53.4%
Husband-wife Families	23.6%	30.8%	32.6%
With Related Children	8.9%	11.9%	12.8%
Other Family (No Spouse Present)	22.3%	20.8%	20.8%
Other Family with Male Householder	3.1%	3.8%	3.9%
With Related Children	1.2%	1.7%	1.8%
Other Family with Female Householder	19.2%	17.0%	16.9%
With Related Children	12.1%	11.3%	11.2%
Nonfamily Households	19.3%	17.1%	16.1%
All Households with Children	22.7%	25.3%	26.2%
Multigenerational Households	3.4%	2.8%	2.8%
Unmarried Partner Households	5.3%	5.1%	5.1%
Male-female	4.9%	4.7%	4.7%
Same-sex	0.4%	0.4%	0.4%
2010 Households by Size			
Total	2,588	6,437	7,733
1 Person Household	34.7%	31.3%	30.5%
2 Person Household	33.4%	34.8%	34.9%
3 Person Household	17.5%	17.8%	18.0%
4 Person Household	8.7%	9.9%	10.3%
5 Person Household	2.9%	3.8%	4.0%
6 Person Household	1.7%	1.5%	1.5%
7 + Person Household	1.0%	0.9%	0.9%
2010 Households by Tenure and Mortgage Status			
Total	2,588	6,438	7,735
Owner Occupied	37.6%	46.6%	49.7%
Owned with a Mortgage/Loan	23.1%	29.5%	31.1%
Owned Free and Clear	14.4%	17.1%	18.6%
Renter Occupied	62.4%	53.4%	50.3%
2010 Housing Units By Urban/ Rural Status			
Total Housing Units	2,937	7,226	8,695
Housing Units Inside Urbanized Area	0.0%	0.0%	0.0%
Housing Units Inside Urbanized Cluster	91.9%	81.2%	76.7%
Rural Housing Units	8.1%	18.8%	23.3%

Data Note: Households with children include any households with people under age 18, related or not. Multigenerational households are families with 3 or more parent-child relationships. Unmarried partner households are usually classified as nonfamily households unless there is another member of the household related to the householder. Multigenerational and unmarried partner households are reported only to the tract level. Esri estimated block group data, which is used to estimate polygons or non-standard geography.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021 Esri converted Census 2000 data into 2010 geography.

August 26, 2016

Market Profile

Downtown Troy
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Rings: 1, 3, 5 mile radii

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		1 mile	3 mile	5 mile
Top 3 Tapestry Segments				
	1.	College Towns (14B)	College Towns (14B)	College Towns (14B)
	2.	Dorms to Diplomas (14C)	City Commons (11E)	City Commons (11E)
	3.	City Commons (11E)	Heartland Communities	In Style (5B)
2016 Consumer Spending				
Apparel & Services: Total $		$2,528,496	$7,817,755	$9,625,552
Average Spent		$953.43	$1,204.77	$1,235.95
Spending Potential Index		47	60	61
Education: Total $		$2,153,681	$6,377,562	$7,630,417
Average Spent		$812.10	$982.83	$979.77
Spending Potential Index		57	69	69
Entertainment/Recreation: Total $		$3,357,696	$10,586,547	$13,177,668
Average Spent		$1,266.10	$1,631.46	$1,692.05
Spending Potential Index		43	56	58
Food at Home: Total $		$6,351,808	$19,549,489	$24,191,289
Average Spent		$2,395.10	$3,012.71	$3,106.23
Spending Potential Index		48	60	62
Food Away from Home: Total $		$3,907,776	$12,061,563	$14,856,475
Average Spent		$1,473.52	$1,858.77	$1,907.61
Spending Potential Index		48	60	62
Health Care: Total $		$5,741,399	$18,367,513	$23,105,967
Average Spent		$2,164.93	$2,830.56	$2,966.87
Spending Potential Index		41	53	56
HH Furnishings & Equipment: Total $		$2,030,575	$6,411,647	$7,953,707
Average Spent		$765.68	$988.08	$1,021.28
Spending Potential Index		43	56	58
Personal Care Products & Services: Total $		$817,455	$2,595,106	$3,227,987
Average Spent		$308.24	$399.92	$414.48
Spending Potential Index		42	55	57
Shelter: Total $		$18,945,196	$58,951,265	$72,336,123
Average Spent		$7,143.74	$9,084.80	$9,288.15
Spending Potential Index		46	58	60
Support Payments/Cash Contributions/Gifts in Kind: Total $		$2,451,040	$7,936,317	$9,968,757
Average Spent		$924.22	$1,223.04	$1,280.02
Spending Potential Index		40	53	55
Travel: Total $		$1,814,107	$5,966,037	$7,449,867
Average Spent		$684.05	$919.41	$956.58
Spending Potential Index		37	49	51
Vehicle Maintenance & Repairs: Total $		$1,233,238	$3,858,503	$4,798,181
Average Spent		$465.02	$594.62	$616.10
Spending Potential Index		45	57	60

Data Note: Consumer spending shows the amount spent on a variety of goods and services by households that reside in the area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue. Total and Average Amount Spent Per Household represent annual figures. The Spending Potential Index represents the amount spent in the area relative to a national average of 100.
Source: Consumer Spending data are derived from the 2013 and 2014 Consumer Expenditure Surveys, Bureau of Labor Statistics. Esri.
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021 Esri converted Census 2000 data into 2010 geography.

August 26, 2016

Retail Goods and Services Expenditures

Downtown Troy
Latitude : 31.807637 - -85.971757
Ring: 1 mile radius

Latitude: 31.808
Longitude: -85.972

Top Tapestry Segments	Percent	Demographic Summary	2016	2021
College Towns (14B)	24.7%	Population	6,781	6,870
Dorms to Diplomas (14C)	24.1%	Households	2,652	2,703
City Commons (11E)	20.6%	Families	1,195	1,205
Heartland Communities (6F)	17.3%	Median Age	24.3	24.6
Modest Income Homes (12D)	13.4%	Median Household Income	$20,361	$19,790

	Spending Potential Index	Average Amount Spent	Total
Apparel and Services	47	$953.43	$2,528,496
Men's	47	$190.45	$505,079
Women's	46	$316.64	$839,729
Children's	51	$165.98	$440,172
Footwear	48	$204.00	$541,005
Watches & Jewelry	44	$45.90	$121,733
Apparel Products and Services (1)	42	$30.46	$80,777
Computer			
Computers and Hardware for Home Use	50	$87.12	$231,050
Portable Memory	51	$2.40	$6,360
Computer Software	55	$7.10	$18,822
Computer Accessories	44	$7.84	$20,780
Entertainment & Recreation	43	$1,266.10	$3,357,696
Fees and Admissions	37	$212.16	$562,659
Membership Fees for Clubs (2)	37	$70.02	$185,690
Fees for Participant Sports, excl. Trips	34	$30.40	$80,632
Tickets to Theatre/Operas/Concerts	39	$20.67	$54,812
Tickets to Movies/Museums/Parks	44	$29.13	$77,245
Admission to Sporting Events, excl. Trips	44	$23.56	$62,492
Fees for Recreational Lessons	31	$37.95	$100,635
Dating Services	62	$0.43	$1,153
TV/Video/Audio	49	$587.98	$1,559,330
Cable and Satellite Television Services	48	$432.41	$1,146,757
Televisions	51	$55.84	$148,094
Satellite Dishes	39	$0.57	$1,504
VCRs, Video Cameras, and DVD Players	51	$4.10	$10,866
Miscellaneous Video Equipment	49	$3.76	$9,968
Video Cassettes and DVDs	51	$9.40	$24,925
Video Game Hardware/Accessories	64	$16.43	$43,572
Video Game Software	64	$8.84	$23,434
Streaming/Downloaded Video	55	$9.95	$26,386
Rental of Video Cassettes and DVDs	51	$8.26	$21,893
Installation of Televisions	34	$0.31	$829
Audio (3)	44	$35.97	$95,382
Rental and Repair of TV/Radio/Sound Equipment	55	$2.16	$5,720
Pets	41	$218.41	$579,226
Toys/Games/Crafts/Hobbies (4)	46	$52.79	$140,012
Recreational Vehicles and Fees (5)	34	$36.82	$97,636
Sports/Recreation/Exercise Equipment (6)	41	$68.17	$180,781
Photo Equipment and Supplies (7)	44	$24.29	$64,414
Reading (8)	43	$56.54	$149,931
Catered Affairs (9)	35	$8.94	$23,707
Food	48	$3,868.62	$10,259,584
Food at Home	48	$2,395.10	$6,351,808
Bakery and Cereal Products	49	$329.78	$874,578
Meats, Poultry, Fish, and Eggs	49	$539.55	$1,430,883
Dairy Products	48	$252.77	$670,348
Fruits and Vegetables	46	$442.48	$1,173,444
Snacks and Other Food at Home (10)	49	$830.53	$2,202,555
Food Away from Home	48	$1,473.52	$3,907,776
Alcoholic Beverages	49	$248.81	$659,837

Data Note: The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100. Detail may not sum to totals due to rounding. This report is not a comprehensive list of all consumer spending variables therefore the variables in each section may not sum to totals.
Source: Esri forecasts for 2016 and 2021; Consumer Spending data are derived from the 2013 and 2014 Consumer Expenditure Surveys, Bureau of Labor Statistics.

