



Think  
CLAYTON.

Think  
B.I.G.



Think CLAYTON. Think B.I.G.  
Bold. Innovative. Growth.

Comprehensive Plan 2040



ThinkCLAYTON. Think B.I.G.  
Bold. Innovative. Growth.

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Comprehensive Plan 2040

**JULY 2015**



# ACKNOWLEDGEMENTS

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Thank you to all the organizations and individuals who committed their time, energy and resources to this effort. This plan would not have been possible without the support of many throughout the process.

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# Think CLAYTON.

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**Successful businesses, shops and restaurants.  
A place rich with recreation, arts, and culture.  
Walkable. Safe. Vibrant. Active.  
A unique Downtown experience.**



These are all qualities valued by the citizens of Clayton. The community envisions a place where neighbors are able to safely walk and bike; a downtown that offers a variety of activities and opportunities for people to live, create, shop and eat; businesses that are successful and growing; a system of parks and greenways that connect people and places to nature and the Neuse River; neighborhoods with a variety of living options.

This Plan for Clayton advances the ideas described in the Vision. It is organized by themes that expand on the vision and provide specific goals, objectives and strategies necessary to facilitate implementation.



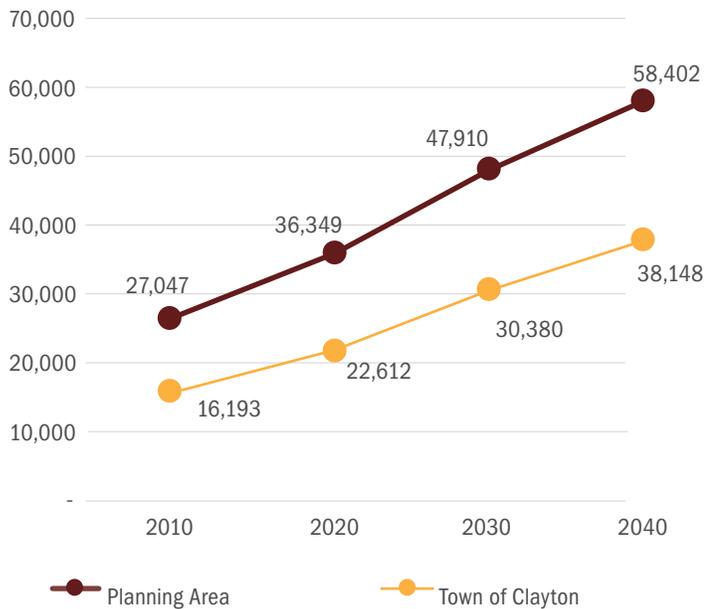
# Clayton Tomorrow

The population of Clayton has grown by more than 150% from 2000 to 2013. If current projections maintain, the Town could double in size during the next 20 years.

*Where will people live? What steps can the Town take to ensure quality development? How will growth impact the region's resources? Can the existing systems of infrastructure support additional people, housing, jobs and cars?*

These are all important questions that deserve careful thought. This plan will help the community answer some of these questions and keep Clayton on a path to proactively manage growth in a way that results in a stronger and more prosperous community.

## PROJECTED POPULATION



SOURCE: NORTH CAROLINA OFFICE OF STATE AND BUDGET MANAGEMENT



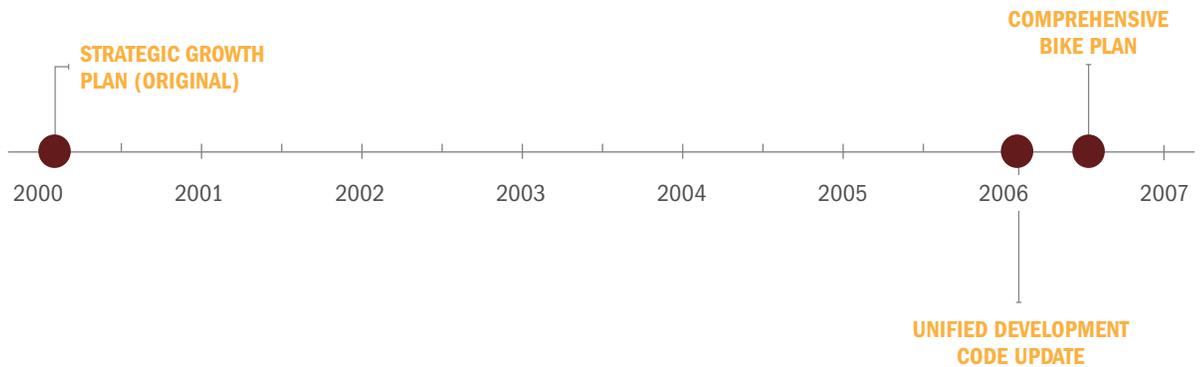
Top: Jones Lunch, est. 1958

Bottom: Deep River Brewing Company, est. 2014

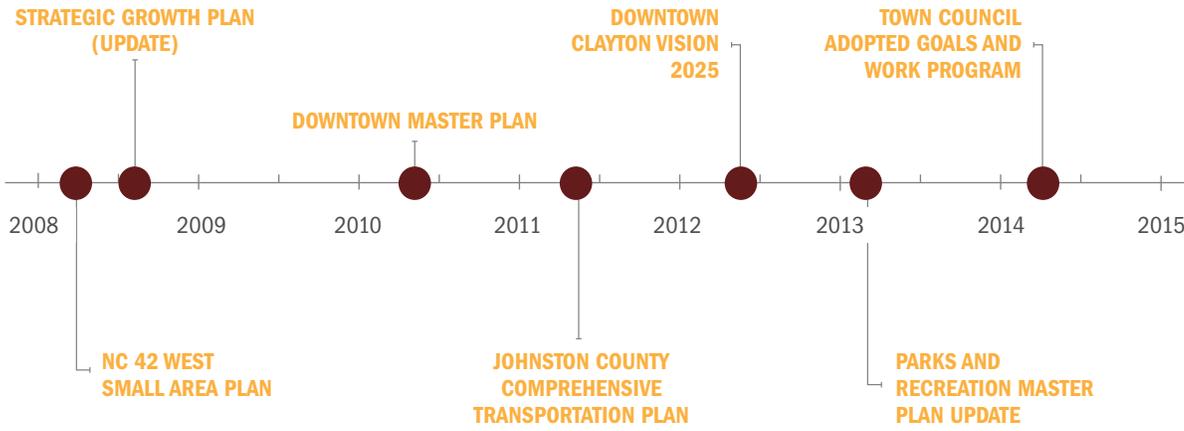
# A Plan for Clayton's Future

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The Town has a long-standing tradition of preparing plans and making investments to proactively manage growth and create opportunities within the community. The most recent effort, the Strategic Growth Plan, was completed in 2008. The five key goals identified in that plan set Clayton on a course to become a regionally recognized arts and recreation community with an alive downtown, strong employment base and quality neighborhoods. This plan recognizes that a lot has been accomplished since completion of the 2008 plan. It is the next step to ensure that as Clayton grows it continues to be defined by the values that make it a unique, inviting and prosperous place.



