



COMPREHENSIVE COMMUNITY
MASTER PLAN

FEBRUARY 2009

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INTRODUCTION AND OVERVIEW

In preparing for the future it is important for a community to maintain and reference a document such as this, a Comprehensive Community Master Plan. The purpose of a comprehensive plan is to provide long-term visions and goals for the future growth and management of the city. This plan is an update of the previous 1993 Troy Comprehensive Plan. The analysis and assessment that went into preparing the Comprehensive Master Plan was done over a series of meetings and discussions with citizens and other stakeholders within Troy. From that preparation this plan outlines policies and makes recommendations in areas of land use and zoning, downtown revitalization, transportation and access, housing and neighborhoods, community facilities, infrastructure and services, economic and community development, arts and culture, special districts, historic preservation, and natural resource and recreation.

The Troy Comprehensive Community Master Plan is based on a 25-year period and designed to be flexible in that it can be adapted as needed. The Troy Planning Commission is mandated by Sections 11-52-8 to prepare and maintain a comprehensive plan for the physical development of the municipality. Subsequently, Section 11-52-9 states the Commission must make careful and comprehensive surveys and studies of the present conditions and future growth of the municipality in relation to the surrounding territory. The procedure for adoption of the comprehensive plan is established in Section 11-52-10.

GOALS

- Diverse economic and community development.
- Increasing growth of Troy University as a major asset for City and the region.
- Consistent land use, zoning policies and enforcement of a balance of development and conservation of resources.
- Improved regional access and convenient local transportation including all modes of travel.
- Healthy and stable neighborhoods of varying types with a diverse range of housing choices and costs.
- Strong Downtown and other commercial/ business centers to serve neighborhoods.
- Updated and cost efficient infrastructure including extension of infrastructure consistent with land use policies.
- Community facilities and services that support regional and neighborhood development, such as health care, education.
- Historic preservation, arts and culture and tourism as community assets and economic development opportunities.
- Presence of recreation, sports, open space and conservation in support of a healthy environment.

VISION

A Great Place to Live and a Regional Growth Center for Commerce, Education and Services

PLAN CONCEPT

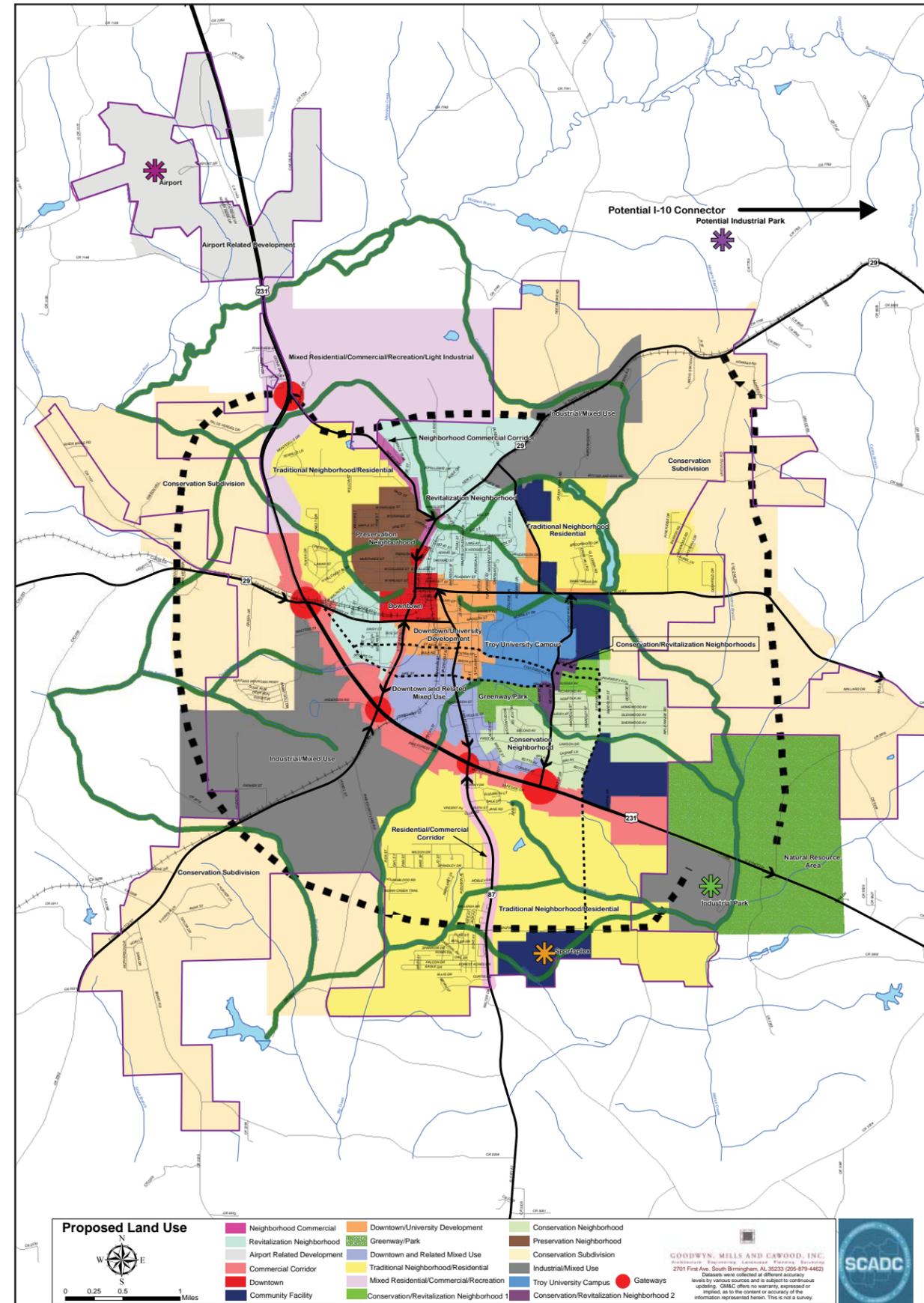
- Development and land-use districts consistent with land use and economic development goals, including annexation which is consistent with such goals.
- Active and growing mixed use downtown as city center.
- Well planned and designed University campus and adjacent properties/neighborhoods.
- Connection of University to downtown through a mixed use downtown/university redevelopment district.
- Reorganization of US-231 corridor and corridors leading to downtown, including gateways into downtown and the University.
- Improved regional access by way of US-231 access management; improvements to major street system including traffic flow into and around town; adoption of complete streets approach, including sidewalks, greenways, bikeways and transit.
- Comprehensive neighborhood and commercial preservation, revitalization, redevelopment and new development to add increased housing choices, including everything from downtown lofts, condominiums, historic homes, infill and affordable housing, traditional neighborhoods and residential developments, farms, and conservation subdivisions.
- Significant expansion and support of existing business; recruitment of industry in existing industrial parks; consolidate other industrial sites and parks; continued improvement of airport and airport related development; promote existing business and retail development; expansion of regional services as economic development component and expansion of economic development opportunities.
- Expansion and increased development of regional health care, government and professional services along US-231, downtown, and mixed-use districts.
- Increased retail development in downtown, consolidated development along US-231 and appropriately scaled retail development consistent with residential neighborhoods, with appropriate zoning and design standards.
- City-wide network of community facilities and services, sports facilities, schools, including neighborhood parks and long-term plans for schools north and south of US-231.
- Upgrade of infrastructure in older areas; expansion of infrastructure to support efficient land development, consistent with the land use plan.
- Network of greenways trails and open space.

A. LAND USE AND ZONING POLICIES

Support land use, zoning, and development consistent with the Community Master Plan.

Recommendations:

1. Adopt Land Use Plan as part of Community Master Plan, including:
 - a. Expanded downtown to incorporate courthouse, new library, possible auditorium or meeting space and mixed use district around edges of downtown.
 - b. University Master Plan to include consolidation of development within current boundaries and development of adjacent properties consistent with the Community Master Plan.
 - c. Downtown/University redevelopment district to the west of Troy University and south-east of downtown.
 - d. Neighborhood conservation district and neighborhood conservation/revitalization district east of Troy University.
 - e. Preservation of traditional “close-in” neighborhoods.
 - f. Revitalized neighborhoods; south and east of downtown.
 - g. New residential subdivisions adjacent to existing neighborhoods and conservation subdivisions near city edges, especially oriented toward protection and conservation of natural resources, and limited extension of city utilities.
 - h. Commercial/mixed use corridor along US-231; include context sensitive design, and access management.
 - i. Mixed use development and compatible neighborhood business districts, including appropriate scale, design, landscaping and signage standards.
 - j. Consolidated industrial districts around existing industrial parks and sites; phase out or incorporate incompatible industrial uses in downtown and redevelopment districts, through design guidelines and improvements; new industrial sites along major access routes, including sites between US-29 and Henderson Highway, and in proximity to the proposed I-10 connector.
 - k. Residential, conservation/industrial and limited business development along proposed western and southern connectors and residential/limited business development along northern and eastern connectors.
2. Consider future annexation consistent with Master Plan and Long term Capital Improvements Plan.
3. Update zoning ordinance and subdivision regulations consistent with plan and enforce zoning ordinance; consider enforcement officer.
4. Consider a public/private cost-sharing/fee structure for utilities and services to support new development consistent with the Community Master Plan.