August 26, 2016

Retail Goods and Services Expenditures

Downtown Troy
Latitude : 31.807637 - -85.971757
Ring: 1 mile radius

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	Spending Potential Index	Average Amount Spent	Total
Financial			
Value of Stocks/Bonds/Mutual Funds	36	$2,699.85	$7,160,003
Value of Retirement Plans	31	$8,186.20	$21,709,807
Value of Other Financial Assets	46	$521.91	$1,384,107
Vehicle Loan Amount excluding Interest	48	$1,178.99	$3,126,683
Value of Credit Card Debt	40	$229.11	$607,604
Health			
Nonprescription Drugs	44	$54.36	$144,160
Prescription Drugs	43	$178.39	$473,084
Eyeglasses and Contact Lenses	41	$36.89	$97,836
Home			
Mortgage Payment and Basics (11)	31	$2,618.41	$6,944,011
Maintenance and Remodeling Services	31	$547.25	$1,451,297
Maintenance and Remodeling Materials (12)	34	$123.01	$326,212
Utilities, Fuel, and Public Services	47	$2,277.29	$6,039,383
Household Furnishings and Equipment			
Household Textiles (13)	44	$38.72	$102,682
Furniture	46	$227.20	$602,543
Rugs	36	$8.76	$23,237
Major Appliances (14)	38	$106.42	$282,239
Housewares (15)	45	$37.35	$99,057
Small Appliances	46	$21.64	$57,383
Luggage	41	$3.75	$9,945
Telephones and Accessories	48	$34.25	$90,836
Household Operations			
Child Care	40	$169.82	$450,373
Lawn and Garden (16)	34	$139.21	$369,192
Moving/Storage/Freight Express	47	$30.12	$79,882
Housekeeping Supplies (17)	45	$315.28	$836,110
Insurance			
Owners and Renters Insurance	37	$171.66	$455,247
Vehicle Insurance	46	$516.83	$1,370,643
Life/Other Insurance	35	$146.82	$389,358
Health Insurance	41	$1,389.15	$3,684,029
Personal Care Products (18)	45	$193.94	$514,329
School Books and Supplies (19)	54	$88.54	$234,800
Smoking Products	59	$242.84	$644,013
Transportation			
Payments on Vehicles excluding Leases	45	$938.65	$2,489,303
Gasoline and Motor Oil	48	$1,490.39	$3,952,517
Vehicle Maintenance and Repairs	45	$465.02	$1,233,238
Travel			
Airline Fares	37	$166.75	$442,227
Lodging on Trips	36	$165.11	$437,879
Auto/Truck Rental on Trips	37	$8.80	$23,341
Food and Drink on Trips	38	$164.96	$437,476

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August 26, 2016

(1) Apparel Products and Services includes material for making clothes, sewing patterns and notions, shoe repair and other shoe services, apparel laundry and dry cleaning, alteration, repair and tailoring of apparel, clothing rental and storage, and watch and jewelry repair.

(2) Membership Fees for Clubs includes membership fees for social, recreational, and civic clubs.

(3) Audio includes satellite radio service, sound components and systems, digital audio players, records, CDs, audio tapes, streaming/downloaded audio, tape recorders, radios, musical instruments and accessories, and rental and repair of musical instruments.

(4) Toys and Games includes toys, games, arts and crafts, tricycles, playground equipment, arcade games, and online entertainment and games.

(5) Recreational Vehicles & Fees includes docking and landing fees for boats and planes, purchase and rental of RVs or boats, and camp fees.

(6) Sports/Recreation/Exercise Equipment includes exercise equipment and gear, game tables, bicycles, camping equipment, hunting and fishing equipment, winter sports equipment, water sports equipment, other sports equipment, and rental/repair of sports/recreation/exercise equipment.

(7) Photo Equipment and Supplies includes film, film processing, photographic equipment, rental and repair of photo equipment, and photographer fees.

(8) Reading includes digital book readers, books, magazine and newspaper subscriptions, and single copies of magazines and newspapers..

(9) Catered Affairs includes expenses associated with live entertainment and rental of party supplies.

(10) Snacks and Other Food at Home includes candy, chewing gum, sugar, artificial sweeteners, jam, jelly, preserves, margarine, fat, oil, salad dressing, nondairy cream and milk, peanut butter, frozen prepared food, potato chips, nuts, salt, spices, seasonings, olives, pickles, relishes, sauces, gravy, other condiments, soup, prepared salad, prepared dessert, baby food, miscellaneous prepared food, and nonalcoholic beverages.

(11) Mortgage Payment and Basics includes mortgage interest, mortgage principal, property taxes, homeowners insurance, and ground rent.

(12) Maintenance and Remodeling Materials includes supplies/tools/equipment for painting and wallpapering, plumbing supplies and equipment, electrical/heating/AC supplies, materials for hard surface flooring, materials for roofing/gutters, materials for plaster/panel/siding, materials for patio/fence/brick work, landscaping materials, and insulation materials for owned homes.

(13) Household Textiles includes bathroom linens, bedroom linens, kitchen linens, dining room linens, other linens, curtains, draperies, slipcovers, decorative pillows, and materials for slipcovers and curtains.

(14) Major Appliances includes dishwashers, disposals, refrigerators, freezers, washers, dryers, stoves, ovens, microwaves, window air conditioners, electric floor cleaning equipment, sewing machines, and miscellaneous appliances.

(15) Housewares includes plastic dinnerware, china, flatware, glassware, serving pieces, nonelectric cookware, and tableware.

(16) Lawn and Garden includes lawn and garden supplies, equipment and care service, indoor plants, fresh flowers, and repair/rental of lawn and garden equipment.

(17) Housekeeping Supplies includes soaps and laundry detergents, cleaning products, toilet tissue, paper towels, napkins, paper/plastic/foil products, stationery, giftwrap supplies, postage, and delivery services.

(18) Personal Care Products includes hair care products, nonelectric articles for hair, wigs, hairpieces, oral hygiene products, shaving needs, perfume, cosmetics, skincare, bath products, nail products, deodorant, feminine hygiene products, adult diapers, and personal care appliances.

(19) School Books and Supplies includes school books and supplies for College, Elementary school, High school, Vocational/Technical School, Preschool/Other Schools, and Other School Supplies.

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August 26, 2016

Retail Goods and Services Expenditures

Downtown Troy
Latitude : 31.807637 - -85.971757
Ring: 3 mile radius

Latitude: 31.808
Longitude: -85.972

Top Tapestry Segments	Percent	Demographic Summary	2016	2021
College Towns (14B)	40.0%	Population	16,957	16,990
City Commons (11E)	14.2%	Households	6,489	6,512
Heartland Communities (6F)	11.0%	Families	3,288	3,267
Midlife Constants (5E)	10.7%	Median Age	25.9	27.1
Dorms to Diplomas (14C)	10.6%	Median Household Income	$26,237	$26,863