## GREAT PLANS



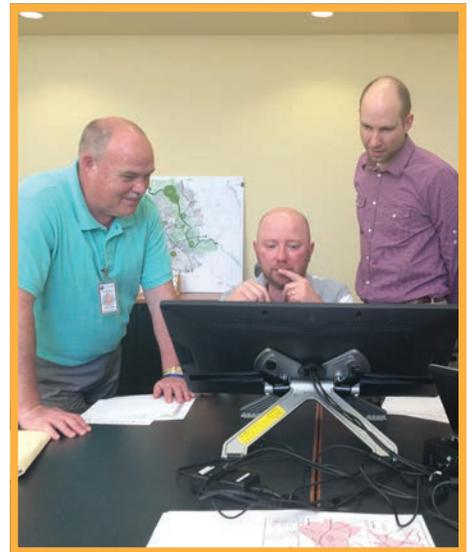
transform communities into **GREAT PLACES.**

# Plan Development

The process to update Clayton's Comprehensive Plan was divided into five phases. Each phase of work was guided by an inclusive public engagement process (detailed on page 8). The first phase focused on project initiation tasks such as data collection, a review of existing plans, and studies and a kick-off meeting and study area tour. During Phase Two, the consultant team inventoried existing conditions in the study area to provide an overview of issues and opportunities to be considered in subsequent phases. Land use concepts supported by illustrations and imagery were developed in Phase Three. Based on the results of the previous phases, a set of recommendations and implementation strategies that support the concepts were developed during Phase Four. The final phase of the process consisted of merging all plan components into a single comprehensive document. This report is the deliverable of this final phase of work.

## THE PLANNING PROCESS

- 1 Project Initiation**  
Data collection, review of existing plans & studies, kick-off meeting, study area tour
- 2 Inventory and Assessment**  
Assessment of current and emerging conditions, identification of issues and opportunities
- 3 Plan Development**  
Development of land use concepts with supporting illustrations and imagery
- 4 Recommendations and Implementation Strategies**  
Creation of policies and action steps to realize the desired Future Land Use Plan
- 5 Plan Documentation**  
Collection of plan components into a final plan report document to be presented for adoption



# How to Use this Plan

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The Town's Comprehensive Plan provides the basis for Clayton's regulations and policies that guide its physical development. The Plan establishes priorities for public action and direction for complementary private decisions. It provides a flexible framework that can be updated, revised, and improved upon over time to stay relevant to the issues the Town must confront as well as the opportunities the Town chooses to pursue. This Plan serves as a tool to evaluate new development proposals and direct capital improvements and to guide public policy in a manner that ensures that Clayton continues to be a premier community within the Research Triangle region of North Carolina.

This Plan is made up of the following nine elements. Within each element is a vision statement describing the guiding values of how Clayton should grow. The vision and values were derived primarily from public input. Supporting each vision statement is a set of goals, objectives and strategies. The goals are the overarching principles toward which the Town will direct effort. The objectives provide a measurable, intermediate end that directs progress toward a goal. The strategies provide a specific action or recommendation to achieve an identified goal or objective.



Land Use



Downtown



Economic  
Development



Recreation and  
Open Space



Housing



Mobility



Utilities



Intergovernmental  
Coordination



Natural Resources



Arts and Culture

# Public Engagement

Understanding community values today ensures that this plan, implemented in accordance with the recommendations, supports and advances those priorities over the long term. The process included traditional methods and new techniques to encourage a diverse group of citizens to contribute to the plan.

This effort was guided by an Advisory Committee, made up primarily of residents and business owners, and also included representatives from Town Council, Downtown Development Association, Clayton Visual Arts and the development community. This group met regularly through the process to set goals, provide feedback, and advise the project team on plan concepts and recommendations. A list of the Advisory Committee members can be found in the Acknowledgements section of this document.

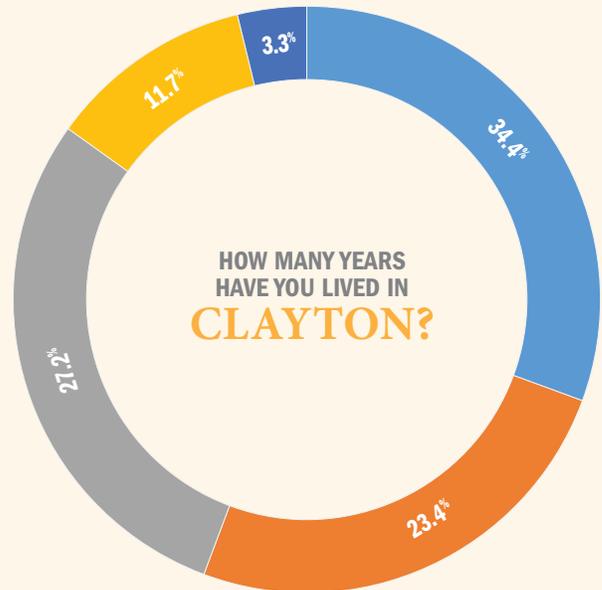
Opportunities for the community to participate included large public meetings and small stakeholder interviews, online surveys, a project web page and social media engagement. Each method encouraged the public to learn and convey their opinions on what was important for the Town to consider over the next 20 years.



