

An Economic Guide to

DOWNTOWN

HOTEL

DEVELOPMENT

in Anniston, Alabama



*With a vibrant main street, engaging outdoor recreations,
and business friendly climate, Anniston is primed for a
downtown hotel. Turn the page to find out more!*



DEMOGRAPHICS

(Page 3)

- Demographics Infographic*
- Daytime Population*
- Drive Time Market*
- Tourist Attractions*



DOWNTOWN

(Page 4)

- Downtown Infographic*
- U.S. Federal Courthouse*
- Main Street Anniston*
- Downtown Traffic Statistics*



ECOTOURISM

(Page 5)

- Ecotourism Infographic*
- Chief Ladiga Trail Data*
- Coldwater Mountain Trail Data*
- McClellan Bike & Multi-Use Trail*



LOCATION

(Pages 6-7)

- Executive Summary*
- Hotel Site Images*
- Marketing Strategy*



CITATIONS

(Page 8)


DEMOGRAPHICS

AN OVERVIEW OF ANNISTON, ALABAMA

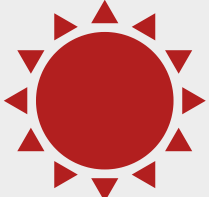


Anniston is known for its historic character, wide boulevards and amazing architecture. It is the center of the county with outstanding potential for redevelopment. Old perceptions of the area have been consistently met with positive action that has led to positive growth across the city.

Within 10 Min. Drive Time of Anniston, AL




Population
28,295




Daytime Population
37,169


+




Average Age
41



Median Household Income
\$31,756



Households
11,792



Household Income Growth Rate
14.3%

ANNISTON DAYTIME POPULATION

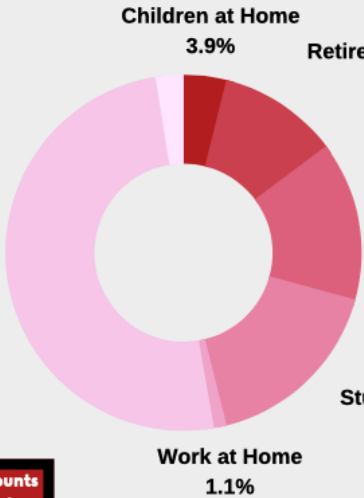
A strong reason to consider developing a hotel in Anniston, is the city's daytime population. With large employers, such as Honda Motor Manufacturing and the Anniston Army Depot, the city's daytime population is roughly 37,169. Many of these individuals commute to work, and often are in need of extended stay options within the area. Yet, most area employees are relegated to Oxford hotels, due to a lack of Anniston extended stay options.

TOP EMPLOYERS IN CALHOUN COUNTY:

ANNISTON ARMY DEPOT.	4,150
HONDA MANUFACTURING OF AL	4,100
REGIONAL MEDICAL CENTER	1,585
CALHOUN COUNTY SCHOOLS	1,400
JACKSONVILLE STATE UNIVERSITY	1,100
NEW FLYER OF AMERICA	780
HOMELAND SECURITY/DEPT. OF DEFENSE	743
OXFORD CITY SCHOOL SYSTEM	542
LEGACY CABINETS	500
ALABAMA POWER COMPANY	475

The mean travel time to work, for those employed and over the age of 16 in Calhoun County, is 25 Minuets.

DAYTIME POPULATION



Business Travel Accounts for 19% of all Visits to Calhoun County

ANNISTON DRIVE TIME MARKET

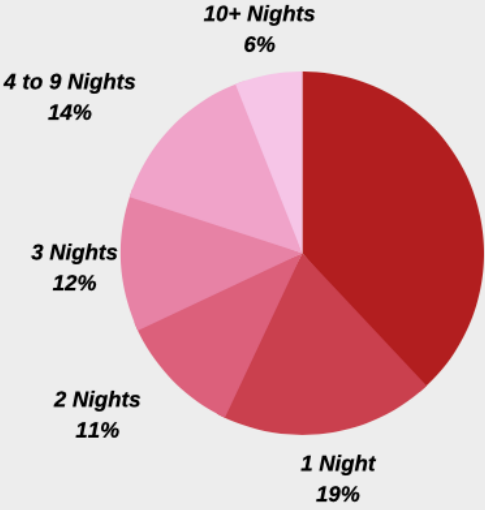
There are several groups of professionals in the Anniston area, who frequently require overnight lodgings. One of these groups would be the students at Jacksonville State University, located just 12 miles outside of Anniston. The university has roughly 8,500 students. Another expample, would be the employees of Vapor Wake K9, a training facility in Anniston's Fort McClellan. The estimated room nights for this corporate client could be up to 40% of annual room night sales.