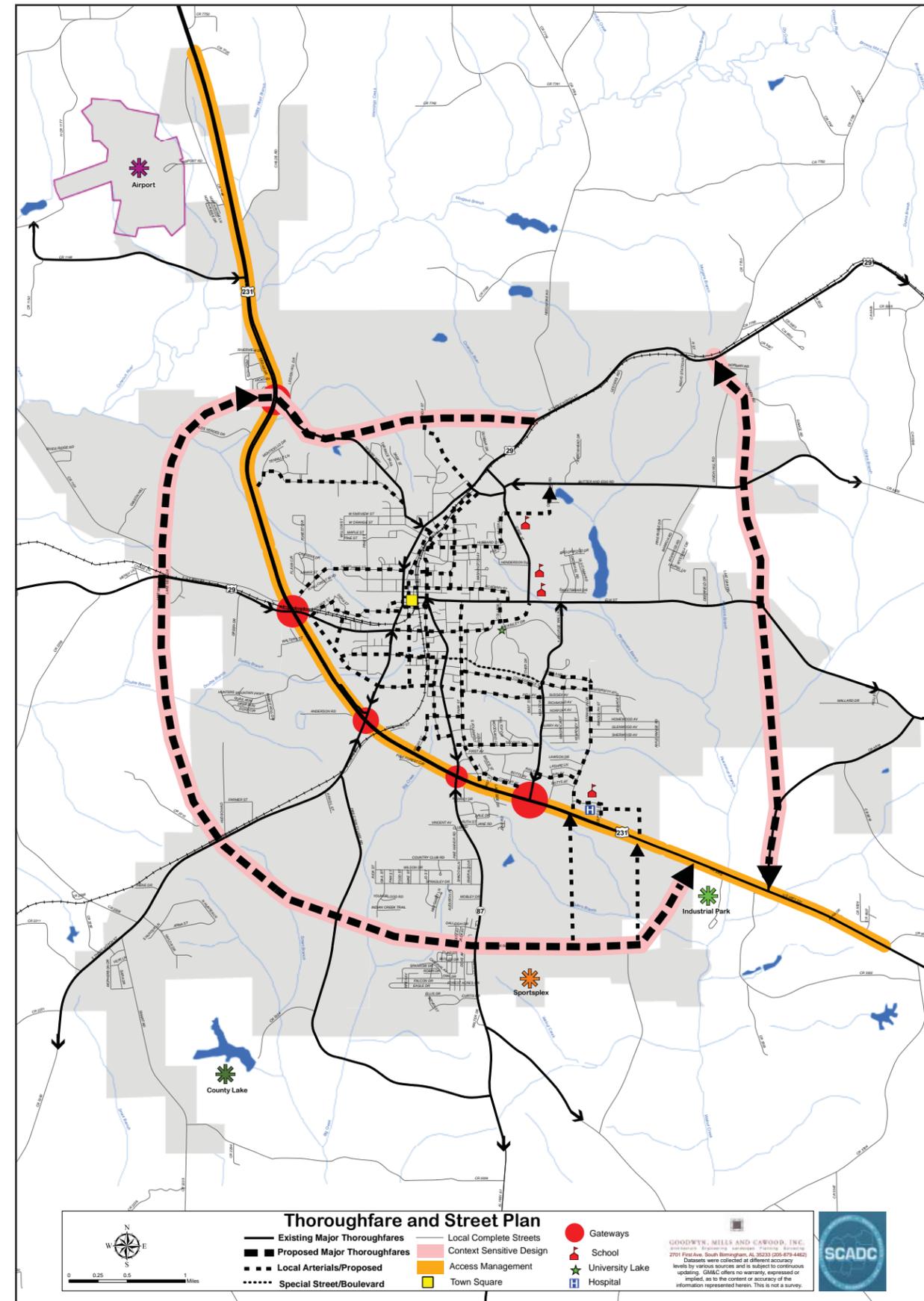


B. TRANSPORTATION AND ACCESS POLICIES

Provide for improved regional access and “complete local streets” that ensure connections of neighborhoods and districts

Recommendations:

1. Adopt Access management plan and improvements along US-231; consider access management on other major streets.
2. Strengthen major thoroughfare network to include north/south and east/west access:
 - a. East/west access, including:
 - i. Widening of Elm Street.
 - ii. Improvements to Montgomery Street.
 - b. North/south access, including;
 - i. Three Notch Street.
 - ii. South Brundidge Street.
 - iii. Park Street.
 - iv. Potential railroad crossing north of downtown onto US-29.
3. Improve local arterial and special streets to connect to major thoroughfares and include certain traffic control/calming techniques.
4. Establish rerouted truck traffic around the downtown and neighborhoods; include a northern and western connector; improve north/south connector east of downtown and Troy University.
5. Implement complete streets plan, including sidewalks, bike and pedestrian facilities, greenways street modifications to improve connectivity.
6. Improve traffic flow in and around downtown as a transportation hub.
7. Consider alternatives for I-10 connector route that do not involve “by-passing” Troy.
8. Participate in long term plans for passenger rail service.
9. Expand access to public transit:
 - a. Linkages between University Shuttle and rural transportation.
 - b. Coordination of freight rail and intermodal facility(s).

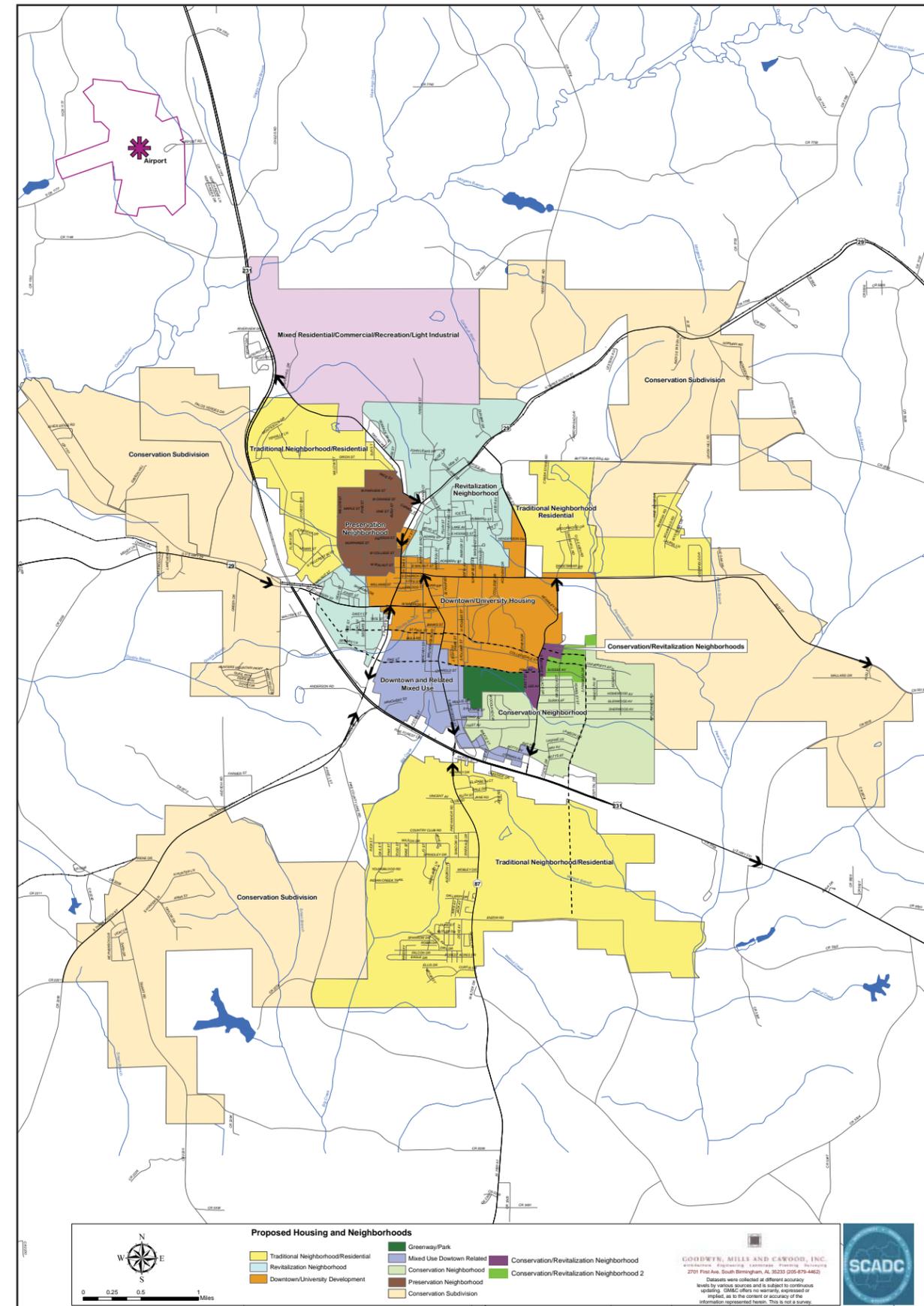


C. HOUSING AND NEIGHBORHOOD DEVELOPMENT POLICIES

Promote a range of housing choices from market rate housing to affordable housing, located in good, safe and attractive neighborhoods through private/public partnerships, including builders, property owners, non-profits and individuals.