	Spending Potential Index	Average Amount Spent	Total
Apparel and Services	60	$1,204.77	$7,817,755
Men's	60	$241.66	$1,568,143
Women's	59	$402.45	$2,611,472
Children's	64	$205.23	$1,331,744
Footwear	60	$256.61	$1,665,145
Watches & Jewelry	57	$59.50	$386,069
Apparel Products and Services (1)	55	$39.33	$255,183
Computer			
Computers and Hardware for Home Use	63	$109.29	$709,193
Portable Memory	64	$3.01	$19,546
Computer Software	68	$8.74	$56,695
Computer Accessories	57	$10.10	$65,571
Entertainment & Recreation	56	$1,631.46	$10,586,547
Fees and Admissions	49	$284.34	$1,845,113
Membership Fees for Clubs (2)	49	$94.16	$611,021
Fees for Participant Sports, excl. Trips	47	$41.61	$269,983
Tickets to Theatre/Operas/Concerts	52	$27.44	$178,042
Tickets to Movies/Museums/Parks	56	$37.42	$242,827
Admission to Sporting Events, excl. Trips	57	$30.46	$197,636
Fees for Recreational Lessons	43	$52.73	$342,191
Dating Services	77	$0.53	$3,412
TV/Video/Audio	61	$738.66	$4,793,196
Cable and Satellite Television Services	61	$543.55	$3,527,077
Televisions	64	$69.93	$453,768
Satellite Dishes	50	$0.73	$4,730
VCRs, Video Cameras, and DVD Players	63	$5.12	$33,227
Miscellaneous Video Equipment	62	$4.79	$31,067
Video Cassettes and DVDs	64	$11.76	$76,333
Video Game Hardware/Accessories	78	$19.99	$129,717
Video Game Software	78	$10.69	$69,363
Streaming/Downloaded Video	68	$12.42	$80,585
Rental of Video Cassettes and DVDs	63	$10.36	$67,231
Installation of Televisions	46	$0.42	$2,707
Audio (3)	57	$46.30	$300,434
Rental and Repair of TV/Radio/Sound Equipment	66	$2.61	$16,955
Pets	53	$284.42	$1,845,627
Toys/Games/Crafts/Hobbies (4)	59	$67.61	$438,728
Recreational Vehicles and Fees (5)	46	$49.82	$323,292
Sports/Recreation/Exercise Equipment (6)	54	$88.99	$577,442
Photo Equipment and Supplies (7)	57	$31.41	$203,828
Reading (8)	56	$73.86	$479,250
Catered Affairs (9)	48	$12.34	$80,072
Food	60	$4,871.48	$31,611,051
Food at Home	60	$3,012.71	$19,549,489
Bakery and Cereal Products	61	$413.21	$2,681,310
Meats, Poultry, Fish, and Eggs	61	$676.98	$4,392,930
Dairy Products	60	$318.58	$2,067,290
Fruits and Vegetables	59	$560.89	$3,639,643
Snacks and Other Food at Home (10)	61	$1,043.04	$6,768,316
Food Away from Home	60	$1,858.77	$12,061,563
Alcoholic Beverages	62	$315.15	$2,045,024

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August 26, 2016

Retail Goods and Services Expenditures

Downtown Troy
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Ring: 3 mile radius

Latitude: 31.808
Longitude: -85.972

	Spending Potential Index	Average Amount Spent	Total
Financial			
Value of Stocks/Bonds/Mutual Funds	49	$3,644.24	$23,647,473
Value of Retirement Plans	44	$11,461.50	$74,373,647
Value of Other Financial Assets	59	$662.66	$4,300,003
Vehicle Loan Amount excluding Interest	61	$1,482.40	$9,619,300
Value of Credit Card Debt	52	$300.02	$1,946,849
Health			
Nonprescription Drugs	56	$69.91	$453,666
Prescription Drugs	55	$229.93	$1,491,985
Eyeglasses and Contact Lenses	54	$48.09	$312,037
Home			
Mortgage Payment and Basics (11)	43	$3,664.43	$23,778,491
Maintenance and Remodeling Services	44	$764.57	$4,961,277
Maintenance and Remodeling Materials (12)	46	$167.88	$1,089,352
Utilities, Fuel, and Public Services	59	$2,880.63	$18,692,440
Household Furnishings and Equipment			
Household Textiles (13)	57	$49.68	$322,401
Furniture	59	$289.36	$1,877,652
Rugs	49	$11.89	$77,135
Major Appliances (14)	50	$141.74	$919,738
Housewares (15)	57	$47.88	$310,686
Small Appliances	59	$27.72	$179,860
Luggage	53	$4.89	$31,759
Telephones and Accessories	61	$43.32	$281,109
Household Operations			
Child Care	52	$221.24	$1,435,654
Lawn and Garden (16)	47	$190.04	$1,233,143
Moving/Storage/Freight Express	61	$38.47	$249,660
Housekeeping Supplies (17)	57	$402.97	$2,614,869
Insurance			
Owners and Renters Insurance	49	$228.92	$1,485,447
Vehicle Insurance	59	$656.27	$4,258,536
Life/Other Insurance	48	$199.04	$1,291,553
Health Insurance	54	$1,812.37	$11,760,437
Personal Care Products (18)	57	$248.47	$1,612,328
School Books and Supplies (19)	66	$108.89	$706,615
Smoking Products	72	$293.09	$1,901,838
Transportation			
Payments on Vehicles excluding Leases	58	$1,198.10	$7,774,460
Gasoline and Motor Oil	61	$1,872.46	$12,150,424
Vehicle Maintenance and Repairs	57	$594.62	$3,858,503
Travel			
Airline Fares	49	$224.52	$1,456,933
Lodging on Trips	48	$223.51	$1,450,347
Auto/Truck Rental on Trips	49	$11.78	$76,464
Food and Drink on Trips	50	$220.33	$1,429,736

Data Note: The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100. Detail may not sum to totals due to rounding. This report is not a comprehensive list of all consumer spending variables therefore the variables in each section may not sum to totals.
Source: Esri forecasts for 2016 and 2021; Consumer Spending data are derived from the 2013 and 2014 Consumer Expenditure Surveys, Bureau of Labor Statistics.

August 26, 2016

(1) Apparel Products and Services includes material for making clothes, sewing patterns and notions, shoe repair and other shoe services, apparel laundry and dry cleaning, alteration, repair and tailoring of apparel, clothing rental and storage, and watch and jewelry repair.

(2) Membership Fees for Clubs includes membership fees for social, recreational, and civic clubs.

(3) Audio includes satellite radio service, sound components and systems, digital audio players, records, CDs, audio tapes, streaming/downloaded audio, tape recorders, radios, musical instruments and accessories, and rental and repair of musical instruments.

(4) Toys and Games includes toys, games, arts and crafts, tricycles, playground equipment, arcade games, and online entertainment and games.

(5) Recreational Vehicles & Fees includes docking and landing fees for boats and planes, purchase and rental of RVs or boats, and camp fees.

(6) Sports/Recreation/Exercise Equipment includes exercise equipment and gear, game tables, bicycles, camping equipment, hunting and fishing equipment, winter sports equipment, water sports equipment, other sports equipment, and rental/repair of sports/recreation/exercise equipment.

(7) Photo Equipment and Supplies includes film, film processing, photographic equipment, rental and repair of photo equipment, and photographer fees.

(8) Reading includes digital book readers, books, magazine and newspaper subscriptions, and single copies of magazines and newspapers..

(9) Catered Affairs includes expenses associated with live entertainment and rental of party supplies.

(10) Snacks and Other Food at Home includes candy, chewing gum, sugar, artificial sweeteners, jam, jelly, preserves, margarine, fat, oil, salad dressing, nondairy cream and milk, peanut butter, frozen prepared food, potato chips, nuts, salt, spices, seasonings, olives, pickles, relishes, sauces, gravy, other condiments, soup, prepared salad, prepared dessert, baby food, miscellaneous prepared food, and nonalcoholic beverages.

(11) Mortgage Payment and Basics includes mortgage interest, mortgage principal, property taxes, homeowners insurance, and ground rent.

(12) Maintenance and Remodeling Materials includes supplies/tools/equipment for painting and wallpapering, plumbing supplies and equipment, electrical/heating/AC supplies, materials for hard surface flooring, materials for roofing/gutters, materials for plaster/panel/siding, materials for patio/fence/brick work, landscaping materials, and insulation materials for owned homes.

(13) Household Textiles includes bathroom linens, bedroom linens, kitchen linens, dining room linens, other linens, curtains, draperies, slipcovers, decorative pillows, and materials for slipcovers and curtains.

(14) Major Appliances includes dishwashers, disposals, refrigerators, freezers, washers, dryers, stoves, ovens, microwaves, window air conditioners, electric floor cleaning equipment, sewing machines, and miscellaneous appliances.

(15) Housewares includes plastic dinnerware, china, flatware, glassware, serving pieces, nonelectric cookware, and tableware.

(16) Lawn and Garden includes lawn and garden supplies, equipment and care service, indoor plants, fresh flowers, and repair/rental of lawn and garden equipment.

(17) Housekeeping Supplies includes soaps and laundry detergents, cleaning products, toilet tissue, paper towels, napkins, paper/plastic/foil products, stationery, giftwrap supplies, postage, and delivery services.

(18) Personal Care Products includes hair care products, nonelectric articles for hair, wigs, hairpieces, oral hygiene products, shaving needs, perfume, cosmetics, skincare, bath products, nail products, deodorant, feminine hygiene products, adult diapers, and personal care appliances.

(19) School Books and Supplies includes school books and supplies for College, Elementary school, High school, Vocational/Technical School, Preschool/Other Schools, and Other School Supplies.