ANNISTON AREA DETAILS

	<u>5 Min. DT</u>
2018 Estimated Population	7,508
Daytime Population	13,347
Median HH Income	\$24,420
Number of Households	3,160
	<u>10 Min. DT</u>
2018 Estimated Population	28,295
Daytime Population	37,169
Median HH Income	\$31,756
Number of Households	11,792
	<u>20 Min. DT</u>
2018 Estimated Population	83,010
Daytime Population	93,684
Median HH Income	\$42,137
Number of Households	33,135

- Average Amount Spent While Traveling to Calhoun County: \$1,107
- Lodging Accounts for 41% of Average Spend

VISITOR PROFILE



Average Night Stay: 3 Days
Average Overnight Stay: 5 Days

TOURIST ATTRACTIONS

No matter your particular interests, you can find entertainment in our community. For the adventurer, we have world class mountain biking trails at Coldwater Mountain and gorgeous scenery and hiking at Alabama's highest point, Cheaha State Park; not to mention our close proximity to Talladega Superspeedway for race fans. The cultural arts enthusiast can enjoy magical sights and shows with the Knox Concert Series, the Anniston Museum & Gardens, and Jacksonville State University productions.

TRAILS, MUSEUMS, GARDENS, PARKS & HISTORICAL SITES NEAR ANNISTON:

ANNISTON CIVIL RIGHTS TRAIL
JANNEY FURNACE
TALLADEGA SUPERSPEEDWAY
CONFEDERATE AND NATIVE AMERICAN MUSEUM
ANNISTON MUSEUM OF NATURAL HISTORY
BERMAN MUSEUM
LONGLEAF BOTANICAL GARDENS
NATURE TRAIL
WILDLIFE GARDEN
BIRD OF PREY TRAIL
COURTYARD GARDEN AND KOI POND
CHEAHA STATE PARK
FREEDOM RIDERS NATIONAL MONUMENT
COLDWATER MOUNTAIN TRAILS
MCCLELLAN TRAILS
CHIEF LADIGA TRAILS

ANNUAL EVENTS IN CALHOUN COUNTY:

AUTUMN SUDS-FEST
BLACK HERITAGE FESTIVAL
CALHOUN COUNTY HALL OF FAME BANQUET
3RD ANNUAL U.S. CANINE BIATHLON
FREEDOM FESTIVAL
GERMAN-ITALIAN POW MEMORIAL
IRON MOUNTAIN CHALLENGE
JANNEY FURNACE CIVIL WAR REENACTMENT
KNOX CONCERT SERIES
LADIGA HALF MARATHON
LEGEND OF LICKSKILLET MUSIC & HERITAGE FESTIVAL
ANNUAL MUSEUM DAY CELEBRATION
ANNUAL NEW YEARS DAY MOUNTAIN BIKE RIDE
NEEWOLLAH ON NOBLE
NOBLE STREET FESTIVAL & SUNNY KING COURT
OXFORD FEST
PIEDMONT POLAR PLUNGE
SPIRIT ON MOUNTAIN STREET
TURKEY DROP
WEAVER HERITAGE DAY
WHITE ELEPHANT SALE
WOODSTOCK RACE
CALHOUN COUNTY FAIR

DOWNTOWN

A GROWING MAIN STREET ANNISTON



Anniston has many moving pieces nearing completion, and ready to be integrated into a master plan. The focus on ecotourism has unified the goals for the city, council, and staff. The enthusiasm to improve the image and future business landscape has captured everyone’s imagination, and has evolved into a collective effort.