Recommendations:

1. Promote a range of healthy neighborhoods, including preservation and revitalization to eliminate blight and new residential development consistent with the Community Master Plan, as follows:
 - a. Preservation districts and traditional neighborhood development in existing historic neighborhoods.
 - b. Revitalization districts and in-fill housing in neighborhoods with special needs, mainly east, north, and south of downtown.
 - c. Downtown and downtown/university mixed-use housing.
 - d. New traditional neighborhood and residential developments near existing neighborhoods.
 - e. Conservation subdivisions nearer the current city limits.
 - f. Seniors housing as part of mixed housing development.
 - g. Revitalized affordable housing with standards consistent with traditional, revitalization and new neighborhoods; include existing mobile home parks.
 - h. Special neighborhood conservation and conservation/revitalization district adjacent to and southeast of the University, which will ensure stability and promote revitalization, including selective mixed use compatible with neighborhood and University.
2. Promote diversity in housing choices in all neighborhoods, including mixed use in certain districts, with proper zoning, design standards, and enforcement.
3. Promote Affordable housing that is compatible with preservation, revitalization and traditional neighborhoods, for example:
 - a. \$150,000 starter homes
 - b. \$115,000 affordable housing
4. Continue to develop and improve schools and parks as the centers of neighborhood development.
5. Promote revitalization and development of neighborhood business districts in walking distance of residential neighborhoods, with proper zoning and design standards.



D. INFRASTRUCUTURE AND SERVICE POLICIES

E. ARTS, CULTURE, PRESERVATION, ENTERTAINMENT AND TOURISM POLICIES

Provide up to date and cost effective infrastructure and services to support safe and healthy neighborhood and districts, in all parts of the City, especially upgrading water and sewer in the older and higher density areas, consistent with the Community Master Plan as well as to support business and economic development sites; consistent with the Community Master Plan.

Recommendations:

1. Upgrade existing sewer and water in older parts of system, based on conclusions from current study of sewer system; consider additional long term access and distribution of water, consistent with Community Master Plan and Capital Improvements Plan.
2. Coordinate infrastructure expansion with efficient land use, zoning and development trends, consistent with Community Master Plan and Capital Improvements Plan.
3. Maintain and upgrade existing fire stations as needed to serve existing neighborhoods and districts; consider new station to serve new development and/or annexations to the west/southwest.
4. Incorporate security, safety and lighting improvements in neighborhoods and districts, especially preservation and neighborhood conservation districts, revitalization districts, as well as developing areas to ensure safety in all neighborhoods.
5. Support best possible police and fire department to ensure safety in all neighborhoods, including state of the art police and county jail facilities.
6. Establish adequate and appropriately located emergency shelters and notification for disaster preparedness in all parts of the city.
7. Utilize greenways, trails, and other storm water management practices, including coordinating with street improvements, to continuously improve storm drainage.

Support arts, culture, tourism and entertainment facilities and services as economic development initiatives as well as quality of life amenities

Recommendations:

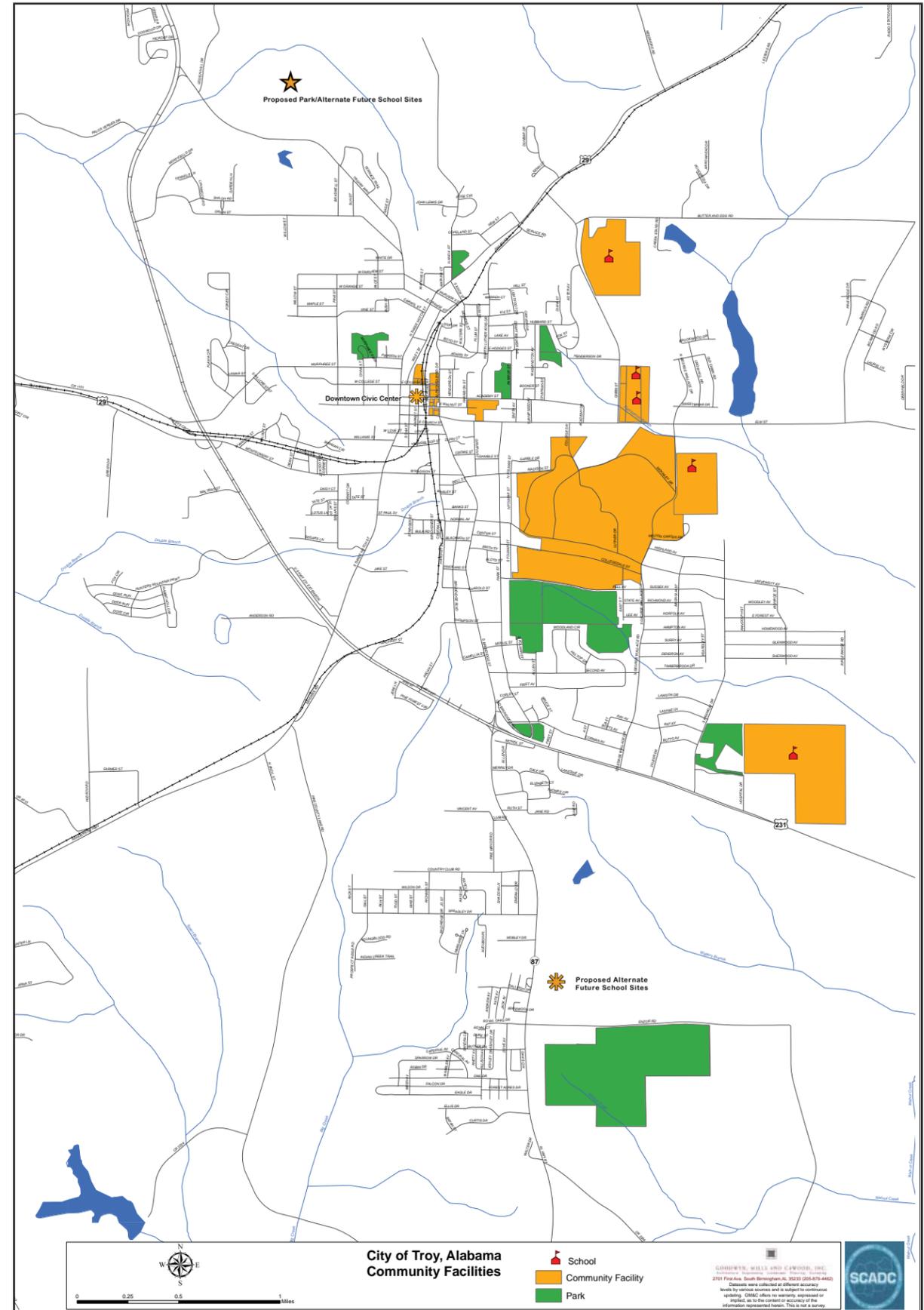
1. Support marketing and tourism opportunities through plans and improvements for neighborhoods, downtown, historic preservation, recreation and community facilities.
2. Incorporate current natural resource assets, including natural areas and landscaping, outdoor recreation and sports facilities, and proposed arena at the university into development plans for districts and neighborhoods as well as connect to a city-wide greenway system.
3. Develop gateway approaches to Troy from all directions, primarily along US-231 preserving attractive natural areas.
4. Promote the preservation and use of historic resources to contribute to a “sense of place” as well as contributing to beautification, tourism and economic development; establish downtown and residential historic districts.
5. Make the library part of a major downtown “civic center;” use as a catalyst for redevelopment on the north side of downtown, and to the east along Elm Street.
6. Support downtown hotel.
7. Partner with the university to create a downtown/university mixed use district with redevelopment, landscaping signage and lighting.
8. Support arts and cultural facilities and events and related businesses downtown, including, farmers market, outdoor amphitheater, movie theater, etc.
9. Support city-wide beautification, way-finding and “complete streets.”

F. COMMUNITY FACILITIES POLICIES

Develop and improve parks, schools and other community facilities as neighborhood and city centers; ensure the location of parks, recreation facilities and community centers to serve all current and future neighborhoods as well as provide city-wide facilities consistent with the Community Master Plan; continue to develop school facilities as City assets, neighborhood centers and multi-purpose facilities

Recommendations:

1. Continue to maintain and upgrade existing schools as centers of excellence in conjunction with parks and recreation facilities; take advantage of an increasingly closer relationship between public schools and Troy University.
2. Develop a consistent pattern of development and traffic around schools, as part of major street and local street plan including improved connections between neighborhoods and schools.
3. Consider long term renovations or relocation of high school and coordination with Troy University and plans for the armory to ensure compatible development in that location; coordinate development with plans for University Avenue; utilize adjacent flood plain for recreation, etc.
4. Support existing and new child care centers downtown and in neighborhoods as well as in schools; rethink the transition between k-4, k-5 and first grade.
5. Consider long term plans for schools south of US-231 and southwest section of the city, as well as north of US-231.
6. Continue to improve neighborhood parks as part of city wide open space system, including Murphree Street Park, Washington Street Park; connect parks and schools to trail system.
7. Consider a large park on the north side of the city serving a different purpose than Sportsplex; consider the joint use of the Arboretum property as well as an area north of Murphree Street.
8. Consider preservation of attractive natural areas at the entrances of the city and as part of the city-wide trail system, especially along flood plains and protection of forested areas and steep slopes.
9. Support churches and other institutions as community assets with standards and design that is compatible with neighborhood and commercial districts.
10. Develop facilities for seniors and other special services in support of Community Master Plan, especially in areas easily accessible, e.g. near downtown.
11. Continue to utilize and develop community facilities as part of university development at Troy University.