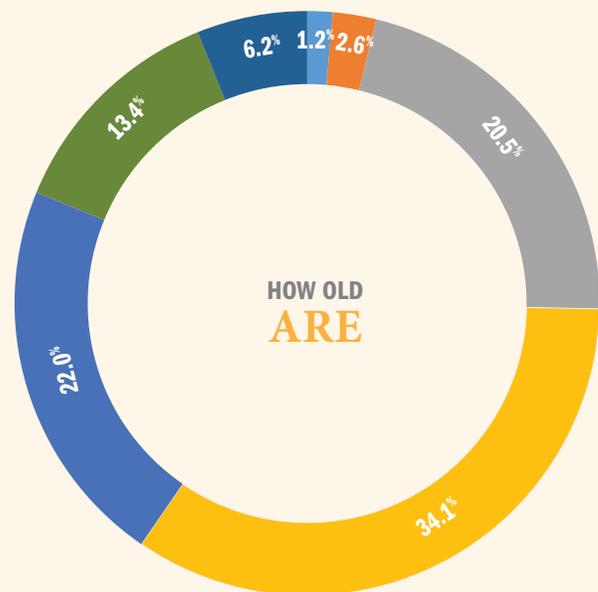
# Survey Results

The following is a summary of the survey responses which helped inform the recommendations and implementation strategies that are included in this plan. Nearly 950 people completed the survey which was made available online, in print and at public meetings.

## DEMOGRAPHICS OF RESPONDENTS



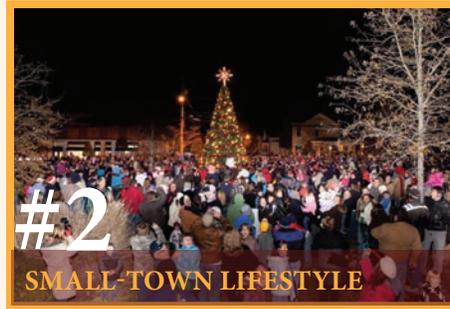
■ Fewer than 5    ■ 5-9    ■ 10-24  
■ 25+    ■ N/A



■ Under 18    ■ 18-24    ■ 25-34    ■ 35-44  
■ 45-54    ■ 55-64    ■ 65+

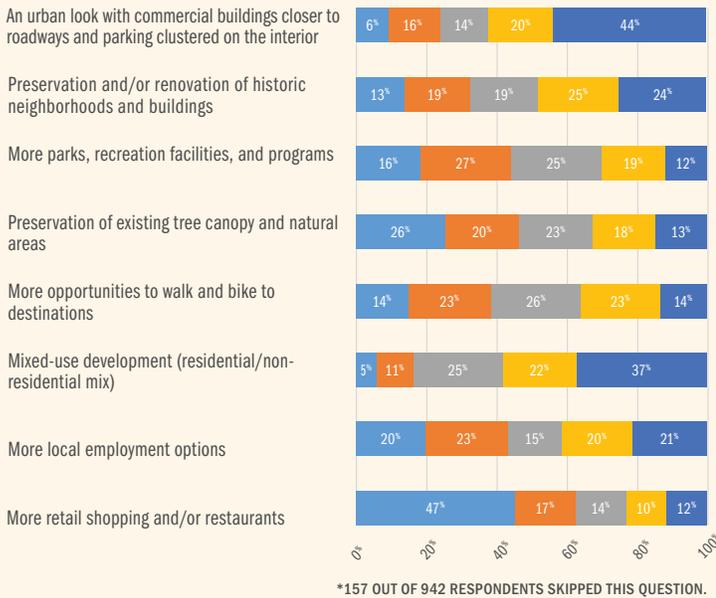
# Survey Results (continued)