Within 5 Min. Drive Time of Downtown Anniston



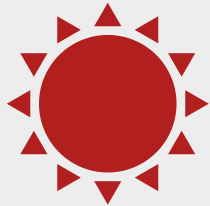
Population
7,508



Average Age
41.2



Median Household Income
\$24,420



Daytime Population
13,347



Daytime Population Change
77.8%

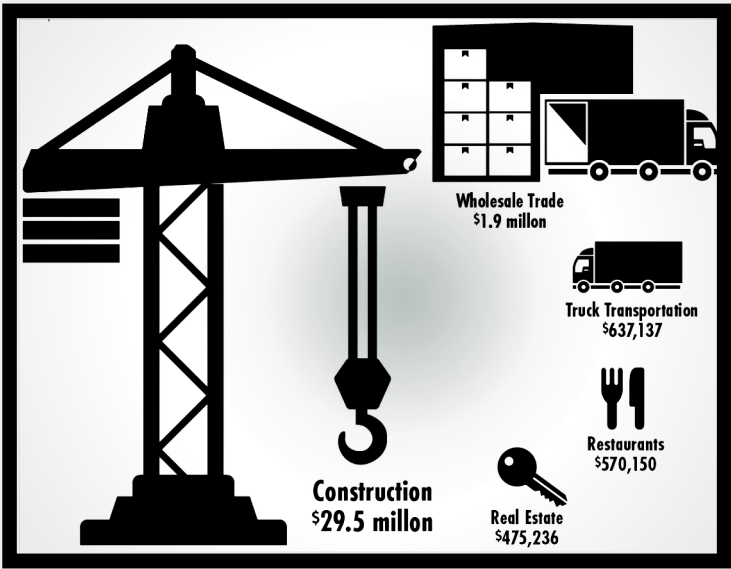


Households
3,160

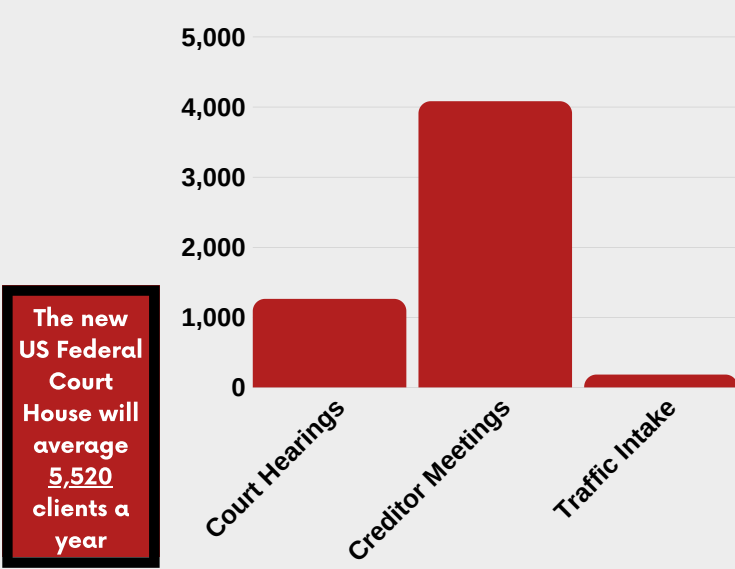
U.S. FEDERAL COURTHOUSE

The downtown area of Anniston is growing. There is a new Federal Courthouse under construction. B.L. Harbert was awarded the \$42 million contract for the 63,000 square-foot building. The courthouse will be located at 1128 Gurnee Avenue, and is scheduled to open in the fall of 2021. The United State Bankruptcy Court, Northern District of Alabama, Eastern Division, estimated that the court averages 105 people from hearings, 340 from creditor meetings, and 15 people from traffic intake monthly.

ECONOMIC IMPACT



YEARLY CLIENTELE




MAIN STREET

It is estimated that there were around 4,000 attendees from local, state, national, and international locations at the 2019 Noble Street Festival (a yearly event held on Anniston's main street). An intercept survey was performed, and based on the survey results, it is estimated that a total economic impact of \$1.5 million was generated in the local Calhoun County economy. In addition, main street Anniston is an Opportunity Zone, which is a tax incentive area formed by the Tax Cuts and Jobs Act of 2017.

NOBLE STREET FESTIVAL

Impact Type	Employment	Labor Income	Value Added	Output
Direct Effect	13	\$222,754.00	\$500,760.00	\$1,106,669.00
Indirect Effect	2	\$72,035.00	\$120,824.00	\$273,576.00
Induced Effect	1	\$36,375.00	\$68,378.00	\$126,318.00
Total Effect	16	\$331,164.00	\$689,962.00	\$1,505,563.00

Impact Industry	Direct Output
Hotels & Motels	\$ 496,400.00
	Indirect Output
	\$170.73
	Induced Output
	\$42.93
Total Output	\$496,613.65



OPPORTUNITY ZONE



Temporary Deferral
A temporary deferral of inclusion in taxable income for capital gains reinvested into an Opportunity Fund. The deferred gain must be recognized on the earlier of the date on which the opportunity zone investment is disposed of or on Dec. 31, 2026



Step-Up in Basis
A step-up in basis for capital gains reinvested in an Opportunity Fund. The basis is increased by 10% if the investment in the Opportunity Fund is held by the taxpayer for at least five years and by an additional 5% if held for at least seven years, thereby excluding up to 15% of the original gain from taxation.



Permanent Exclusion
A permanent exclusion from taxable income of capital gains from the sale or exchange of an investment in an Opportunity Fund if investment is held for at least 10 years. This exclusion only applies to gains accrued after an investment in an Opportunity Fund.