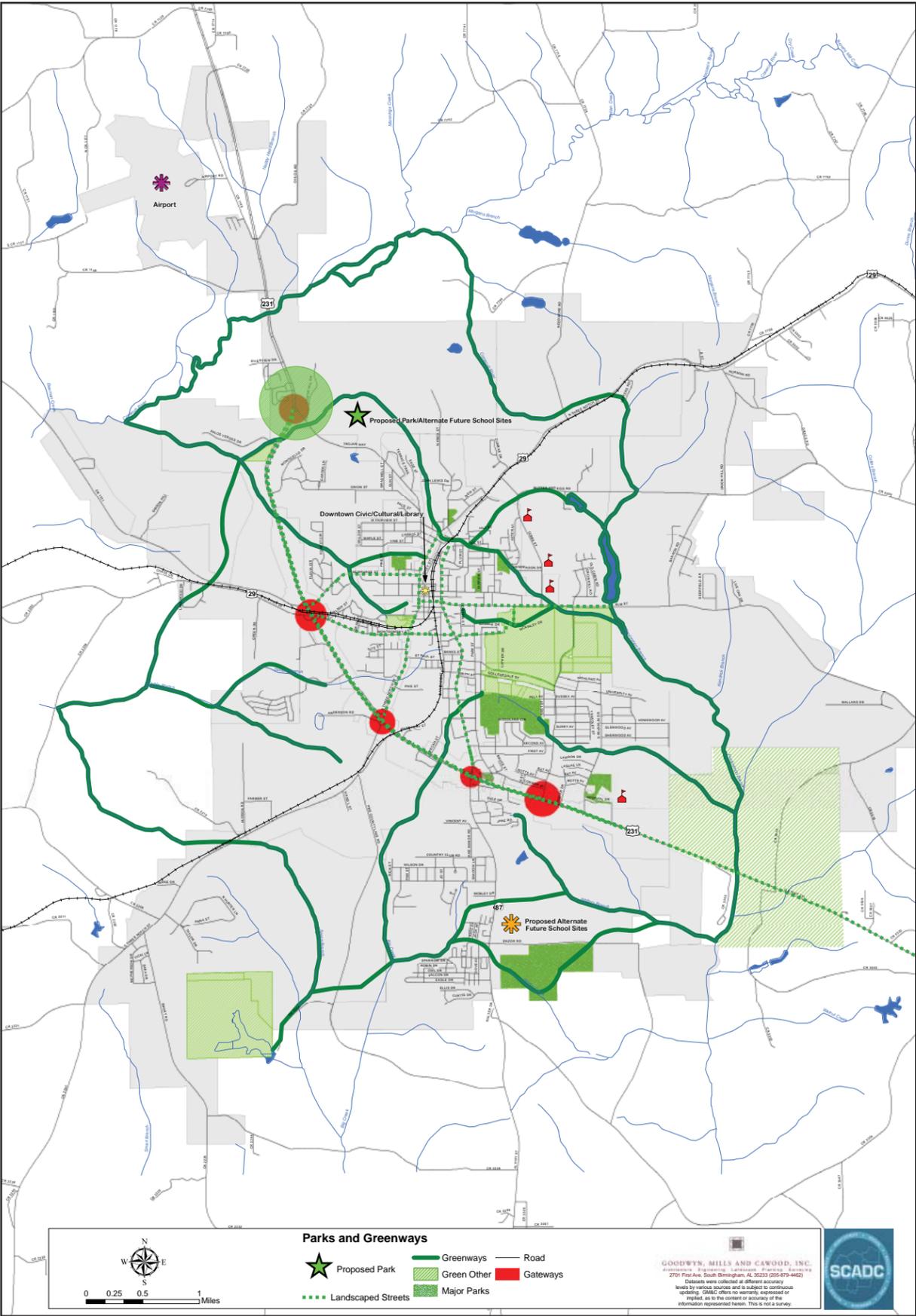


G. RECREATION, ENVIRONMENT AND NATURAL RESOURCES/BEAUTIFICATION POLICIES

Take advantage of the beauty and value of natural resources in the region and achieve a balance of development and conservation that enhances a strong sense of place in Troy, protects the environment and supports increased economic development

Recommendations:

1. Take advantage of Sportsplex, county lake and country club as important assets; increase city or publicly owned land for parks; continue to expand sports complexes as well as parks at major school and university sites; expand neighborhood park system, in cooperation with the schools and private sector recreation facilities.
2. Consider additional large scale park in northeastern quadrant; potential sites include the arboretum and the natural area between Murphree Street and Vine Street.
3. Establish City wide greenway and trails system linking outdoor recreation to health care and improving the environment; utilize a land trust to hold land and maintain greenways; include small parks along greenways, linking to major parks, community facilities; include major open space gateways at the northern and southern entrances to Troy along US-231, as well as to the east of the city, along Elm Street near the city limits.
4. Work with owners to recover brownfield and vacant/abandoned sites, especially near and in downtown and adjoining neighborhoods, to include park and any recreational opportunities.
5. Protect agricultural and natural resource areas through conservation subdivisions and a local or state land trust.
6. Work with individuals and groups to extend beautification to neighborhoods and business districts to include tree plantings, sidewalk construction, parks and trails for pedestrians.
7. Keep streets clean and maintain landscaped rights of way; improve general appearance of public rights of way and encourage improved appearance of properties along major corridors.
8. Improve standards for signage, lighting and landscaping including the location of overhead utility services; establish a way-finding system, city-wide, including gateway entrances to the city.
9. Extend the trail system into downtown and the University, including trails through the Arboretum, connecting historic districts to downtown, etc.
10. Incorporate storm water retention and low lying areas into greenway system to aid in storm water and environmental protection.



H. ECONOMIC AND COMMUNITY DEVELOPMENT POLICIES

Support diverse and sustainable economic and community development including the following priorities.

Recommendations:

1. Expand and develop existing Industrial Parks and sites with more and higher paying jobs and diversified employment; consolidate sites near existing industry southwest of US-231 between and adjacent to US-29 and Henderson Highway; establish an airport related district to support regional attraction for industries needing airport services; create mixed industry and conservation district incorporating other uses, especially along western connector; maintain and expand rail sites north and west of the city core for future development; consider intermodal facilities to support distribution of goods and products; consider long term industrial sites in proximity to future I-10 connector.
2. Support the continued redevelopment of brownfield and similar sites for economic development, especially downtown sites, as well as sites north of downtown and between downtown and US-231.
3. Promote retiree and relocation development opportunities through continued growth of regional services, such as health care, and other amenities.
4. Promote opportunities for outdoor recreation and sports as an amenity for attracting industry and residents.
5. Utilize special downtown business opportunities, historic sites and preservation to diversify economic development, especially retail and specialty business; focus on arts and cultural facilities, farmers market, downtown as a “civic center,” etc.
6. Promote the improved development of commercial and retail business along US-231 as a well organized and attractive district.
7. Promote development of special districts and neighborhood business districts as important economic development opportunities.

8. Support University and downtown/university related development and redevelopment as a major economic development generator, consistent with Community Master Plan.
9. Support new industry through infrastructure improvements consistent with Community Master Plan, including continued improvements to the airport, water, sewer and fiber connections to existing sites and extensions to new sites consistent with the Community Master Plan and cost/benefit of such improvements.
10. Grow professional jobs through development of facilities and services like health care, job training and education, conferences and recreation industry including expansion of medical center district.
11. Promote Troy as a major regional center or hub and business center in the region to include added business parks and professional centers in key locations such as downtown, along US-231 and along the proposed western connector.
12. Continue to support economic development and attraction of new residents and businesses through quality of life improvements, including good schools, parks and greenways, good neighborhoods and arts and cultural facilities.
13. Especially promote special business and residential development downtown to include “civic center,” hotel, meeting space, library, loft and in-fill housing.
14. Consider inter-modal system including integration of airport, rail and highways to promote improved access and distribution.
15. Support entrepreneurial development and workforce training opportunities through Troy University, EDA, incubators, etc.