## LOCATION PREFERENCES: WHAT ARE THE TOP THREE REASONS FOR LIVING IN CLAYTON?

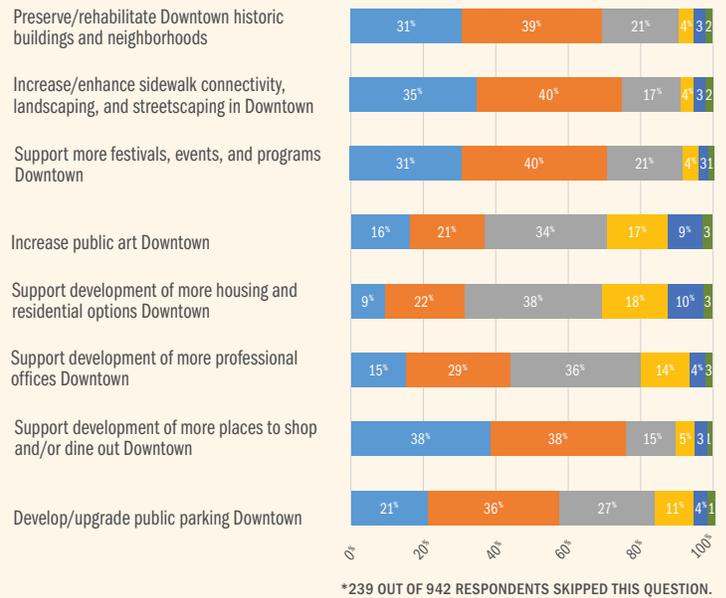


## BUDGET AND SPENDING PREFERENCES: "I WOULD BE WILLING TO DEDICATE MORE TAXES AND PUBLIC FEES TO..."

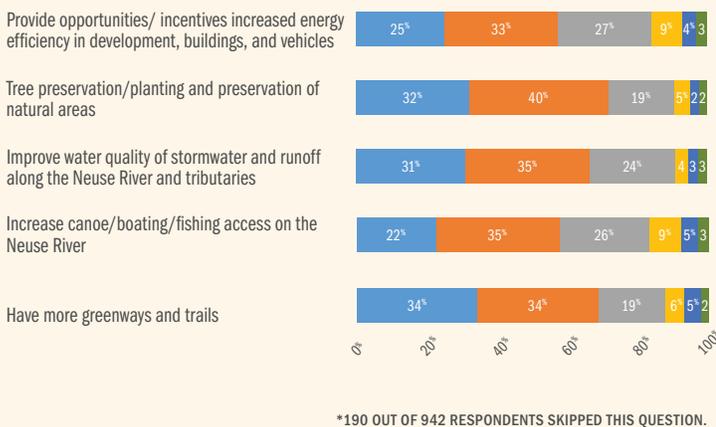
### Growth and Development



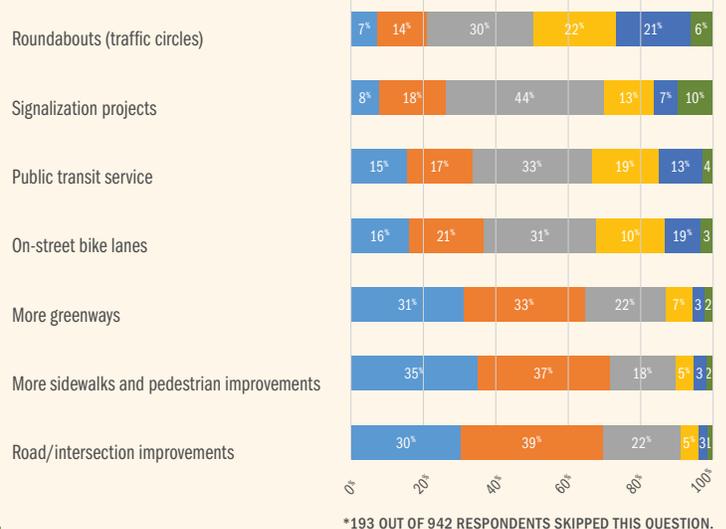
### Downtown



### Environment



### Transportation



Strongly Agree Agree Neutral Disagree Strongly Disagree No Opinion



Think  
LAND USE.



Think  
ECONOMIC  
DEVELOPMENT.



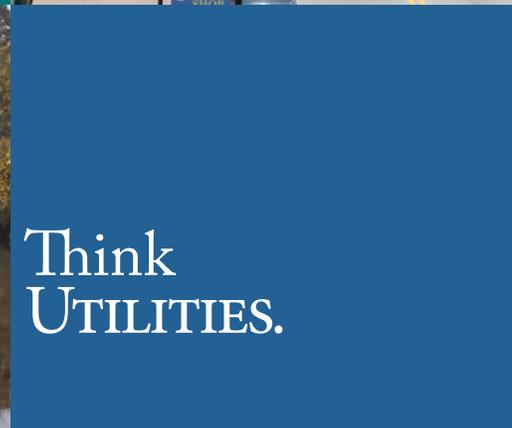
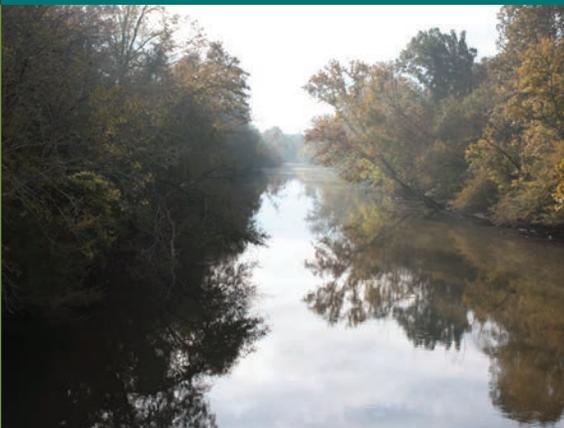
Think  
RECREATION AND  
OPEN SPACE.



Think  
HOUSING.



Think  
NATURAL  
RESOURCES.



Think  
UTILITIES.



Think  
INTERGOVERNMENTAL  
COORDINATION.





Think  
DOWNTOWN.

Think CLAYTON.  
Think B.I.G.  
Bold. Innovative. Growth.



Think  
MOBILITY.



Think  
ARTS AND  
CULTURE.

The Clayton Comprehensive Plan is a policy document intended to guide development of the Town of Clayton to desired community outcomes. By defining a direction forward, public investment decisions can be better informed and result in opportunities that will improve Clayton's quality of life and competitive position in the region, and potentially stimulate subsequent private-sector investment. The plan presents a clear vision for the future of Clayton and outlines strategies so that the public and private sectors can jointly implement the plan.

**THE  
FLIPSIDE**  
RESTAURANT & PUB

**THE  
COFFEE  
MILL**



# Think LAND USE.

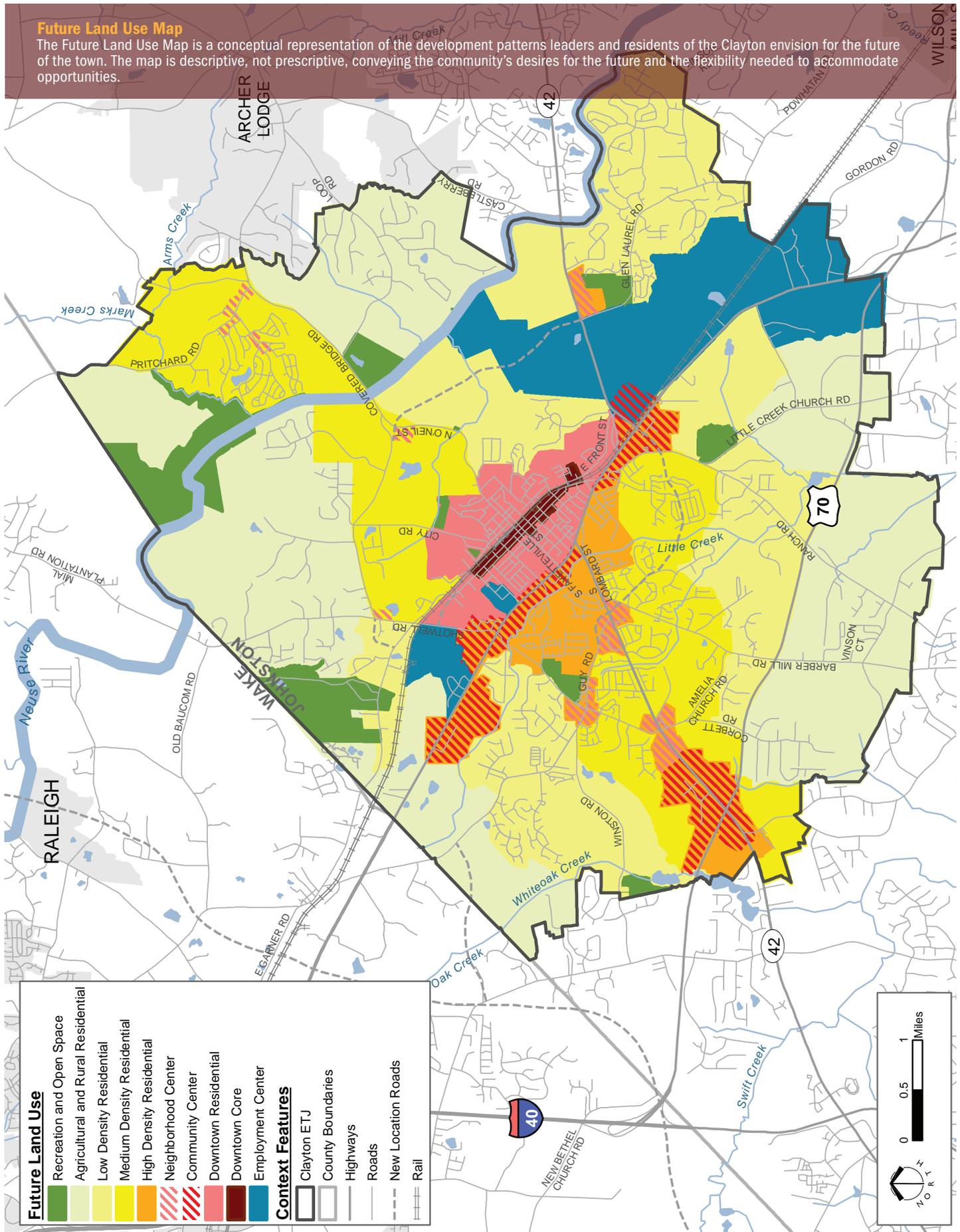
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Clayton grows in a way that maintains its small town character while accommodating new opportunities for quality growth and development. The development pattern balances the social, economic and environmental interests of Clayton residents and maximizes return on investment. Land use decisions support Downtown Clayton's development as the social, civic and cultural center of town.