DOWNTOWN TRAFFIC STATISTICS

There is always a great deal of human activity taking place in Anniston. This is due to Calhoun County being one of the most populous and progressive counties in East Alabama. The county is located sixty miles east of Birmingham, Alabama, and ninety miles west of Atlanta, Georgia on I-20. There are five traffic counters in the downtown area on US 431. The traffic counts are showing a high of 37,175 vehicles per day, average annualized daily traffic (AADT), and a low count of 34,858 AADT.

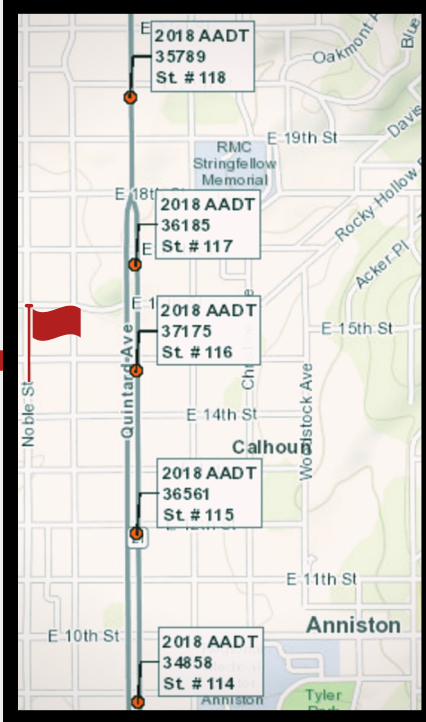
TRAFFIC COUNTS

ALDOT Traffic Counters	2018 Average Vehicles Per Day
AADT 35789 St. #118	35,789
AADT 36185 St. #117	36,185
AADT 37175 St. #116	37,175
AADT 37175 St. #115	36,561
AADT 34858 St. #114	34,858

2018 Average Vehicles Per Day

36,114

Downtown Anniston

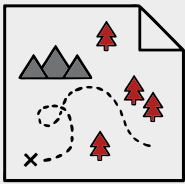


ECOTOURISM

OUTDOOR TOURISM IN ANNISTON, ALABAMA



Overall, Alabamians strongly support outdoor recreation. In a statewide survey by the Troy University Center for Business and Economic Services, out of 2,507 households, 48 percent responded that outdoor recreation is very important to their households, and 26 percent responded that it is important.



Trail Miles
57.5



New Jobs
from Tourism
1,112



Tourism
Earnings
\$28.4 Million



Total
Trails
8



Tourism
Revenues
Up 4.4%



Total Homes
Sold
Up 5.5%

CHIEF LADIGA TRAIL

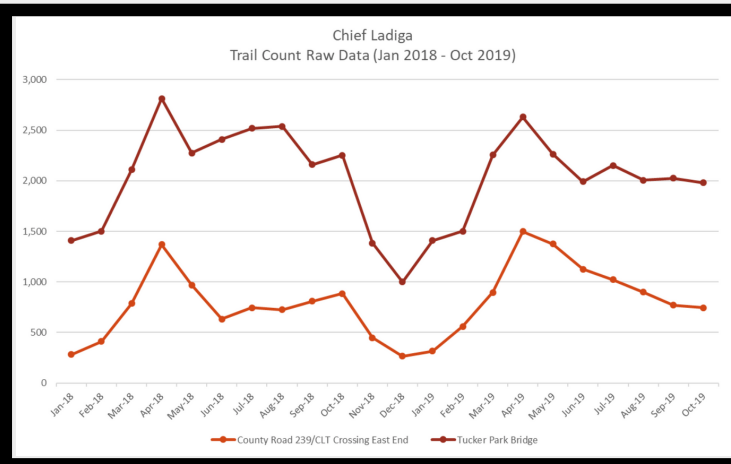
The process to complete, what will be the final 7.2 miles of the Chief Ladiga Trail is underway. The acquisition phase of the abandoned rail corridor has been initiated. The final 7.2 miles, once completed, will establish a 98-mile trail joining the Chief Ladiga Trail and the Silver Comet Trail from Anniston, AL to metropolitan Atlanta, GA. The McClellan Spur, a part of the future Chief Ladiga Trail, is complete. The plans are to connect the trail to the McClellan Spur and to points eastward.