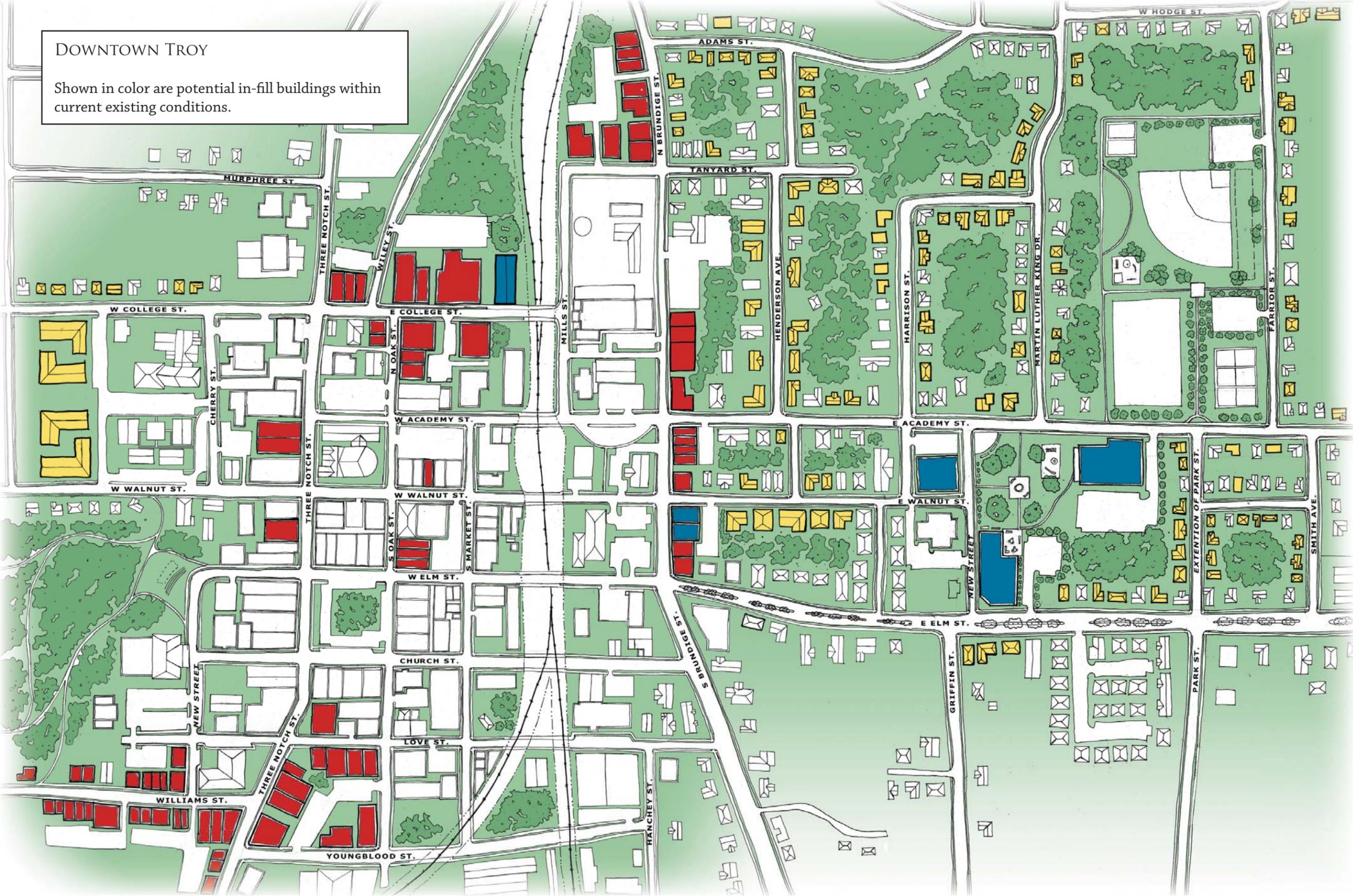
I. DOWNTOWN REVITALIZATION POLICIES

Support the preservation, revitalization and future development of Downtown for long term community and economic development and to serve residents within the vicinity of Troy.

Recommendations:

1. Establish a comprehensive downtown development program, such as Mainstreet.
2. Establish a mixed-use district for downtown including housing, hotel, and overnight accommodations, and loft housing including updated zoning and design guidelines.
3. Expansion of downtown toward Troy University including redevelopment of important sites; add sidewalks and greenway; create University/City District.
4. Redevelop the edges of downtown, especially immediately north and east of downtown, including new library, meeting space perhaps in conjunction with hotel/civic auditorium; possible historic museum and folk art center; Brundidge Street preservation for Bed and Breakfast re-use of former school site, board of education and Mental Health Authority property; consider improvements to the square and or other public space for large downtown events; expansion of downtown toward the courthouse; inventory to market vacant properties; work with owners to redevelop brownfield properties.
5. Improve access from US-231 through redesigned street system in and into the downtown; include revitalization and redevelopment of the following corridors:
 - a. Montgomery Street
 - b. Three Notch Street
 - c. South Brundidge Street
 - d. Elm Street
6. Parking controlled around square with 2-hour limit; include other off and on street parking, including shared use of institutional parking (churches, courthouse, expanded city complex, and library).
7. Expanded transit to serve and link downtown and University.

8. Extend streetscape to unify downtown including sidewalks, lighting and landscaping and including improvements to the railroad edges and overpasses; extend greenway and trails system into downtown from the east (Troy University) and the west, toward Murphree Street; include small pocket parks.
9. Continue to locate, link and improve important public facilities downtown such as county facilities, city facilities, library, etc. and create downtown as a “civic center” of the community; establish farmers and/or year round downtown market.
10. Improve approaches and way-finding to downtown from US-231, US-29, etc.; include landscaping and lighting.
11. Promote neighborhood business district east down downtown to serve the surrounding neighborhood.
12. Promote Downtown as the arts and cultural center of Troy and as a tourist destination; consider marketing programs to include development of a downtown Troy and a City of Troy brochure for placement around the state, e.g. welcome centers and rest areas.
13. Determine sales patterns of downtown goods for residents and visitors to develop programs to increase sales.
14. Develop a population goal for Troy and implement programs to achieve the goal to provide more opportunities for sales in downtown businesses, existing business expansion, and attraction of new businesses.



J. HISTORIC PRESERVATION POLICIES

Work with others to protect and maintain historic residential and commercial properties in support of unique neighborhoods as well as provide viable financial use of the properties, consistent with neighborhood goals and design standards.

Recommendations:

1. Support the preservation, restoration and maintenance of historic districts, including downtown and adjacent neighborhoods, such as College Avenue and Murphree Street as well as West Orange Street, through the establishment of official districts and design standards with the involvement and support of owners and businesses; include preservation of historic homes in revitalization districts, such as Three Notch and South Brundidge, as well as larger historic districts.
2. Utilize historic preservation and neighborhood conservation guidelines to protect resources and to aid in neighborhood and downtown revitalization and historic tourism.
3. Improve sidewalks, lighting, trails and connections in historic districts, consistent with the character of the district connect historic districts to downtown and other neighborhood residential and commercial centers through greenways and trails, where consistent with the district character.
4. Expand the use of arts and cultural facilities as revitalization tool in historic districts and properties.
5. Implement more extensive revitalization and conservation of important neighborhoods that are part of the history of Troy which might not meet State or National register standards.
6. Improve parks and other public facilities in historic districts, consistent with the character of the district; for example Murphree Park and a greenway between downtown and the historic district(s).

K. HEALTH CENTER DISTRICT POLICIES

Promote the continued development and expansion of the hospital as medical center/professional district and gateway to Troy.

Recommendations:

1. Work with hospital and others to create a special Medical Center and professional District, including special building standards, graphics, landscaping and lighting.
2. Make provisions for expansion of hospital and related facilities, including streets, sidewalks, other developments and landscaping that will knit together this part of the city; include current and future schools and other institutions.
3. Consider the potential for a “Wellness Center” facility in conjunction with the hospital, or located downtown or near the University.
4. Consider other businesses parks/mixed-use developments for professional services near the hospital, along US-231, downtown and along new connectors.

L. US-231 CORRIDOR DISTRICT

Promote the comprehensive protection, improvement to and reorganization of the US-231 corridor business district

Recommendations:

- 1. Establish a corridor overlay district, including development, design, landscaping, lighting and access management standards for entire length of US-231 in Troy city limits.
- 2. Support certain non retail land uses in selected parts of the corridor, such as the medical center, including professional office, institutional, recreation and open space.
- 3. Establish city gateways at major intersections with US-231, including design and landscaping but also proper geometry, spacing, etc.
- 4. Consider western connector to use US-29 and other major routes; improve connections from Franklin and George Wallace and other streets into US-231; provide limited access to the connector and include large scale land use, rather than strip commercial development.

M. RETIREE RELOCATION POLICIES

Make Troy an excellent retiree and relocation community for current residents and to market for new residents.

Recommendations:

- 1. Coordinate retiree attraction with plans for neighborhoods, downtown, historic preservation, housing and community facilities; incorporate facilities and housing for seniors in all neighborhoods.
- 2. Consider special facility or facilities for seniors in the downtown and revitalization districts.
- 3. Coordinate plans for seniors with plans for a wellness center in the medical center district, downtown or University; focus on related facilities at the University, such as volunteering, mentoring, and access to technology for seniors.
- 4. Consider special transportation needs of seniors in expansion of transit and linkages, through sidewalks, trails, etc. to medical center, downtown and university.
- 5. Incorporate senior assisted living into neighborhoods and special districts, downtown, etc.