## Future Land Use Map

The Future Land Use Map is a conceptual representation of the development patterns leaders and residents of the Clayton envision for the future of the town. The map is descriptive, not prescriptive, conveying the community's desires for the future and the flexibility needed to accommodate opportunities.



# Description of Future Land Uses

Ten future land use categories are depicted on the map. Each category is intended to indicate a predominant land use—or set of uses—as well as other features that define the character of the category. A brief description of each category is provided below. Each is consistent with the community’s ideas and vision for the future development pattern. Furthermore, these descriptions do not propose a change to existing development within each category; instead, they suggest a direction for moving forward.

## RESIDENTIAL LAND USES

### Agricultural/Rural Residential (ARR)

Agricultural/Rural Residential areas are primarily located outside of existing and future sewer service areas. Most of these areas rely on septic systems for wastewater treatment, have a limited road network and, in some cases, lie within the watershed protection overlay of the Neuse River. The predominate existing land uses in these areas include low-density residential uses, as well as large tracts of agriculture land. The lack of utility and transportation infrastructure, the established low-density development pattern and ongoing agricultural activities in these areas contribute to their rural character. This character can be enhanced by encouraging only low-intensity uses and context-sensitive rural design. Single family residential at gross densities up to two units per acre are appropriate.

**Typical Uses:** Agriculture, Large Lot Single-family Residential, Clustered Single-family Residential (dependent on soils or utility availability), Parks and Conservation

**Gross Residential Density:** up to 2 dwelling units/acre

### Low-Density Residential (LDR)

Areas designated as Low-Density Residential are intended to remain predominantly suburban in character and provide for low-density, single-family residential development on lots smaller than those in Rural Residential areas. Low Impact Development (LID) techniques such as clustering of dwellings to the degree that soils and/or available water and sewer infrastructure allows and flexibility to allow for innovative street cross sections that improve stormwater filtration via swales or other features are appropriate. However, mixed-residential uses may occur under a Planned Development - Residential District to support conservation of open space, so long as a density of 3 units per acre is not exceeded.

**Typical Uses:** Single-family Residential, Agriculture, Parks and Conservation

**Gross Residential Density:** up to 3 dwelling units/acre



Example: Agriculture/Rural Residential



Example: Low Density Residential



Top: Example: High Density Residential; Bottom Example: Downtown Core; Right Example: Neighborhood Commercial

### Medium Density Residential (MDR)

The Medium Density Residential area is comprised predominantly of neighborhoods with housing units that are more urban in character and in closer proximity to commercial services and centers. This area provides a transition from the more suburban areas of the Town to more developed areas. The density of development in this area will vary based on the presence of utilities, topography and environmental features. This designation is applied to land which is developed, or is to be developed, at a density between three and five units per acre. Densities as high as seven units per acre may occur under a Planned Development - Residential District.

**Typical Uses:** Residential (all forms)

**Gross Residential Density:** up to 5 dwelling units/acre. Densities up to 7 dwelling units/acre may be approved as part of a Planned Development - Residential District.

### High Density Residential (HDR)

The High Density Residential area provides for housing options located in close proximity to major transportation corridors, existing commercial areas and Downtown services. These areas have a connected street network, adequate pedestrian and bicycle facilities, and are served by public water and sewer. High Density Residential is designed to include all housing types. In some instances, this designation provides for a transition between lower-density residential use and commercial uses. In other instances, this designation allows the establishment of neighborhood commercial uses such as a grocery store or neighborhood services which are compatible with higher-

density residential uses. When neighborhood-serving commercial uses are placed within or adjacent to a residential area, such uses shall be limited to a size which is sufficient to accommodate the needs of an immediate residential neighborhood. These transitional areas will have opportunities for slightly higher-density development than the other residential categories.

**Typical Uses:** Residential (all forms), Limited Neighborhood Commercial Services  
**Gross Residential Density:** up to 12 dwelling units/acre. Densities greater than 10 dwelling units/acre may be approved as part of a Planned Development.

### Downtown Residential (DR)

The Downtown area provides for housing options and office-residential uses located in close proximity to the Downtown Core. The Downtown category is designed to retain established neighborhoods and maintain the historic character while allowing a variety of higher-density housing types that support and foster growth of the Downtown Core. Higher-density development should be directly bordering the Downtown Core or along US 70 Business Highway West. The Downtown area should have a connected street network with short block lengths, a grid-style street system, and adequate pedestrian and bicycle facilities.