CHIEF LADIGA



TRAIL COUNT DATA

Jan. 2018 - Oct. 2019



Highest Visitor Count: April 2018 - 2,700+ Visitors

COLDWATER MOUNTAIN TRAIL

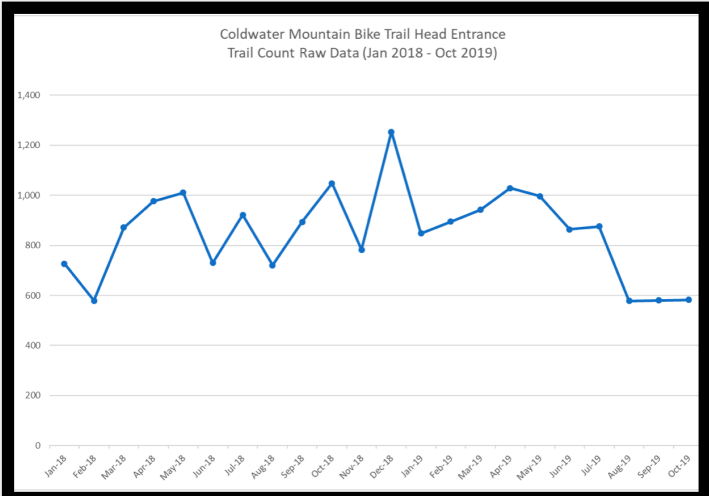
There are currently two trailheads for the Coldwater Mountain Trail network. One is the original trailhead located at Coldwater Springs, on the western end of the mountain and the other is located off Monsanto Road, both are accessible from Alabama Highway 202. A third trailhead is planned to be located on 60 acres of property purchased by the City of Anniston in 2015. The economic tie to this development is its ecotourism, and how that is connected to Anniston's, and the region's, growing economy.

COLDWATER MOUNTAIN



TRAIL COUNT DATA

Jan. 2018 - Oct. 2019

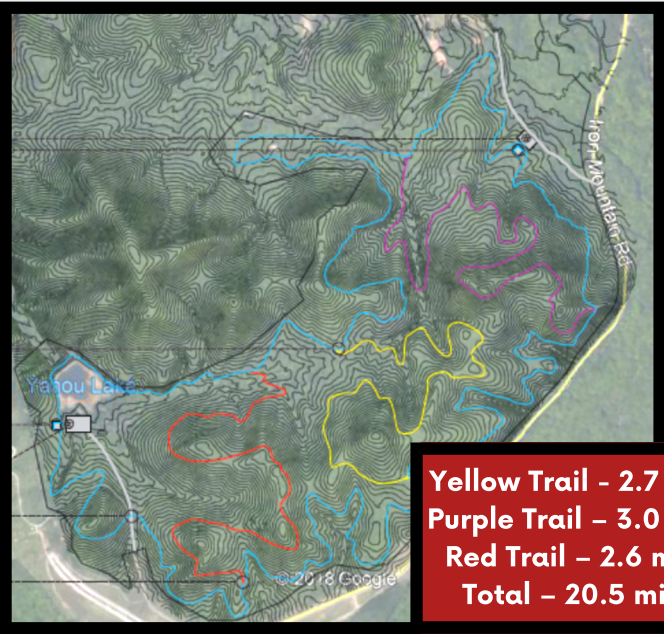


Highest Visitor Count: Dec. 2018 - 1,250+ Visitors

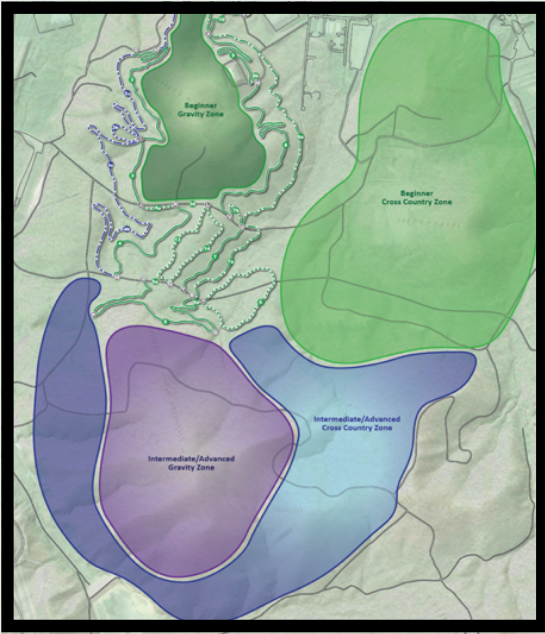
MCCLELLAN BIKE, EQUESTRIAN, & MULTI-USE TRAIL SYSTEM

The primary planned multi-use trail is an extension of the completed Chief Ladiga Trail that will travel east along the McClellan Spur onto McClellan, utilizing the existing golf cart path, thus continuing the trail eastward. Currently, planned and in its final construction phase, will be a series of horseback riding trails with amenities for pristine view and enjoyment of horseback riders from all over the country. Already, Anniston is now home to Alabama's largest association of the Back Country Horsemen of America (BCHA).