N. UNIVERSITY/CITY DISTRICT

Promote compatible development between university and downtown and neighborhoods that supports important growth of the university and downtown as well as stable and vital neighborhoods

Recommendations:

1. Establish a university campus master plan adopted by or submitted to the Planning Commission for information and coordination; include consolidation and in-fill of campus property/facilities; include provisions for compatible building and development of adjacent non-university property.
2. Establish improved access to the University for all modes of traffic, including, automobile, transit, pedestrian; expand way-finding, lighting and landscaping to transition areas; include improved gateway entrances to the campus from all major routes, including US-231, Elm Street, and others; consider new entrance from Montgomery as a boulevard into west side of campus; widen and convert Elm Street to a boulevard to the University; consider improvements to George Wallace Drive and Franklin Drive as landscaped streets; consider University Avenue as a pedestrian friendly street, with continued traffic calming within the campus and to the east.
3. Continue improvements to campus circulation and pedestrian access, safety, using traffic calming techniques on University and other internal streets.
4. Continue campus beautification to include off campus greenway through the campus toward downtown, and adjacent neighborhoods; include access to the arboretum, proposed wellness center/arena and other recreation and sports facilities; consider the use of the arboretum as public park site to serve neighborhoods as well as the university.
5. Establish neighborhood conservation and neighborhood conservation/revitalization districts adjacent to the University, especially east and south of the University, to provide stable land use patterns around the university; include design guidelines and standards for rezoning, development, street improvements, services, enforcement, etc.
6. Establish City/University District primarily to the west and northwest of the campus; emphasize housing and specialty neighborhood businesses in the district, as well as walkways, greenways, and sidewalks.

IMPLEMENTATION OF THE PLAN

Recommendation Action Items

For each of the Master Plan Policies and recommendations, there are action steps that should be considered in order to implement the policies or recommendations. These action items may change, over time, however it is important to identify some of these. Previous and current plans should be continuously updated and implemented to ensure results and take advantage of momentum.

Responsibility, Governance, Organization and Cooperation-Implementation Teams

Implementation of the Community Master Plan should be considered a Public-Private initiative, with organizations, business and the City working together for the good of all citizens; all city departments must continue to work together; think outside the box/do things even though they have never been done before; volunteers are needed to make projects work; public and private leadership is key. In the case of Troy, this is to recommend the use of existing or new implementation teams, including public and private individuals and organizations to support and follow through on the Master Plan Recommendations. These teams, should be organized around the major policy areas in the plan and include geographic representation and diversity in race, public/private, gender and age. There should be a specific team that includes youth.

Priorities and Time Frame

Priorities may be considered short term, mid-term and long term. These designations take into account the importance of a recommendation as well as a sense of time sensitivity or urgency.

Financing and Funding and Public/Private Investments

It cannot be presumed that the Community Master Plan is implemented by city resources alone. In fact, most of the Plan recommendations will be implemented by the private sector. The city's goal is leveraging and supporting private sector resources to accomplish the desired results. Plan implementation should also be seen as an investment strategy and not just spending public funds.

Financing and funding of city initiatives should include the use of city funds; grants; loans; other incentives and special funding generated through related development authorities such as a Commercial Development Authority, Main Street or similar downtown organization, Chamber of Commerce, Industrial Development Board, a Land Trust and other public-private develop organizations in addition to more common development authorities such as the utility board, school board, park board, etc.

Capital Improvement Planning and Budgeting

The financial plan for the city includes a five-year capital improvement program or plan which should accompany the Community Master Plan. A draft Capital Improvements Plan is included as an example as part of this plan.

Regulatory Tools

Certain regulatory tools are important to the implementation of the Community master Plan. These tools include zoning ordinances, subdivision regulations, historic districts and design review, others. These tools should be seen as consistent with the Master Plan and amended, as needed, to further the implementation of the Plan.

Ongoing and Project Planning

Continuous review and updating of the Community Master Plan is important to responsible implementation of the Plan. Such updating should be done as needed, and, at least every five years. Annual reports should be made by the Planning commission, to the Mayor, and Council on the status of the Plan.

More detailed district and project plans must be considered in order to implement the Community Plan. These district plans may include neighborhood plans, downtown plans, special district plans, eg.

See Troy Community Master Plan Implementation Guide.

KEY TERMS AND CONCEPTS

Airport Related Development

An area of development reserved for land uses in need of access to airport related services.

Commercial Corridor

Large scale developments of varying types that occur along high volume traffic roadways, these types of developments usually require large to medium sized tracts of land and are designed to serve a regional purpose, rather than local service.

Complete Streets

Streets that are planned designed and constructed to include various modes of transportation, including pedestrian, automobile and provisions for transit use.

Conservation Neighborhood District

A special district, based on a planned development, ensuring stability and promoting revitalization, including improved services, zoning compatibility with existing predominately single family residential neighborhood; primarily single family type housing or other types of housing consistent with the character of the existing or adjacent neighborhood.

Conservation Subdivision

A subdivision with lots, buildings, and infrastructure arranged in such a way to conserve or protect sensitive natural areas, such as wetlands, floodplains, forested areas; usually allowed through a zoning overlay and subdivision regulations, where the original zoning remains in place, in terms of allowed or increased density, in some parts of the property in lieu of restricting development of other parts of the property that may be more sensitive to conservation.

Conservation/Revitalization Neighborhood

A special district, based on a planned development, providing for a mixture of residential types, including single family (attached and detached) [conservation/revitalization 1], multi-family and related institutional uses [conservation/revitalization 2] consistent with revitalizing and/or stabilizing adjacent neighborhood and institutional development; specific uses, phasing of development, improvement and amenities will be subject to development plan for the district as a whole.

Downtown

The central business district, including mixed commercial, residential, institutional land uses, typically multi-story building with common parking facilities and build-to set back lines.

Downtown and Related Mixed-Use

An area with a mix of business, residential and even light industrial land uses, with proper landscaping, buffers, etc. providing proper transitions between uses.

Downtown/University Development

A mixed-use district that includes a variety of university related developments. It can include a mix of residential, commercial and other uses of the same scale.

Gateways

Areas of landscape features of varying sizes that are considered important entrances or approaches to downtown or other special districts, usually at intersections of major streets or roads; should be thought of as an area, which is well designed and developed, including appropriate land uses, rather than just a landscape feature; often includes signage and landscaping giving a positive impression and direction to important districts.

Greenways

Open space that is arranged in a linear pattern to connect to parks and community facilities or centers of activity; may include trails or simply open space; may be publicly owned and open to the public or may be privately held, with limited access.

Historic District

An area, neighborhood or resource/structure that has been designated an official National Register, State or Local Historic District, in which design and architectural standards should ensure that development, renovations and improvements are consistent with the character of the district.

Mixed Use Development

Development that includes a mix of residential, commercial and/or other uses (including light industrial in planned parks and located so as to maintain separation of industrial and residential land uses) in the same district arranged and designed to allow for a great diversity of land use, governed through site plans and design guidelines authorized through the Planning Commission.

Neighborhood/Commercial Corridor

Small scaled developments of varying types that occur along local roadways, these types of developments usually require small tracts of land and are designed to serve the adjacent neighborhoods.

Preservation Neighborhood

A neighborhood or area of the city where the proposed land use reflects existing unique pattern and character, primarily residential and generally of historic fabric and where the major strategic emphasis is on maintaining or preserving the unique character of the neighborhood; a preservation neighborhood may or may not be an officially designated historic district, either nationally, state or local.

Residential/Commercial Corridor

Mid-scaled developments of varying types that occur along collector roadways, these types of developments usually require assembled tracts of land and are designed to serve a local purpose, rather than regional service.

Residential Neighborhood

Residential neighborhoods and communities composed of a variety in sizes of single family residential units, primarily single family with related parks, etc.; generally adjacent to existing neighborhoods.

Revitalization Neighborhood

An area of neighborhood where there are public and private improvements, housing (in-fill), infrastructure, services, compatible commercial and other development to foster community development consistent with the overall goals for the city; areas where there is a need to eliminate blighting conditions, consistent with property owners, residents and the city. Residential will be predominantly single family uses, with multi-family developments located where currently allowed.