Data Note: The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100. Detail may not sum to totals due to rounding. This report is not a comprehensive list of all consumer spending variables therefore the variables in each section may not sum to totals.
Source: Esri forecasts for 2016 and 2021; Consumer Spending data are derived from the 2013 and 2014 Consumer Expenditure Surveys, Bureau of Labor Statistics.

August 26, 2016

Retail Goods and Services Expenditures

Downtown Troy
Latitude : 31.807637 - -85.971757
Ring: 5 mile radius

Latitude: 31.808
Longitude: -85.972

Top Tapestry Segments	Percent	Demographic Summary	2016	2021
College Towns (14B)	37.1%	Population	20,143	20,166
City Commons (11E)	12.7%	Households	7,788	7,806
In Style (5B)	11.9%	Families	4,084	4,054
Midlife Constants (5E)	11.1%	Median Age	27.1	28.4
Heartland Communities (6F)	9.2%	Median Household Income	$27,266	$28,659

	Spending Potential Index	Average Amount Spent	Total
Apparel and Services	61	$1,235.95	$9,625,552
Men's	62	$247.79	$1,929,817
Women's	60	$414.39	$3,227,306
Children's	65	$209.27	$1,629,830
Footwear	61	$263.06	$2,048,722
Watches & Jewelry	59	$61.09	$475,770
Apparel Products and Services (1)	56	$40.33	$314,107
Computer			
Computers and Hardware for Home Use	64	$110.74	$862,441
Portable Memory	65	$3.06	$23,808
Computer Software	68	$8.79	$68,494
Computer Accessories	58	$10.37	$80,751
Entertainment & Recreation	58	$1,692.05	$13,177,668
Fees and Admissions	51	$292.85	$2,280,722
Membership Fees for Clubs (2)	51	$97.31	$757,851
Fees for Participant Sports, excl. Trips	48	$43.10	$335,664
Tickets to Theatre/Operas/Concerts	53	$28.09	$218,764
Tickets to Movies/Museums/Parks	57	$38.14	$297,069
Admission to Sporting Events, excl. Trips	58	$30.90	$240,683
Fees for Recreational Lessons	44	$54.78	$426,653
Dating Services	75	$0.52	$4,038
TV/Video/Audio	63	$762.17	$5,935,751
Cable and Satellite Television Services	63	$563.50	$4,388,505
Televisions	65	$71.28	$555,116
Satellite Dishes	54	$0.79	$6,127
VCRs, Video Cameras, and DVD Players	64	$5.20	$40,499
Miscellaneous Video Equipment	63	$4.83	$37,626
Video Cassettes and DVDs	65	$12.02	$93,626
Video Game Hardware/Accessories	78	$20.04	$156,107
Video Game Software	78	$10.70	$83,341
Streaming/Downloaded Video	69	$12.50	$97,360
Rental of Video Cassettes and DVDs	65	$10.57	$82,337
Installation of Televisions	48	$0.44	$3,398
Audio (3)	58	$47.66	$371,146
Rental and Repair of TV/Radio/Sound Equipment	67	$2.64	$20,563
Pets	56	$299.73	$2,334,276
Toys/Games/Crafts/Hobbies (4)	61	$69.76	$543,289
Recreational Vehicles and Fees (5)	49	$52.92	$412,152
Sports/Recreation/Exercise Equipment (6)	56	$93.36	$727,117
Photo Equipment and Supplies (7)	58	$32.18	$250,610
Reading (8)	58	$76.25	$593,808
Catered Affairs (9)	50	$12.83	$99,943
Food	62	$5,013.84	$39,047,764
Food at Home	62	$3,106.23	$24,191,289
Bakery and Cereal Products	63	$425.68	$3,315,205
Meats, Poultry, Fish, and Eggs	63	$698.80	$5,442,286
Dairy Products	62	$328.85	$2,561,082
Fruits and Vegetables	60	$577.30	$4,496,009
Snacks and Other Food at Home (10)	63	$1,075.59	$8,376,707
Food Away from Home	62	$1,907.61	$14,856,475
Alcoholic Beverages	63	$321.10	$2,500,760

Data Note: The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100. Detail may not sum to totals due to rounding. This report is not a comprehensive list of all consumer spending variables therefore the variables in each section may not sum to totals.
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August 26, 2016

Retail Goods and Services Expenditures

Downtown Troy
Latitude : 31.807637 - -85.971757
Ring: 5 mile radius

Latitude: 31.808
Longitude: -85.972

	Spending Potential Index	Average Amount Spent	Total
Financial			
Value of Stocks/Bonds/Mutual Funds	51	$3,823.54	$29,777,713
Value of Retirement Plans	47	$12,216.54	$95,142,400
Value of Other Financial Assets	61	$684.78	$5,333,068
Vehicle Loan Amount excluding Interest	63	$1,534.80	$11,953,006
Value of Credit Card Debt	55	$312.51	$2,433,818
Health			
Nonprescription Drugs	59	$73.18	$569,934
Prescription Drugs	58	$243.64	$1,897,430
Eyeglasses and Contact Lenses	56	$50.09	$390,121
Home			
Mortgage Payment and Basics (11)	45	$3,893.38	$30,321,639
Maintenance and Remodeling Services	47	$817.77	$6,368,790
Maintenance and Remodeling Materials (12)	50	$181.70	$1,415,077
Utilities, Fuel, and Public Services	61	$2,992.82	$23,308,076
Household Furnishings and Equipment			
Household Textiles (13)	59	$51.18	$398,568
Furniture	60	$296.81	$2,311,582
Rugs	51	$12.34	$96,090
Major Appliances (14)	53	$149.20	$1,161,969
Housewares (15)	59	$49.52	$385,667
Small Appliances	60	$28.48	$221,820
Luggage	54	$5.03	$39,150
Telephones and Accessories	62	$44.26	$344,699
Household Operations			
Child Care	54	$226.86	$1,766,775
Lawn and Garden (16)	50	$203.42	$1,584,243
Moving/Storage/Freight Express	62	$39.47	$307,419
Housekeeping Supplies (17)	60	$418.20	$3,256,914
Insurance			
Owners and Renters Insurance	53	$244.89	$1,907,231
Vehicle Insurance	61	$680.72	$5,301,474
Life/Other Insurance	51	$210.12	$1,636,407
Health Insurance	56	$1,897.40	$14,776,977
Personal Care Products (18)	59	$256.37	$1,996,647
School Books and Supplies (19)	67	$110.27	$858,784
Smoking Products	74	$303.53	$2,363,868
Transportation			
Payments on Vehicles excluding Leases	60	$1,248.32	$9,721,908
Gasoline and Motor Oil	63	$1,942.26	$15,126,331
Vehicle Maintenance and Repairs	60	$616.10	$4,798,181
Travel			
Airline Fares	51	$231.98	$1,806,671
Lodging on Trips	50	$233.66	$1,819,766
Auto/Truck Rental on Trips	51	$12.31	$95,852
Food and Drink on Trips	52	$229.45	$1,786,969

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August 26, 2016

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(10) Snacks and Other Food at Home includes candy, chewing gum, sugar, artificial sweeteners, jam, jelly, preserves, margarine, fat, oil, salad dressing, nondairy cream and milk, peanut butter, frozen prepared food, potato chips, nuts, salt, spices, seasonings, olives, pickles, relishes, sauces, gravy, other condiments, soup, prepared salad, prepared dessert, baby food, miscellaneous prepared food, and nonalcoholic beverages.

(11) Mortgage Payment and Basics includes mortgage interest, mortgage principal, property taxes, homeowners insurance, and ground rent.

(12) Maintenance and Remodeling Materials includes supplies/tools/equipment for painting and wallpapering, plumbing supplies and equipment, electrical/heating/AC supplies, materials for hard surface flooring, materials for roofing/gutters, materials for plaster/panel/siding, materials for patio/fence/brick work, landscaping materials, and insulation materials for owned homes.

(13) Household Textiles includes bathroom linens, bedroom linens, kitchen linens, dining room linens, other linens, curtains, draperies, slipcovers, decorative pillows, and materials for slipcovers and curtains.

(14) Major Appliances includes dishwashers, disposals, refrigerators, freezers, washers, dryers, stoves, ovens, microwaves, window air conditioners, electric floor cleaning equipment, sewing machines, and miscellaneous appliances.

(15) Housewares includes plastic dinnerware, china, flatware, glassware, serving pieces, nonelectric cookware, and tableware.

(16) Lawn and Garden includes lawn and garden supplies, equipment and care service, indoor plants, fresh flowers, and repair/rental of lawn and garden equipment.

(17) Housekeeping Supplies includes soaps and laundry detergents, cleaning products, toilet tissue, paper towels, napkins, paper/plastic/foil products, stationery, giftwrap supplies, postage, and delivery services.