**Typical Uses:** Residential (single-family, with higher density residential uses limited to areas as described above); Neighborhood Commercial in appropriate locations

**Gross Residential Density:** up to 12 units/acre, up to 20 units/acre with PD

## NON-RESIDENTIAL LAND USES

### Downtown Core (DC)

This designation is applied to the Town’s Downtown Core area where the highest-density commercial, employment, residential and other uses are located. It is intended to foster an urban environment characterized by a sensitive blending of carefully preserved older structures, high-quality and context-sensitive new construction, and public spaces all working together and integrated with surrounding neighborhoods. The Downtown Core is the most flexible category and accommodates a variety of uses including commercial services (restaurants, retail, professional services, and entertainment), office, high-density residential, upper-story apartments, and older homes renovated to accommodate commercial uses. A mix of uses that creates a regional draw as well as serving the immediate community is desired. The Downtown Core provides a convenient road network with future transit opportunities and a pedestrian friendly system of sidewalks or greenways for non-motorized accessibility.

**Gross Residential Density:** up to 30 units/acre

### Neighborhood Center (NC)

A Neighborhood Center is generally located near concentrations of existing or planned residences, and areas with access to major thoroughfares and utilities. These areas incorporate neighborhood-serving commercial uses including grocery stores, retail establishments, restaurants and services. A limited amount of office, civic and institutional uses are also appropriate. Higher-density residential including small-lot, single-family, townhomes and apartments should be located in close proximity to shopping and service destinations to provide more walking opportunities to internal and external pedestrian facilities and destinations. The scale of the Neighborhood Center varies depending on the market and competition. Typical Neighborhood Centers have a service area of one to two miles.

### Community Center (CC)

Compared to the Neighborhood Center category, a Community Center typically serves a larger population and includes a typical

trade area of three-to-six miles, and is located adjacent to major thoroughfares or situated at a major intersection. A Community Center includes at least one major anchor such as a grocery store or retailer and incorporates community-serving commercial uses and opportunities for office, civic, and institutional uses. Where the market permits, multi-family housing opportunities may be integrated as part of a mix of uses. As with Neighborhood Centers, apartments and townhomes should be located in close proximity to shopping and services. All portions of the development should be accessible by both a convenient road network and a system of sidewalks or greenways.

### Employment Center (EC)

Clayton’s Employment Center is designated on the Future Land Use Map to provide locations for primary employment and economic development opportunities. The Employment Center is located along a major transportation corridor, and has adequate levels of infrastructure along access to rail and parcels large enough to accommodate future employment growth. Uses encouraged in the Employment Center include but are not limited to, industrial, warehouse, office, research and development, tech-flex, hospital, renewable energy, recycling, fabrication, assembly, and technology. Employment Center use may also include a limited amount of supporting commercial uses, such as restaurants and convenience retailers to serve employees. However, these uses should only be situated where not in conflict with existing employment land uses and should not be built in such a way as to jeopardize the use of those lands most suitable for office or industrial development.

### Recreation and Open Space (ROS)

The Recreation and Open Space designation applies to public recreational areas and open-space areas. Uses include wildlife management, active and passive recreation, environmental restoration/mitigation/preservation, open space, and educational uses. Structures that support or are associated with the intended uses shall be permitted. Land shown under this designation shall not be used for any purpose other than recreation, open space, or conservation.

The following table identifies which zoning districts are consistent with the Future Land Use Map categories (designations).

Future Land Use Designation	COMPATIBLE ZONING DISTRICTS												
	R-E	R-10	R-8	R-6	O-R	O-I	B-1	B-2	B-3	I-1	I-2	PF	PDD
ARR	X											X	
LDR	X	X										X	
MDR		X	X	X								X	
HDR			X	X								X	
DR			X	X	X	X	X					X	X
NC						X	X	X				X	X
CC								X	X			X	X
DC							X					X	X
EC									X	X	X	X	X
ROS												X	

# Goals and Recommendations

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## **GOAL LU1**

**Preserve Clayton’s small-town character while allowing for growth and development in appropriate areas.**

### **Objective LU1.1**

Manage future growth and encourage quality development through the implementation of the Comprehensive Plan, the Unified Development Code (UDC), and other plans and regulations adopted by Town Council. Encourage developments which incorporate high-quality design and enhance the quality of life for existing and future residents of the Town.

#### **Strategy LU1.1.1**

Review development proposals for consistency with the Future Land Use Map.

#### **Strategy LU 1.1.2**

Support residential development at varying densities based on the Future Land Use Map.

#### **Strategy LU1.1.3**

Review the existing Design Guidelines and incorporate applicable updates into the Unified Development Code.

#### **Strategy LU1.1.4**

Annually review and update Unified Development Code to ensure consistency with the Goals, Objectives and Strategies of the Comprehensive Plan.

### **Objective LU1.2**

Encourage the redevelopment or adaptive reuse of underutilized commercial development.

#### **Strategy LU1.2.1**

Consider increased densities and intensities to encourage existing underutilized commercial properties to redevelop.

### **Objective LU1.3**

Encourage a mix of residential and non-residential land uses within Neighborhood and Community centers identified on the Future Land Use Map.

#### **Strategy LU1.3.1**

Create and implement small area plans to attract infill development and redevelopment to areas identified as Neighborhood and Community centers on the Future Land Use Map.

### **Objective LU1.4**

Protect and enhance the historic downtown character while promoting quality redevelopment and infill.

#### **Strategy LU1.4.1**

Implement the Goals, Objectives and Strategies of the Downtown Chapter of this Plan.

## **GOAL LU2**

**Encourage quality development which maximizes existing infrastructure, promotes walking and biking, and enhances travel safety.**

### **Objective LU2.1**

Promote location and intensity of development that mitigates impacts to the transportation network and leads to reduced vehicle trips and/or shorter trip lengths, enhanced circulation, and increased public safety.

#### **Strategy LU2.1.1**

Consider higher densities and intensities for mixed-use projects which reduce internal vehicular trips and promote pedestrian circulation.

#### **Strategy LU2.1.2**

Require vehicular interconnectivity between existing and future adjacent development.

#### **Strategy LU2.1.3**

Provide and incentivize street cross-section alternatives that support multi-modal transportation, such as bicycle lanes and multi-modal, off-road pathways.

#### **Strategy LU2.1.4**

Require development to integrate sidewalks internally and provide pedestrian connections to existing and future adjacent development and/or destinations.

#### **Strategy LU2.1.5**

Prohibit isolated, mid-block or strip commercial development which negatively impacts existing infrastructure, has poor circulation, and inadequate access.

**GOAL LU3**

**Provide a sense of place and enhance aesthetics along major corridors.**

**Objective LU3.1**

Identify and develop gateways into Clayton.