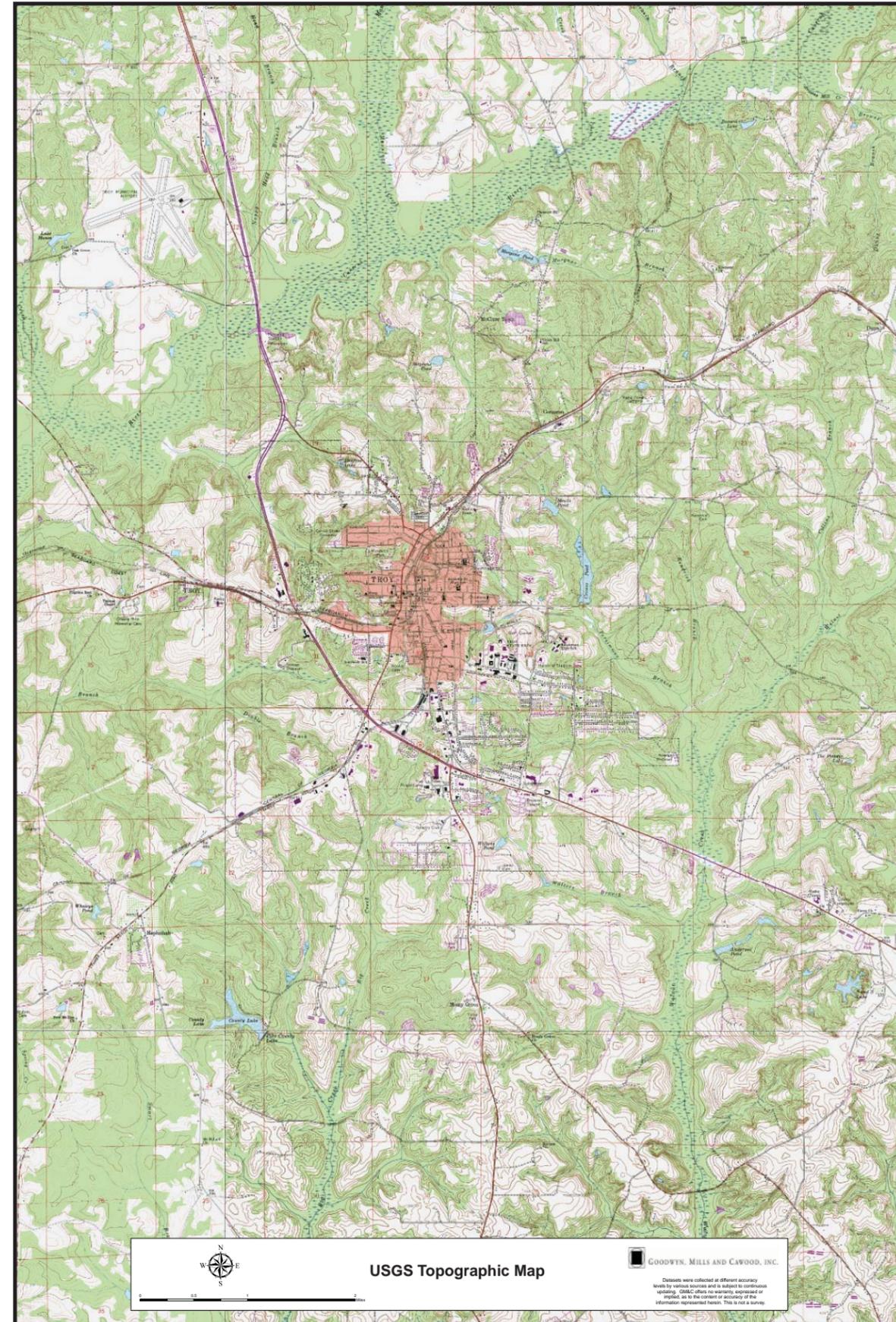
Traditional Neighborhood

A neighborhood composed primarily of single family residential units, designed in traditional street grid, which may also include a variety of small scale multi-family residential units consistent with a planned use development plan, design standards and overall density consistent with adjacent properties; including important neighborhood amenities such as sidewalks, streetlights, and appropriately sized open space. The road network in this neighborhood should encourage connectivity and cohesiveness; these neighborhoods may exist in all types of districts.

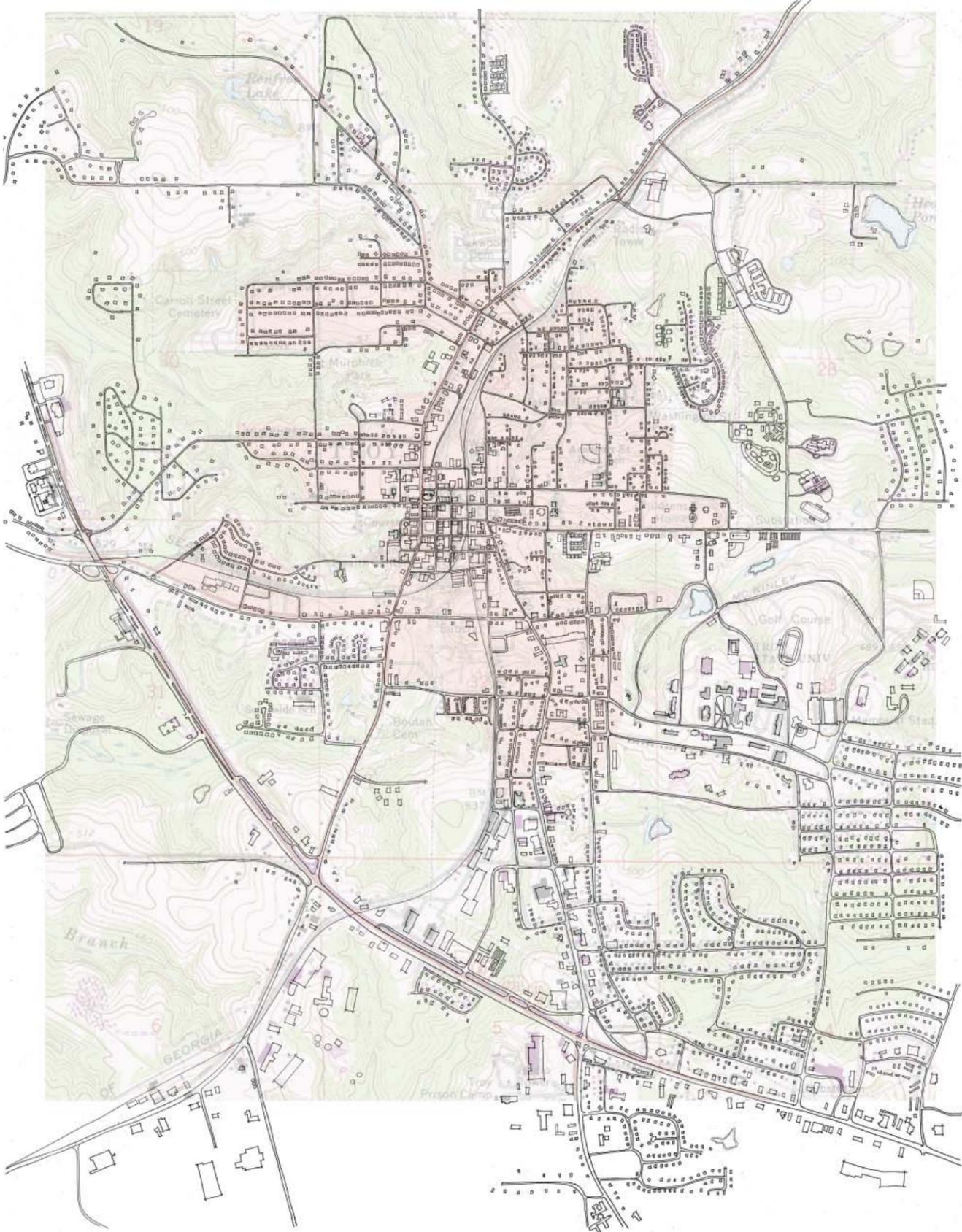
Way-Finding System

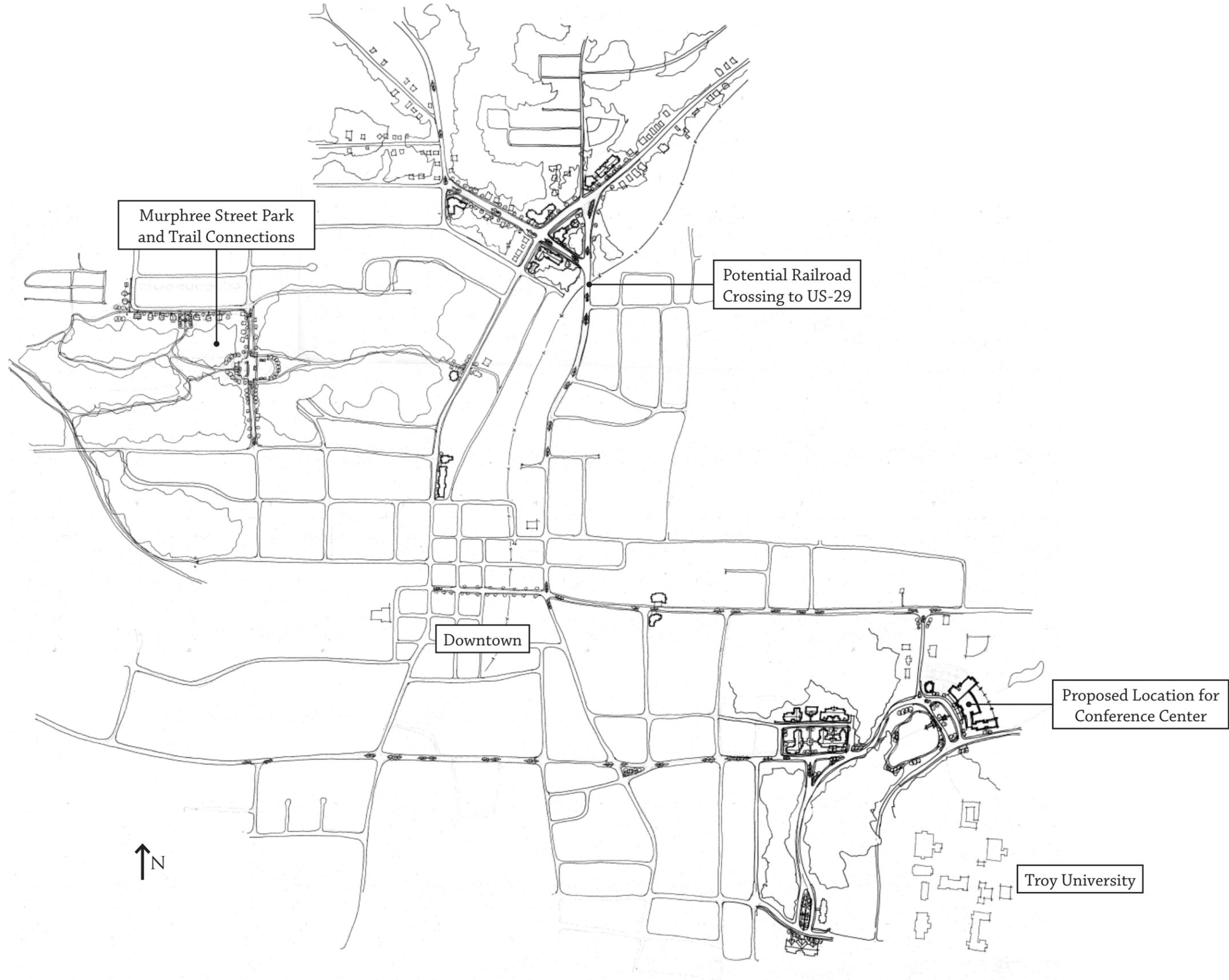
Signage and graphics designed to give clear direction to and within the community, neighborhoods and special districts; may include signs banners as well as landscaping and lighting that provide a consistent and complete way of guiding automobile and pedestrian traffic.