(18) Personal Care Products includes hair care products, nonelectric articles for hair, wigs, hairpieces, oral hygiene products, shaving needs, perfume, cosmetics, skincare, bath products, nail products, deodorant, feminine hygiene products, adult diapers, and personal care appliances.

(19) School Books and Supplies includes school books and supplies for College, Elementary school, High school, Vocational/Technical School, Preschool/Other Schools, and Other School Supplies.

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August 26, 2016

Retail MarketPlace Profile

Downtown Troy
Latitude : 31.807637 - -85.971757
Ring: 1 mile radius

Latitude: 31.808
Longitude: -85.972

Summary Demographics	
2016 Population	6,781
2016 Households	2,652
2016 Median Disposable Income	$18,488
2016 Per Capita Income	$13,889

Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	$64,472,138	$82,282,210	-$17,810,072	-12.1	74
Total Retail Trade	44-45	$58,186,684	$71,259,384	-$13,072,700	-10.1	55
Total Food & Drink	722	$6,285,454	$11,022,826	-$4,737,372	-27.4	19

Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	$14,338,985	$10,902,096	$3,436,889	13.6	6
Automobile Dealers	4411	$11,141,058	$8,852,173	$2,288,885	11.4	2
Other Motor Vehicle Dealers	4412	$2,229,072	$611,633	$1,617,439	56.9	1
Auto Parts, Accessories & Tire Stores	4413	$968,855	$1,438,290	-$469,435	-19.5	4
Furniture & Home Furnishings Stores	442	$1,603,902	$3,596,298	-$1,992,396	-38.3	4
Furniture Stores	4421	$1,030,308	$2,876,001	-$1,845,693	-47.2	3
Home Furnishings Stores	4422	$573,594	$720,298	-$146,704	-11.3	1
Electronics & Appliance Stores	443	$2,728,102	$2,606,794	$121,308	2.3	4
Bldg Materials, Garden Equip. & Supply Stores	444	$2,187,886	$9,329,695	-$7,141,809	-62.0	3
Bldg Material & Supplies Dealers	4441	$1,915,241	$9,320,021	-$7,404,780	-65.9	3
Lawn & Garden Equip & Supply Stores	4442	$272,645	$0	$272,645	100.0	0
Food & Beverage Stores	445	$8,690,539	$18,021,952	-$9,331,413	-34.9	7
Grocery Stores	4451	$7,645,330	$14,499,700	-$6,854,370	-31.0	4
Specialty Food Stores	4452	$499,938	$2,429,360	-$1,929,422	-65.9	1
Beer, Wine & Liquor Stores	4453	$545,270	$1,092,892	-$547,622	-33.4	1
Health & Personal Care Stores	446,4461	$3,142,464	$8,759,095	-$5,616,631	-47.2	5
Gasoline Stations	447,4471	$4,948,552	$5,684,096	-$735,544	-6.9	2
Clothing & Clothing Accessories Stores	448	$1,813,813	$3,516,193	-$1,702,380	-31.9	6
Clothing Stores	4481	$1,173,814	$2,225,514	-$1,051,700	-30.9	5
Shoe Stores	4482	$214,069	$0	$214,069	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	$425,930	$1,290,679	-$864,749	-50.4	1
Sporting Goods, Hobby, Book & Music Stores	451	$1,559,133	$691,696	$867,437	38.5	2
Sporting Goods/Hobby/Musical Instr Stores	4511	$1,013,744	$341,759	$671,985	49.6	2
Book, Periodical & Music Stores	4512	$545,389	$349,937	$195,452	21.8	1
General Merchandise Stores	452	$13,970,712	$4,066,650	$9,904,062	54.9	3
Department Stores Excluding Leased Depts.	4521	$10,289,058	$0	$10,289,058	100.0	0
Other General Merchandise Stores	4529	$3,681,655	$4,066,650	-$384,995	-5.0	3
Miscellaneous Store Retailers	453	$2,101,503	$4,084,819	-$1,983,316	-32.1	13
Florists	4531	$78,605	$181,248	-$102,643	-39.5	2
Office Supplies, Stationery & Gift Stores	4532	$606,983	$775,972	-$168,989	-12.2	2
Used Merchandise Stores	4533	$306,765	$628,077	-$321,312	-34.4	4
Other Miscellaneous Store Retailers	4539	$1,109,150	$2,499,522	-$1,390,372	-38.5	5
Nonstore Retailers	454	$1,101,093	$0	$1,101,093	100.0	0
Electronic Shopping & Mail-Order Houses	4541	$604,085	$0	$604,085	100.0	0
Vending Machine Operators	4542	$180,577	$0	$180,577	100.0	0
Direct Selling Establishments	4543	$316,431	$0	$316,431	100.0	0
Food Services & Drinking Places	722	$6,285,454	$11,022,826	-$4,737,372	-27.4	19
Full-Service Restaurants	7221	$3,167,133	$2,447,276	$719,857	12.8	7
Limited-Service Eating Places	7222	$2,889,807	$8,195,796	-$5,305,989	-47.9	10
Special Food Services	7223	$79,300	$0	$79,300	100.0	0
Drinking Places - Alcoholic Beverages	7224	$149,213	$379,754	-$230,541	-43.6	2

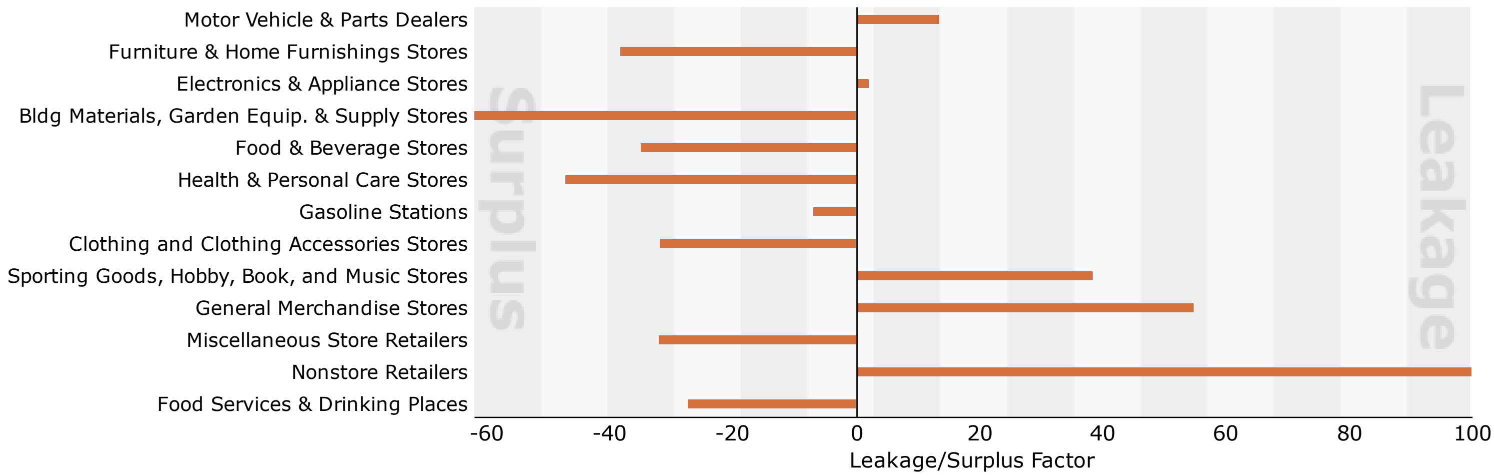
Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.
http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf

August 26, 2016

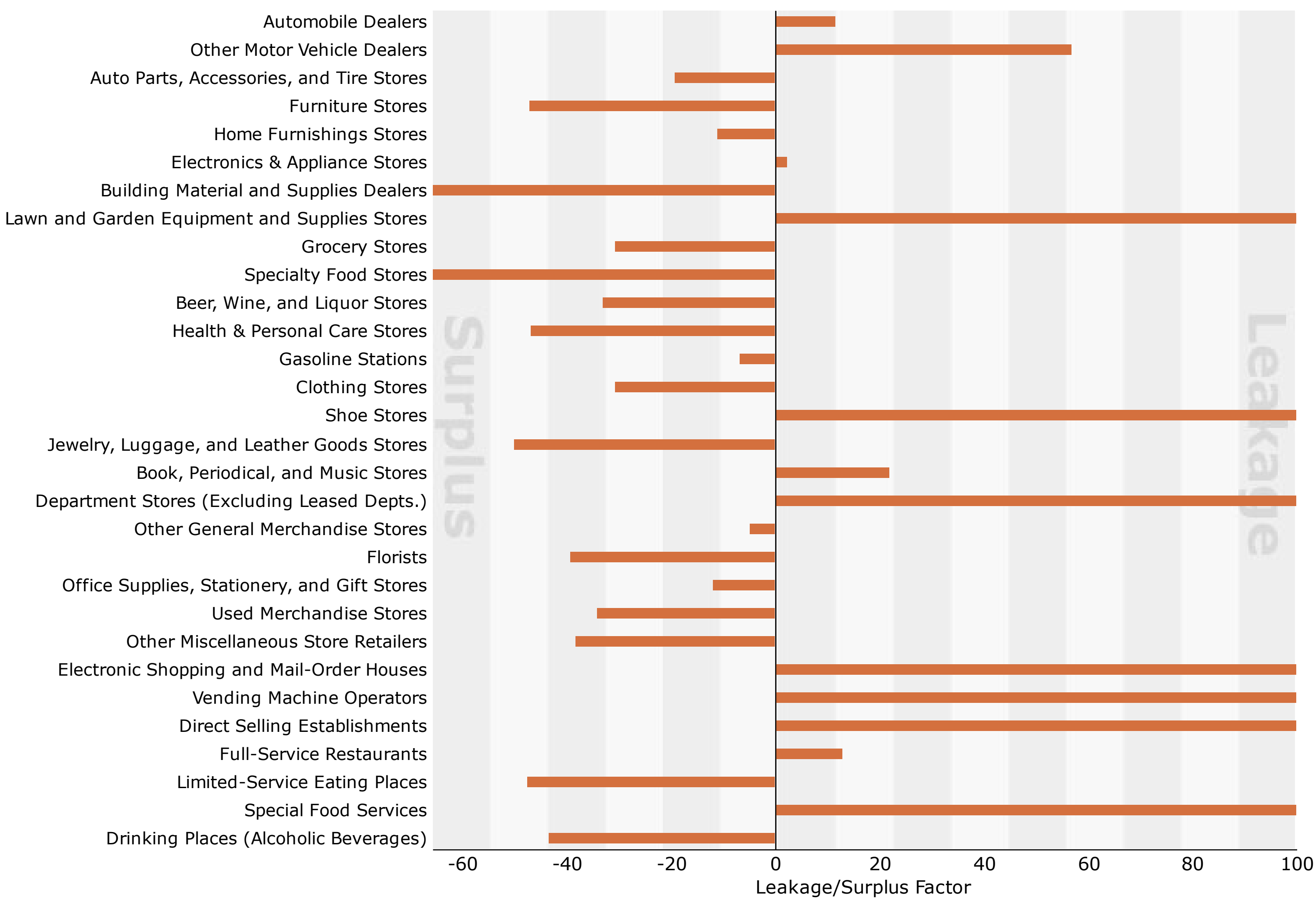
Downtown Troy
Latitude : 31.807637 - -85.971757
Ring: 1 mile radius

Latitude: 31.808
Longitude: -85.972

Leakage/Surplus Factor by Industry Subsector



Leakage/Surplus Factor by Industry Group



Source: Esri and Infogroup. Retail MarketPlace 2016 Release 1 (2015 data in 2016 geography) Copyright 2016 Infogroup, Inc. All rights reserved.

August 26, 2016

Retail MarketPlace Profile

Downtown Troy
Latitude : 31.807637 - -85.971757
Ring: 3 mile radius

Latitude: 31.808
Longitude: -85.972

Summary Demographics	
2016 Population	16,957
2016 Households	6,489
2016 Median Disposable Income	$23,591
2016 Per Capita Income	$17,463

Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	$180,016,761	$350,453,249	-$170,436,488	-32.1	222
Total Retail Trade	44-45	$162,347,342	$314,486,735	-$152,139,393	-31.9	157
Total Food & Drink	722	$17,669,419	$35,966,514	-$18,297,095	-34.1	65

Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	$40,101,307	$56,616,889	-$16,515,582	-17.1	23
Automobile Dealers	4411	$31,017,979	$49,635,328	-$18,617,349	-23.1	10
Other Motor Vehicle Dealers	4412	$6,340,368	$1,367,765	$4,972,603	64.5	1
Auto Parts, Accessories & Tire Stores	4413	$2,742,960	$5,613,796	-$2,870,836	-34.4	11
Furniture & Home Furnishings Stores	442	$4,517,576	$8,613,960	-$4,096,384	-31.2	10
Furniture Stores	4421	$2,877,474	$7,003,724	-$4,126,250	-41.8	8
Home Furnishings Stores	4422	$1,640,102	$1,610,236	$29,866	0.9	2
Electronics & Appliance Stores	443	$7,666,429	$5,963,183	$1,703,246	12.5	8
Bldg Materials, Garden Equip. & Supply Stores	444	$6,395,505	$28,756,053	-$22,360,548	-63.6	12
Bldg Material & Supplies Dealers	4441	$5,612,478	$28,526,084	-$22,913,606	-67.1	11
Lawn & Garden Equip & Supply Stores	4442	$783,026	$229,969	$553,057	54.6	1
Food & Beverage Stores	445	$24,059,613	$44,554,871	-$20,495,258	-29.9	21
Grocery Stores	4451	$21,134,058	$34,950,888	-$13,816,830	-24.6	15
Specialty Food Stores	4452	$1,383,430	$5,659,889	-$4,276,459	-60.7	3
Beer, Wine & Liquor Stores	4453	$1,542,126	$3,944,093	-$2,401,967	-43.8	4
Health & Personal Care Stores	446,4461	$8,840,144	$19,341,400	-$10,501,256	-37.3	13
Gasoline Stations	447,4471	$13,577,126	$22,507,115	-$8,929,989	-24.7	10
Clothing & Clothing Accessories Stores	448	$5,076,642	$10,305,951	-$5,229,309	-34.0	19
Clothing Stores	4481	$3,266,159	$8,034,580	-$4,768,421	-42.2	16
Shoe Stores	4482	$588,463	$980,692	-$392,229	-25.0	2
Jewelry, Luggage & Leather Goods Stores	4483	$1,222,020	$1,290,679	-$68,659	-2.7	1
Sporting Goods, Hobby, Book & Music Stores	451	$4,336,800	$4,886,178	-$549,378	-6.0	6
Sporting Goods/Hobby/Musical Instr Stores	4511	$2,856,351	$2,763,775	$92,576	1.6	5
Book, Periodical & Music Stores	4512	$1,480,450	$2,122,403	-$641,953	-17.8	2
General Merchandise Stores	452	$38,861,442	$84,264,225	-$45,402,783	-36.9	9
Department Stores Excluding Leased Depts.	4521	$28,667,712	$76,314,182	-$47,646,470	-45.4	3
Other General Merchandise Stores	4529	$10,193,731	$7,950,043	$2,243,688	12.4	6
Miscellaneous Store Retailers	453	$5,818,086	$27,471,232	-$21,653,146	-65.0	25
Florists	4531	$231,820	$357,822	-$126,002	-21.4	3
Office Supplies, Stationery & Gift Stores	4532	$1,708,459	$1,128,094	$580,365	20.5	3
Used Merchandise Stores	4533	$850,183	$1,457,987	-$607,804	-26.3	7
Other Miscellaneous Store Retailers	4539	$3,027,624	$24,527,329	-$21,499,705	-78.0	12
Nonstore Retailers	454	$3,096,672	$1,205,680	$1,890,992	44.0	1
Electronic Shopping & Mail-Order Houses	4541	$1,698,648	$0	$1,698,648	100.0	0
Vending Machine Operators	4542	$499,718	$1,205,680	-$705,962	-41.4	1
Direct Selling Establishments	4543	$898,306	$0	$898,306	100.0	0
Food Services & Drinking Places	722	$17,669,419	$35,966,514	-$18,297,095	-34.1	65
Full-Service Restaurants	7221	$8,923,515	$11,034,339	-$2,110,824	-10.6	28
Limited-Service Eating Places	7222	$8,107,158	$24,022,878	-$15,915,720	-49.5	32
Special Food Services	7223	$222,565	$0	$222,565	100.0	0
Drinking Places - Alcoholic Beverages	7224	$416,181	$909,297	-$493,116	-37.2	5