**Strategy LU3.1.1**

Identify primary and secondary gateway locations into town, and establish a highly visible gateway design which reflects Clayton’s brand.

**Strategy LU3.1.2**

Utilize the US 70 Façade and Site Element Improvement Grant to enhance the aesthetic appearance of businesses along the corridor.

**Objective LU3.2**

Utilize regulatory standards which preserve or enhance aesthetic standards within and adjacent to the main corridors in town.

**Strategy LU3.2.1**

Review the Scenic Highway and Thoroughfare Overlay Districts for necessary updates to ensure that regulations support Town character, enhance aesthetics along the roadways, and support successful commercial development.

**Objective LU3.3**

Utilize landscaping to enhance collector streets that traverse through higher-density land uses to soften the visual impacts of high-intensity/density development.

**Strategy LU3.3.1**

Update the Town’s roadway cross-sections to incorporate street tree requirements and landscaped medians/protected stems.



TOWNE REALTY

HTR AUCTION

SHOP Dine DISCOVER  
Think CLAYTON  
Think Downtown  
downtownclayton.org

Think CLAYTON  
SHOP Dine DISCOVER

SATURDAY  
10:00 AM - 1:00 PM



# Think DOWNTOWN.

---



Downtown Clayton is the social, civic and cultural center of town. New shops and restaurants fill storefronts along Main Street while infill development complements the existing historic fabric. In addition, more people are living and working Downtown. Parking is convenient and accessible. Visitors are able to easily navigate the Town and residents are able to walk and bike from their neighborhoods to Downtown via a convenient and connected system of greenways, bike lanes and sidewalks.

# Goals and Recommendations

## GOAL D1

Promote quality new, adaptive re-use, and infill development projects Downtown while preserving its historic character and small-town charm.

### Objective D1.1

Utilize the Main Street Four Point Approach® to identify barriers and establish initiatives to revitalize and grow the Downtown Core.

#### Strategy D1.1.1

Allow increased densities and intensities for new development, adaptive re-use and infill projects located in the Downtown Core.

#### Strategy D1.1.2

Create and implement plans to actively attract development and redevelopment to the existing Downtown area.

#### Strategy D1.1.3

Enhance the aesthetic quality of Downtown through the continuation of the Façade Grant Program, building rehabilitation, and code enforcement.

#### Strategy D1.1.4

Support the Downtown Development Association in its duties, activities and events including participation in the NC Main Street Program.

### Objective D1.2

Support the renovation and redevelopment of underutilized sites and buildings in an effort to invigorate investment and/or revitalization in Downtown.

#### Strategy D1.2.1

Market available properties Downtown.

#### Strategy D1.2.2

Develop a database of grants and incentives available to support Downtown redevelopment including the following:

- ◆ Tax incentives/abatements
- ◆ Incentive grants for projects that meet goals
- ◆ Crowdfunding/local fundraising
- ◆ State and National grant programs

### Objective D1.3

Increase the residential activity Downtown and promote mixed-use projects in Downtown.

#### Strategy D1.3.1

Provide incentives to projects which utilize upper stories for residential uses, increase residential density and/or enhance the commercial character in the Downtown Core.

### Objective D1.4

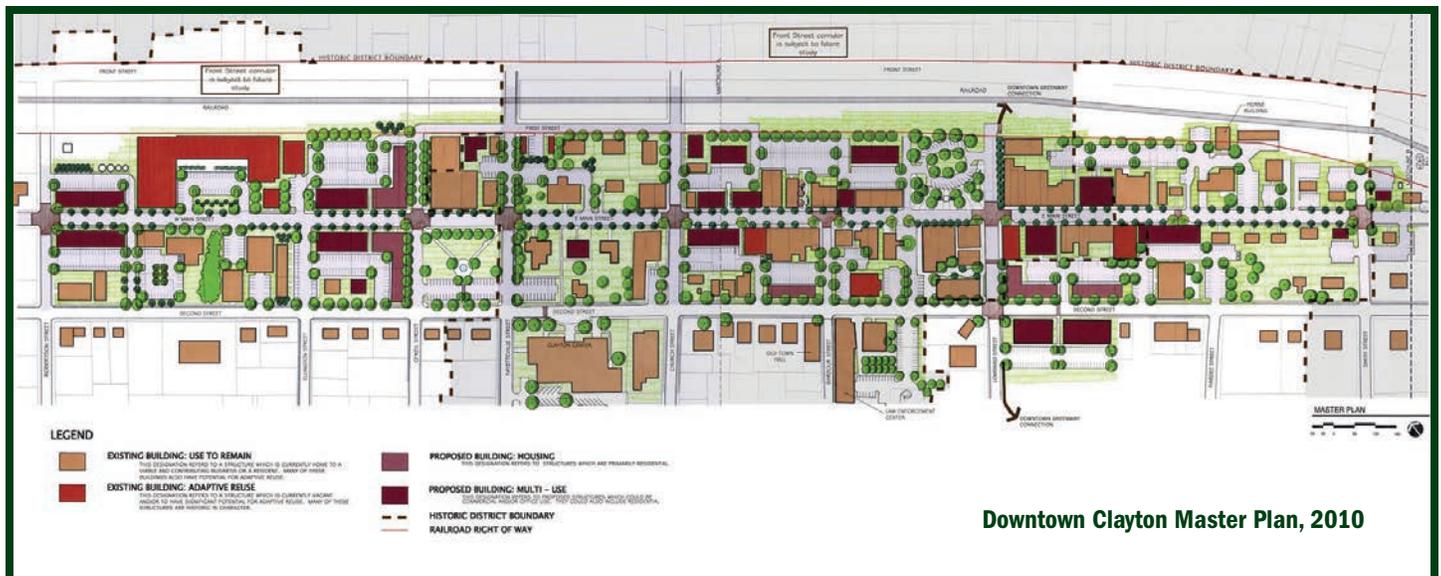
Ensure design of new development or redevelopment reflects and contributes to the historic character of the Downtown.

#### Strategy D1.4.1

Update the Downtown Overlay District standards and incentives within the Unified Development Code.

#### Strategy D1.4.2

Reference the Downtown Master Plan when reviewing development within the Downtown Core.



**GOAL D2**

**Improve aesthetics in the Downtown Core.**

**Objective D2.1**

Enhance the visual environment through streetscaping and screening of infrastructure.