TOPOGRAPHIC MAP



PLAN ILLUSTRATION





APPENDIX A: COMMUNITY ASSESSMENT EXISTING CONDITIONS

Land Use and Zoning

- Compact downtown; edges of downtown are soft
- US-231 rapidly developing corridor, with undeveloped land at the edges
- University is growing-pushing at edges of the campus; area between downtown and University is mixed
- Areas along south Brundidge and tree Notch are poorly mixed uses
- Residential neighborhoods are somewhat disconnected by topography and land use conflicts
- Additional residential development is planned, including TND to the southwest
- Industrial development is in parks near airport and EDA; there is some vacant industrial land north of downtown and along corridors into downtown
- There are large undeveloped areas as result of topography, mostly
- Troy built on a series of ridges and valleys
- The general appearance of the city is mixed: historic neighborhood and the core of downtown are attractive; the campus is attractive; US-231 has tendency to look cluttered and somewhat disorganized; there are some places where vacant buildings, lots and poorly kept buildings or properties detract from the community's appearance; the approaches to the city from the north and the south are very attractive and an asset; the more rural areas to the east are attractive natural areas

Transportation and Streets

- Very dependent on US-231, where volumes are high near the center of the corridor/fall of at ends
- Capacity limitations along US-231 and resulting congestion and access to business issues
- Truck traffic along US-29 into and through downtown
- Congestion around schools at peak hours, concentrated in northeast quadrant
- Access to Troy University is through residential areas and somewhat constrained; congestion around the University is an issue
- Local streets are somewhat disconnected due to topography and development pattern
- Traffic issues being studied at key intersections; improvements are needed, to support the grid and ease traffic flow on local streets
- Pedestrian access is limited by topography is limited by topography; downtown and some of the older neighborhoods are very walkable; less so in outer development; sidewalks are needed to complete street system
- University has transit system with limited use

- Streets are narrow/bad and good; street grid is somewhat disconnected-looking for a street hierarchy
- Appearance of roadways is poor-need way finding system
- Airport is an asset and well located
- City owns most of its utility systems
- More study of infrastructure is ongoing; sewer has major capacity issues with respect to higher density housing in certain locations
- Fire, police and emergency operations seem to have excellent facilities in central area; need more input on future service as the city grows

Economic and Community Development

- County and city population growing modestly but steadily
- Proximity to Montgomery has impact; Troy serving as a secondary regional growth center
- Troy will continue to grow as a regional growth center including regional services like education, health care, regional businesses; serves as crossroads for commerce and cultural activities
- Industrial parks and sites are an asset; limited sites on the railroad or near the airport
- Retail along US-231 is growing; other retail is growing near the University
- Median income still below state median; need greater diversity in jobs and wages
- Recruiting manufacturing and distribution still a high priority
- Retail potential and strategy should play a major role in economy
- Downtown retail and services are reasonably healthy; not diverse enough
- University is a major economic growth driver; economic development and outreach are major factor in the economy
- Proximity of University to downtown is a major, but, unrealized asset
- Retail growth from the University market is significant
- Older commercial districts or sites need to be revitalized as part of comprehensive program
- Need more entertainment, movie theater, etc. downtown

Recreation, Open Space and Environment

- Sportsplex (and county lake) is major asset; located in southwest quadrant; not necessarily central
- Neighborhood parks seem limited
- Downtown parks are limited to downtown square
- University has major on campus sports program and limited use golf course
- Is there a YMCA?
- Golf course and country club is an asset
- Hunting, fishing outdoor recreation and facilities are important
- Natural resources include extensive forested areas close in
- Lots of trees
- Potential for water resource protection and greenways along major streams, given topography

Housing and Neighborhoods

- Housing types and costs vary widely from historic, traditional neighborhoods to newer suburbs-might not have as much choice as you would like
- High concentrations of higher density, rental housing especially serving University
- Need for housing for University causes conflicts with immediate neighborhoods; University has completed major housing additions and renovations on campus; new housing is being built by private sector north and west of the University
- Historic neighborhoods are important resource, providing close in housing; potential bed and breakfast
- Major churches are assets especially downtown
- Pockets of poorer housing exist in areas and along US 29 near downtown
- Need to eliminate deteriorated housing and/dilapidated housing needs to be replaced
- Need for affordable housing
- Large manufactured housing developments are developed to support student housing, in part
- Large number of public housing units and apparently section 8
- There are places where comprehensive revitalization is needed

Tourism, Arts and Preservation

- Visitors to the University are an important business development opportunity
- Attendance at sporting events at the University and sportsplex are important visitor opportunities for overnight lodging, etc.
- In tact downtown and nearby historic districts are major asset/help define Troy
- Need to protect historic neighborhoods
- Downtown cultural and arts facilities are important, including arts center, library; relocation and expansion of library is critical decision
- Other tourism opportunities emerge from location on US-231

Schools and Health Care

- School facilities are located in one primary quadrant, in northeast section of the city; causes traffic issues and issues about geographic service to the city, especially in the light of transportation requirements.
- The city school system and student performance is considered a positive in many respects; issues related to perception of the school system and competition with the private school(s) are similar to other systems in similar communities; there is a keen interest linking education to workforce and the potential for academies and investment by Troy University.
- Schools are generally well maintained, though getting older; need to continue to make continuous improvements; recent study of facilities needs is critical.
- University is a major asset; can continue to grow a strong program and physical connection to the school system.
- Regional hospital is very important to economic growth and well-being.
- Major private school serves the city as well as outlying populations, located along US-231; with its own set of traffic issues, especially along Franklin Street.

University and City Interface

- The University campus is attractive and can have a major influence on the appearance of Troy
- University growing at a pace faster than the city
- Development on campus is expected to continue and space is limited except for the potential for golf course property development
- Access and traffic to and from the university is ok from US-231 from the south; poor from the west and ok along the northern edge of the campus; traffic along all of these corridors is a potential disruption for other related parts of the community; traffic flow is especially an issue a few times a year, due to major football or other sports events; all of these traffic patterns are further complicated by the proximity to elementary, middle and high school traffic
- The impact of University development and location on adjacent properties is a significant opportunity and challenge; to the northwest, there is potential for university and downtown to grow together; to the south, the arboretum provides a nice edge to the campus; to the north, the edge is being changed pretty significantly as development occurs along the corridor; to the east and southeast, there is clearly a need for a transition from high intensity university development to traditional neighborhoods which need to remain stable and continue opportunities for residential character

Community Leadership

- Educated citizens, capable of coming together
- Many community collaborations/multiple agencies
- Outgoing involved people vs. negative attitudes from past/getting people together is challenge
- Large enough city/has small town feel
- City is involving youth in community development
- Need for active citizen participation/citizen visioning program is important
- Self Image issues Racial division is present/continued polarization around Participation with surrounding counties is limited

Other Comments and Citizen Input

- Downtown has active retail, limited restaurants and entertainment, some housing, and important services, such as city hall, library, arts center and tourism center, courthouse (courthouse needs greater presence downtown); location of new library is critical; relationship to downtown is very important
- Churches are major asset
- Potential to extend downtown along Elm toward the University; University could have greater impact on downtown and vice versa
- Close in residential neighborhoods-somewhat disconnected
- Downtown is soft at the edges, with opportunities for redevelopment
- Downtown is located off main highway; US-231 entrances and approaches are critical
- Large intact downtown district-one of the best in Alabama
- Building owners and tenants need to be more involved
- Most downtown commercial development exists along US-231; congestion and access issues are problem for US-231 business
- Need to improve small neighborhood business sites
- Mixed and fragmented development along approaches is an issue
- Area between University and downtown and US-231 has great appeal for redevelopment and business expansion
- The vacant industrial sites to the north of downtown are major opportunities for redevelopment