MCCLELLAN MULTI-USE TRAILS



MCCLELLAN BIKE TRAILS



LOCATION

HOTEL DEVELOPMENT EXECUTIVE SUMMARY



Executive Summary

The site is four blocks west of US 431, and north of State Route 202. Surrounding the site are numerous businesses, retail, and office buildings, along with the Calhoun County Courthouse, the under-construction Federal Courthouse, and Anniston City Hall. Other nearby services include the US Post Office and Lyles Memorial Library. There is a variety of restaurants in the area ranging from fast-food to quaint bars and eateries.

Furthermore, there is only one hotel within three miles of the proposed site, Hotel Finial, which is an independent property. Hotels within a 20-mile radius of downtown Anniston, according to Smith Travel Research, are:

<i>Economy Hotels</i>	<i># of Rooms</i>	<i>Year Built</i>
Red Carpet Inn - Anniston Oxford	40	1988
Americas Best Value Inn - Oxford Anniston	101	1983
Key West Inn - Oxford	40	1996
Super 8 - Oxford	99	1987
Motel 6 - Anniston	105	1973
Econo Lodge - Oxford	47	1987
Red Roof Inn - Oxford	62	1996
Knights Inn - Anniston	41	1988
Americas Best Value Inn - Heflin	32	1987
Days Inn - Lincoln	41	1999

<i>Mid-Level Hotels</i>	<i># of Rooms</i>	<i>Year Built</i>
Comfort Suites - Oxford	63	2006
La Quinta Inns & Suites - Oxford Anniston	66	2006
Home2 Suites by Hilton - Oxford	81	2013
Sleep Inn - Oxford Anniston I-20	61	1998
Hampton Inn - Oxford Anniston	101	2004
Holiday Inn Express - Anniston Oxford	81	2000
Fairfield Inn & Suites - Anniston Oxford	81	1998
Quality Inn - Oxford	62	1997
Hampton Inn - Jacksonville Anniston Area	80	2009
Comfort Inn & Suites - Lincoln	60	1999

<i>Upscale+ Hotels</i>	<i># of Rooms</i>	<i>Year Built</i>
Hilton Garden Inn - Oxford Anniston	124	2009
Courtyard - Anniston Oxford	92	2007

<i>Independent Hotels</i>	<i># of Rooms</i>	<i>Year Built</i>
Hotel Finial	61	1985
American Inn	64	1990
Budget Inn Express	20	1978
Super Value Inn	55	2003
Long Leaf Lodge	50	1988
Royal Inn	49	1989
McClellen Inn	20	1989
Lenlock Inn	38	1990
Liberty Inn	43	
University Inn	65	1972
Cheaha State Park Hotel	30	1973
Lincoln Inn	30	1962

There are 2,085 rooms within a 20-mile radius of downtown Anniston. The room breakdown is as follows:

<i>Segment</i>	<i># of Rooms</i>	<i>%</i>	<i>Last 10 YRS</i>	<i>%</i>	<i>Extended Stay</i>	<i>%</i>
Economy	608	29.1%	0		0	
Mid-Level	736	35.3%	161	21.9%	81	11%
Upscale	216	10.4%	124	57.4%	0	
Independent	525	25.2%	0		0	

A Smith Travel Research Trend Report through March 2019 shows the following:

<i>Year</i>	<i>OCC</i>	<i>%</i>	<i>ADR</i>	<i>%</i>	<i>RevPAR</i>	<i>%</i>
2014	62.9%	+2.8%	\$86.97	+2.1%	\$54.70	+5%
2015	66.6%	+5.9%	\$90.56	+4.1%	\$60.33	+10.3%
2016	69.5%	+4.3%	\$95.16	+5.1%	\$66.09	+9.6%
2017	74.5%	+7.3%	\$99.68	+4.8%	\$74.29	+12.4%
2018	73%	-2%	\$102.63	+3%	\$74.97	+0.9%
2019	67.7%	+4.8%	\$99.89	+4.8%	\$67.63	+9.8%

The average number of the reporting hotels is 83 rooms. We are recommending between 75 and 80 rooms for the proposed hotel. The exact number of rooms cannot be determined until the architectural drawings have been completed. There were seven mid-level segment properties in the trend report, which represented 71% of the polled rooms; and two up-scale segment properties, representing 29% of the polled rooms. The hotels gained 11.8% in occupancy since 2013. The ADR increased \$17.44, and the RevPAR increased \$22.86 for the same time period. There have been no new hotels built in the surveyed market since 2013 - Home2 Suites in Oxford. The reporting hotels were Courtyard (built 2007), La Quinta Inn (2006), Home2 Suites (2013), Hilton Garden Inn (2009), Comfort Suites (2006), Sleep Inn (1998), Fairfield Inn (1998), Hampton Inn (2004), and Holiday Inn Express (2000).