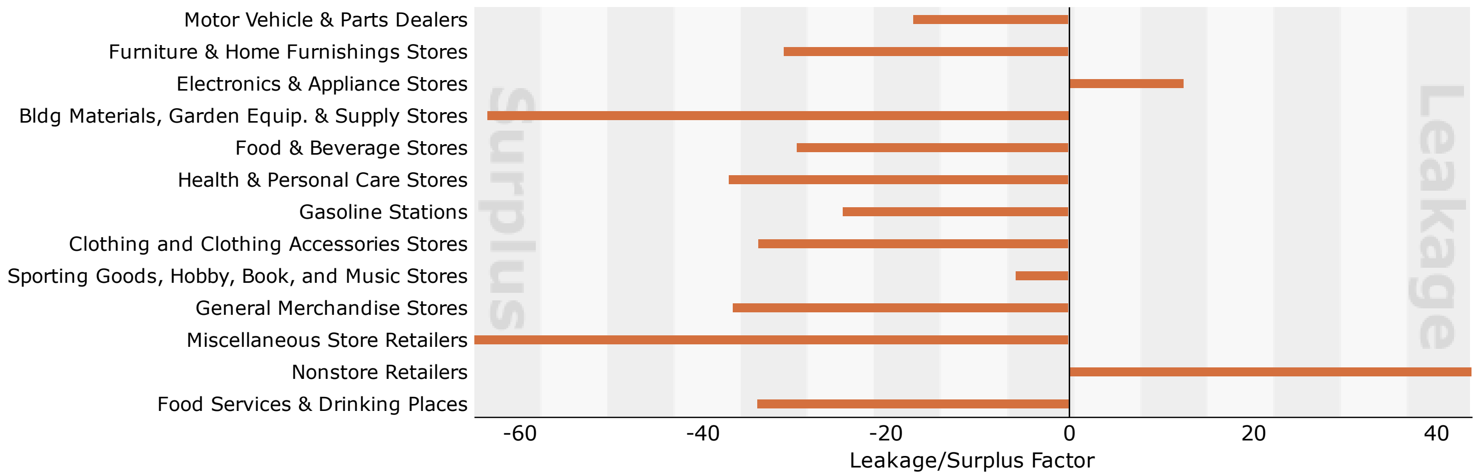
Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.
http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf

August 26, 2016

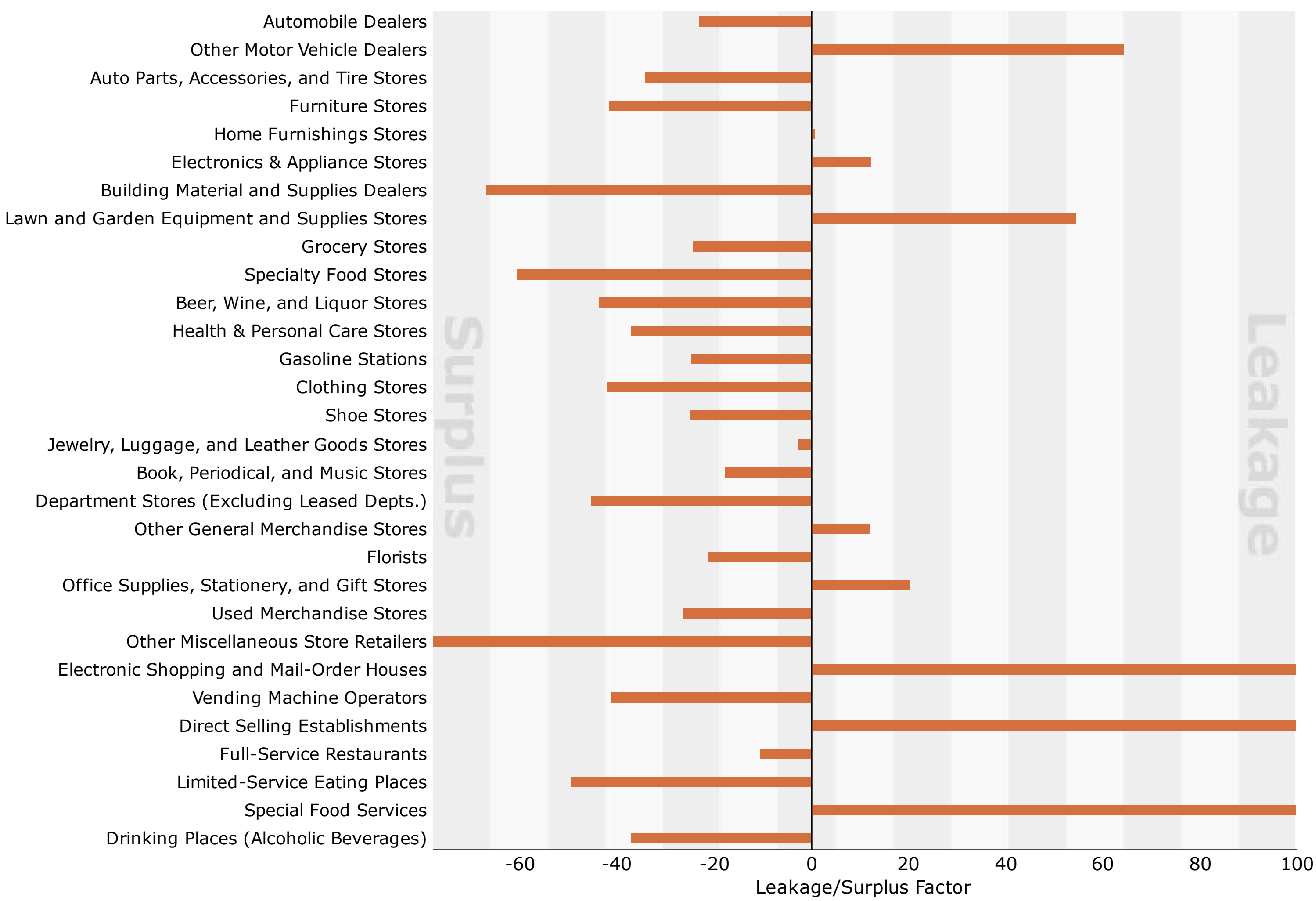
Downtown Troy
Latitude : 31.807637 - -85.971757
Ring: 3 mile radius

Latitude: 31.808
Longitude: -85.972

Leakage/Surplus Factor by Industry Subsector



Leakage/Surplus Factor by Industry Group



Source: Esri and Infogroup. Retail MarketPlace 2016 Release 1 (2015 data in 2016 geography)

August 26, 2016

Retail MarketPlace Profile

Downtown Troy
Latitude : 31.807637 - -85.971757
Ring: 5 mile radius

Latitude: 31.808
Longitude: -85.972

Summary Demographics	
2016 Population	20,143
2016 Households	7,788
2016 Median Disposable Income	$24,866
2016 Per Capita Income	$18,083

Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	$219,476,715	$387,847,006	-$168,370,291	-27.7	243
Total Retail Trade	44-45	$198,061,264	$348,727,050	-$150,665,786	-27.6	172
Total Food & Drink	722	$21,415,451	$39,119,956	-$17,704,505	-29.2	72

Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	$49,072,735	$59,377,432	-$10,304,697	-9.5	25
Automobile Dealers	4411	$37,864,574	$50,484,692	-$12,620,118	-14.3	11
Other Motor Vehicle Dealers	4412	$7,873,013	$2,803,519	$5,069,494	47.5	3
Auto Parts, Accessories & Tire Stores	4413	$3,335,147	$6,089,221	-$2,754,074	-29.2	12
Furniture & Home Furnishings Stores	442	$5,499,651	$9,506,902	-$4,007,251	-26.7	10
Furniture Stores	4421	$3,494,691	$7,896,666	-$4,401,975	-38.6	8
Home Furnishings Stores	4422	$2,004,960	$1,610,236	$394,724	10.9	2
Electronics & Appliance Stores	443	$9,293,250	$6,338,438	$2,954,812	18.9	8
Bldg Materials, Garden Equip. & Supply Stores	444	$7,939,936	$31,516,649	-$23,576,713	-59.8	14
Bldg Material & Supplies Dealers	4441	$6,968,711	$30,909,883	-$23,941,172	-63.2	12
Lawn & Garden Equip & Supply Stores	4442	$971,225	$606,766	$364,459	23.1	2
Food & Beverage Stores	445	$29,268,326	$47,404,326	-$18,136,000	-23.7	23
Grocery Stores	4451	$25,715,674	$37,107,096	-$11,391,422	-18.1	16
Specialty Food Stores	4452	$1,682,141	$5,659,889	-$3,977,748	-54.2	3
Beer, Wine & Liquor Stores	4453	$1,870,511	$4,637,340	-$2,766,829	-42.5	4
Health & Personal Care Stores	446,4461	$10,861,352	$20,910,410	-$10,049,058	-31.6	14
Gasoline Stations	447,4471	$16,542,105	$25,893,074	-$9,350,969	-22.0	12
Clothing & Clothing Accessories Stores	448	$6,154,587	$11,026,872	-$4,872,285	-28.4	20
Clothing Stores	4481	$3,958,219	$8,575,067	-$4,616,848	-36.8	17
Shoe Stores	4482	$713,444	$1,161,126	-$447,682	-23.9	2
Jewelry, Luggage & Leather Goods Stores	4483	$1,482,925	$1,290,679	$192,246	6.9	1
Sporting Goods, Hobby, Book & Music Stores	451	$5,262,237	$5,403,509	-$141,272	-1.3	7
Sporting Goods/Hobby/Musical Instr Stores	4511	$3,498,610	$3,073,510	$425,100	6.5	5
Book, Periodical & Music Stores	4512	$1,763,627	$2,329,998	-$566,371	-13.8	2
General Merchandise Stores	452	$47,247,592	$97,602,589	-$50,354,997	-34.8	10
Department Stores Excluding Leased Depts.	4521	$34,840,585	$89,140,091	-$54,299,506	-43.8	4
Other General Merchandise Stores	4529	$12,407,007	$8,462,498	$3,944,509	18.9	6
Miscellaneous Store Retailers	453	$7,116,127	$31,795,614	-$24,679,487	-63.4	26
Florists	4531	$286,749	$357,822	-$71,073	-11.0	3
Office Supplies, Stationery & Gift Stores	4532	$2,088,536	$1,128,094	$960,442	29.9	3
Used Merchandise Stores	4533	$1,024,845	$1,521,805	-$496,960	-19.5	7
Other Miscellaneous Store Retailers	4539	$3,715,997	$28,787,893	-$25,071,896	-77.1	13
Nonstore Retailers	454	$3,803,366	$1,951,238	$1,852,128	32.2	1
Electronic Shopping & Mail-Order Houses	4541	$2,087,578	$0	$2,087,578	100.0	0
Vending Machine Operators	4542	$607,616	$1,477,931	-$870,315	-41.7	1
Direct Selling Establishments	4543	$1,108,172	$0	$1,108,172	100.0	0
Food Services & Drinking Places	722	$21,415,451	$39,119,956	-$17,704,505	-29.2	72
Full-Service Restaurants	7221	$10,810,622	$12,635,186	-$1,824,564	-7.8	32
Limited-Service Eating Places	7222	$9,838,078	$25,518,502	-$15,680,424	-44.3	35
Special Food Services	7223	$270,214	$0	$270,214	100.0	0
Drinking Places - Alcoholic Beverages	7224	$496,538	$966,268	-$469,730	-32.1	5

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.
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Source: Esri and Infogroup. Retail MarketPlace 2016 Release 1 (2015 data in 2016 geography)

August 26, 2016

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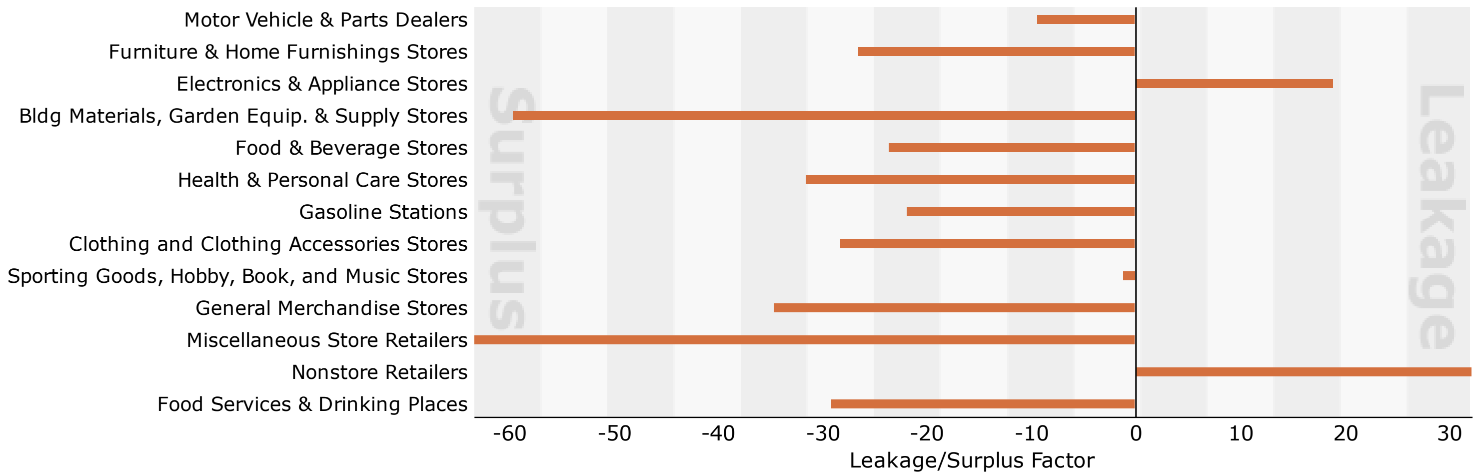
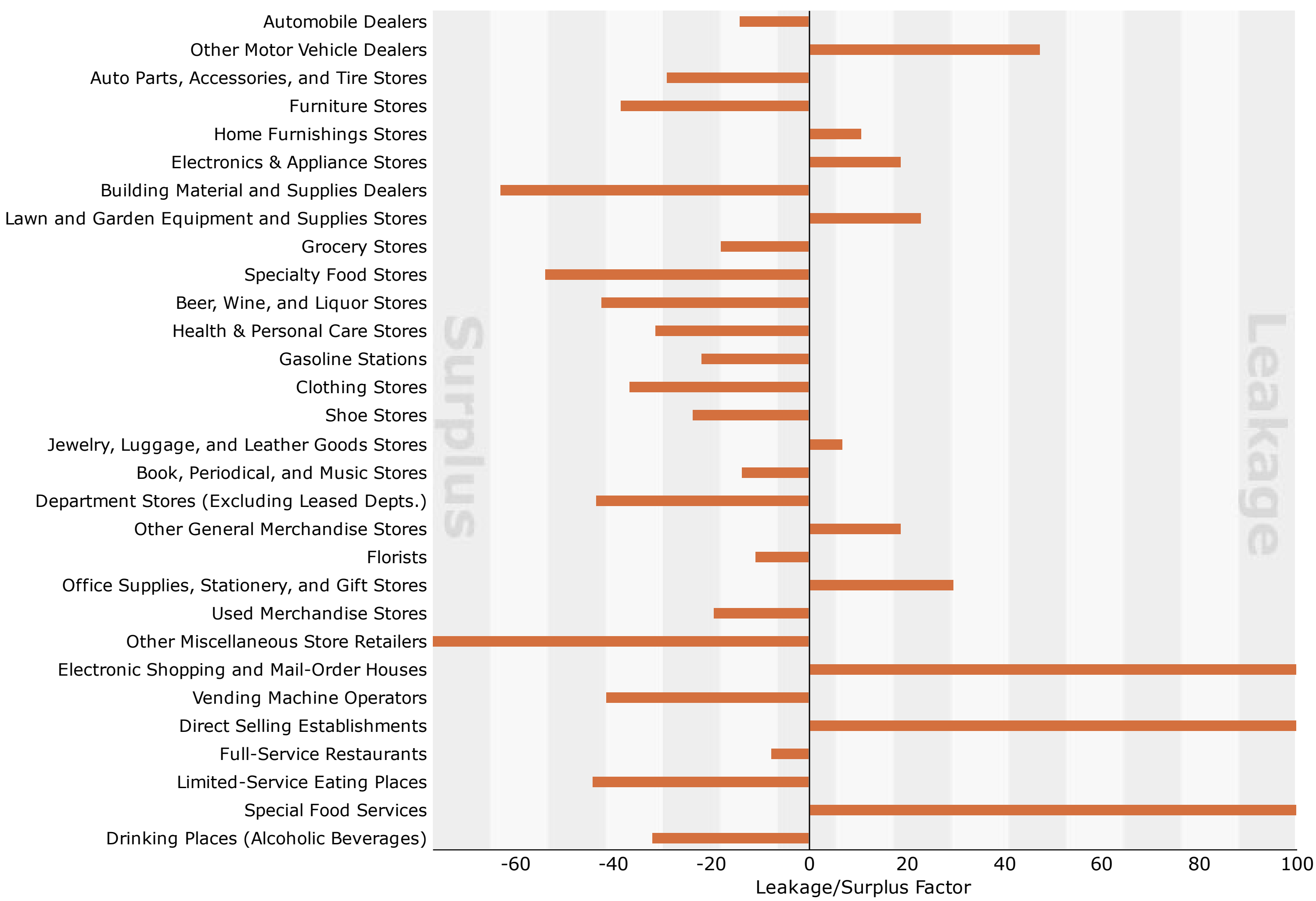
Leakage/Surplus Factor by Industry Subsector



Leakage/Surplus Factor by Industry Group



Source: Esri and Infogroup. Retail MarketPlace 2016 Release 1 (2015 data in 2016 geography)

August 26, 2016

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