Rates at the nearby hotesl are as follows:

<i>Hotel</i>	<i>Peak Season Rates</i>		<i>Off Season Rates</i>	
	<i>Weekend</i>	<i>Weekday</i>	<i>Weekend</i>	<i>Weekday</i>
Comfort Suites:				
King Suite	\$148	\$104	\$114	\$114
D/Queen Suite	\$152	\$109	\$119	\$119
La Quinta Inn:				
D/Queen Room	\$129	\$129	\$129	\$129
Executive King	\$129	\$129	\$129	\$129
D/Queen Deluxe	\$139	\$139	\$139	\$139
King Deluxe	\$139	\$139	\$139	\$139
Presidential Suite	\$164	\$164	\$164	\$164
Home2 Suites:				
Queen Studio	\$132	\$135	\$130	\$133
Sleep Inn:				
King Room	\$99	\$114	\$94	\$94
Double Bed Room	\$99	\$114	\$99	\$94
Two Double Beds	\$104	\$114	\$99	\$94
Hampton Inn:				
King Room	\$163	\$166	\$110	\$157
D/Queen Room	\$172	\$166	\$110	\$157
King Studio	\$172	\$176	\$110	\$166
D/Queen Studio	\$172	\$176	\$119	\$166
Holiday Inn Express:				
King Room	\$145	\$127	\$117	\$117
King Room w/Sofa	\$149	\$130	\$119	\$122
King Leisure	\$162	\$144	\$133	\$135
Two Room Suite	\$170	\$153	\$141	\$145
D/Queen Room	\$140	\$122	\$124	\$114
Courtyard Inn:				
King Room w/Sofa	\$139	\$184	\$139	\$139
D/Queen Room	\$144	\$189	\$144	\$144
King Suite	\$169	\$214	\$169	\$169
Fairfield Inn:				
D/Queen Room	\$159	\$169	\$139	\$139
King Studio	\$179	\$189	\$159	\$159

The nearest like-kind property is located in Gadsden, approximately 28 miles from Anniston. The property opened in 2002 with 65 rooms. The rates are as follows:

<i>Hotel</i>	<i>Peak Season Rates</i>		<i>Off Season Rates</i>	
	<i>Weekend</i>	<i>Weekday</i>	<i>Weekend</i>	<i>Weekday</i>
D/Queen Room	\$100	\$100	\$100	\$100
Executive King	\$100	\$105	\$105	\$105
King Suite	\$105	\$105	\$105	\$105
King Suite w/WP	\$120	\$120	\$120	\$120



LOCATION

HOTEL MARKETING STRATEGY



Marketing Strategy

Suites should be included in the room mix with refrigerators and microwave to accommodate the family vacationer, particularly in extended-stay facilities. In suites or extended-stay rooms, the customers like storage space, closet space, dressers, furniture and a desk to work from. In this market, a pool may be an asset in helping families provide their children with daytime activities.

Continental breakfast is becoming a standard, and it needs to be evaluated in terms of maintenance time by staff and the extent of food and drink provided. Visitors are irritated when the continental breakfast is quickly depleted or the facility is poorly managed. It is the last impression of the hotel after visitors check out.

Many visitors like to know local points of interest and restaurant information, including an option for late night pizza or sandwich service. It seems that travelers rely upon the hotel management to know and inform them about the region. Local cab, transit and car rental services should be made known to the customer for times, phone service, and, if possible, pick-up and transfer.

Any combination development along with the hotel in the area will enhance occupancy, such as a restaurant, tavern, sports grill, recreational or golf facilities and retail shopping. It is a marketing fact that when patronage is established at one location, it spills over to other locations in the same district. If the parking lot can accommodate a few RV parking spaces, they should be provided to increase extended stay flexibility for RV owners.

Trends also show that the Chamber of Commerce, government personnel, church groups, medical facilitators, wedding and funeral arrangers, hospitality managers, and association chairpersons prefer to recommend easily accessible and newer facilities for their visitors.

Good hotel management will not just sit behind the desk expecting the business to come to them. They will become a part of the community and visit many of the local entities mentioned above in order to encourage their business, leave flyers about the hotel services, and possibly offer special discounts.

This feasibility study includes a full section of budgets and projections for complete hotel operations. The projections provided in this study are compared to historically correct successful operations in other markets, with adjustments made for the economy of Anniston.

We cannot determine the exact month the property will open. There will be a “ramp up” time period when the hotel is opened. This could be two to four months, depending on when the property opens. Working capital has been included in the Use of Funds. It may be necessary to utilize these funds during the “ramp up” period. The investor may have to come “out-of-pocket” for some expenses. The property should be timed to open before peak season. This will insure the highest profitability. If a property opens in off-season, it will take longer to reach the expected profitability, despite the best efforts of property management.

The number of rooms recommended for this location is between 75-80, of which half, or close to half should be extended-stay rooms. The demand level is steady and is somewhat seasonally motivated, which becomes apparent when reviewing the annual events, weather patterns and outdoor activities. The location will need to cultivate its market share through advertising on hospitality web-sites, with travel agencies, event coordinators, the local Chamber of Commerce, and billboard advertising along the major incoming highways.

Billboard advertising is recommended 5-15 miles in primary directions from the proposed site, and freeway exit signage sponsored through the department of transportation should be utilized. Some highway advertising could be participation signage with another hotel, restaurant or point of interest to keep cost down.

New hotels have a distinct advantage in advertising for the very reason that they are new. The national toll-free service provided by the hotel’s own web-site, or the corporate hotel sponsor, will provide travelers and facilities arrangers easy access to make reservations, and the Internet hotel service providers such as Expedia, Orbitz, and Travelocity should register the location through their web-sites as well.

Travel agencies and government sponsored tourism departments should be contacted to publicize the hotel in their information brochures and on their web-sites. All the standard discounts should be offered, such as AAA, AARP, military, government, corporate, and those sponsored by the “flag”, as well as tour or group sales in travel guides. Event coordinators for local festivals, industry and government should be contacted to provide them with discount information for reservations during peak periods and special events.

Coordination with all the local businesses and industry should be made to facilitate their needs for available space to business travelers, salesmen, visiting executives or employment applicants. Colleges, hospitals, churches, convention centers, banquet facilities, recreational facilities, and funeral homes are major sources for building the hotel customer base, to include the hospitality needs of visiting family members and friends.

The motif, quality and affordability of the new hotel facilities will be an asset to the community hospitality market as an upgrade compared to existing motels, and will enhance occupancy (OCC), the average daily rate (ADR), and the revenue per available room (RevPAR), thus establishing a potentially profitable hotel operation.

Trends show that along with a “good clean room,” many family oriented vacationers, business personnel, and leisure travelers want relaxation, a good selection of amenities, accessories for business, access to good food, and possibly a swimming pool, spa or exercise facility. Many hotels are adding guest laundry services as well.

Amenities and building design are becoming crucial to the overall “feel” and “comfort quality” in a hotel. For example, easy and safe access is a plus, as are handicap accessories, prompt check-in service, fresh coffee, newspaper access, a waiting area with TV, and vending services that include necessities that might have been forgotten by the visitor. Another room amenity becoming more important is wireless internet for business travelers who utilize lap-top or notebook computers. Customers like full cable TV services, coffee pots, clock radios, hairdryers, irons & boards, adequate soap and shampoo products, heavy towels, good mattresses, a smoking and non-smoking option, and possibly a safe deposit box.



CITATIONS

AN ECONOMIC GUIDE TO DOWNTOWN HOTEL DEVELOPMENT
IN ANNISTON, ALABAMA



DEMOGRAPHICS



CITATION

Demographics Infographic

Downtown Anniston - Market Snapshot. Downtown Anniston - Market Snapshot, Main Street Alabama, 2018.16,949

Top Employers in Calhoun County List

Spurrier Consulting. "Lodging Feasibility Study for Anniston, Alabama." 2019, pp. 1–667.

Daytime Population Chart

Spurrier Consulting. "Lodging Feasibility Study for Anniston, Alabama." 2019, pp. 1–667.

Anniston Area Details

Downtown Anniston - Market Snapshot. Downtown Anniston - Market Snapshot, Main Street Alabama, 2018.16,949

Vistor Profile Chart

Spurrier Consulting. "Lodging Feasibility Study for Anniston, Alabama." 2019, pp. 1–667.

Trails, Museums, Gardens, Parks, & Historical Sights

Spurrier Consulting. "Lodging Feasibility Study for Anniston, Alabama." 2019, pp. 1–667.

Annual Events in Calhoun County

Spurrier Consulting. "Lodging Feasibility Study for Anniston, Alabama." 2019, pp. 1–667.

DOWNTOWN



CITATION

Downtown Infographic

Downtown Anniston - Market Snapshot. Downtown Anniston - Market Snapshot, Main Street Alabama, 2018.16,949

Courthouse Economic Impact

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