**Strategy D2.1.1**

Prepare a streetscape plan for Main Street that accomplishes the following:

- ◆ Defines a plant palette and standards for placement. The installation of trees, shrubs, groundcovers and seasonal plants for color, particularly along Main Street and connecting to arterials will create a more cohesive appearance and welcoming environment.
- ◆ Specifies street furnishings and appropriate use and placement of each type. Lighting, benches, trash cans and other furnishings should improve aesthetics, reinforce the character of Downtown, and add to the comfort and safety of those visiting, living and working Downtown.
- ◆ Provides opportunities for increased pedestrian activity.

**Strategy D2.1.2**

Implement a unified plan for the placement and screening of Dumpsters.

**Objective D2.2**

Create a visual entry into the Downtown area.

**Strategy D2.2.1**

Improve wayfinding signage into Downtown and incorporate the Downtown wayfinding signage into a broader town-wide signage plan.

**Strategy D2.2.2**

Work in partnership with the North Carolina Railroad to identify and implement aesthetic improvements along the rail corridor in Downtown.

**GOAL D3**

**Reinforce Downtown as the social, civic and cultural center of Town.**

**Objective D3.1**

Develop Downtown public spaces and gathering places that provide both programmed and un-programmed recreation.

**Strategy D3.1.1**

Inventory Downtown public spaces and develop a programming and investment strategy to enhance these areas.

**Objective D3.2**

Provide pedestrian and bicycle connections from Downtown from existing neighborhoods, parks and activity centers.

**Strategy D3.2.1**

Complete the connection to Downtown to Sam’s Branch Greenway and the Clayton River Walk on the Neuse.

**Strategy D3.2.2**

Prioritize sidewalk projects that connect neighborhoods and parks to Downtown.

**Strategy D3.2.3**

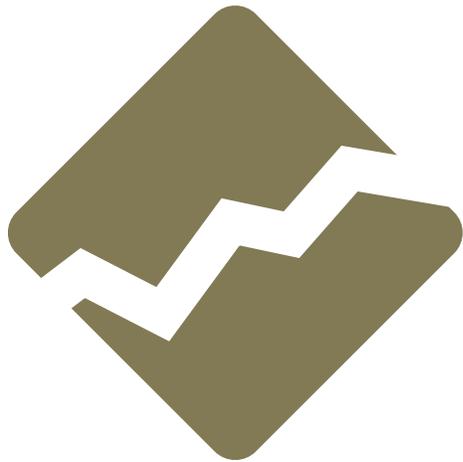
Enhance safety of pedestrian crossings over railroad tracks.





# Think ECONOMIC DEVELOPMENT.

---



Clayton has a sound local economy which attracts investors, creates jobs and generates public revenues. Clayton has the reputation as a business-friendly community which motivates more employers locate within the Town and provide jobs for local residents. Moreover, residents are able to do all of their shopping with Clayton retailers. Since the community shops locally, revenue is not lost to other competitor communities.

# Goals and Recommendations

## GOAL ED1

Increase opportunities for companies which provide well-compensated, highly-skilled positions.

### Objective ED1.1

Partner with Johnston County Economic Development, the Clayton Chamber of Commerce, and the Research Triangle Regional Partnership to market Clayton as a premier destination for employers.

#### Strategy ED1.1.1

Establish regular meetings with these or other groups to discuss economic development and coordinate on marketing materials.

### Objective ED1.2

Market available sites to potential developers.

#### Strategy ED1.2.1

Establish an inventory of existing available non-residential buildings within the Town.

## GOAL ED2

Develop Clayton's brand.

### Objective ED2.1

Develop an identity and marketing strategy that promotes the Town's unique and distinctive qualities including Downtown, arts and recreation.

#### Strategy ED2.1.1

Develop a branding plan to formalize Clayton's image and marketing strategy. The plan should include, but not be limited to, standardization of Town documents and marketing materials, signage and events.

## GOAL ED3

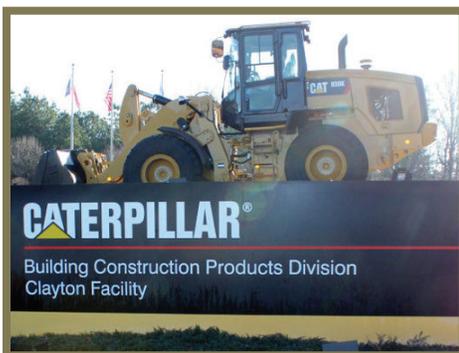
Monitor and communicate Clayton's economic position in the region.

### Objective ED3.1

Market economic data to potential investors and businesses.

#### Strategy ED3.1.1

Develop a public dashboard of recent economic data compared to competitor jurisdictions.



# CLAYTON COMPETITIVE ANALYSIS

FEATURE	MUNICIPALITY								
	Town of Clayton	Wake Forest	Holly Springs	Knightdale	Garner	Fuquay Varina	Smithfield	Butner	Hope Mills
 <b>Population</b>									
<b>POPULATION ESTIMATES (2013)</b>	<b>17,694</b>	34,752	28,915	13,291	26,772	21,277	11,560	7,699	16,248
<b>POPULATION CHANGE - (2010 - 2013)</b>	<b>9.8%</b>	15.5%	17.2%	16.5%	3.9%	18.3%	5.5%	1.4%	4.6%
<b>PERSONS UNDER 18 YEARS</b>	<b>30.9%</b>	32.4%	35.3%	29.4%	24.4%	30.0%	22.5%	26%	30.5%
<b>PERSONS 65 YEARS AND OVER</b>	<b>8.5%</b>	8.1%	4.9%	6.4%	11.8%	11.2%	20.8%	10.4%	7.5%
 <b>Households</b>									
<b>AVERAGE HOUSEHOLD SIZE</b>	<b>2.61</b>	2.82	3.02	2.72	2.45	2.68	2.57	2.68	2.74
<b>OWNER-OCCUPIED RATE</b>	<b>65.2%</b>	73.2%	86.2%	65.9%	68.3%	72.8%	52.4%	66.3%	59.8%
<b>MEDIAN OWNER-OCCUPIED HOME VALUE</b>	<b>\$152,600</b>	\$259,200	\$236,300	\$168,800	\$165,600	\$191,500	\$133,100	\$128,800	\$130,500
<b>MEDIAN AGE</b>	<b>34.8</b>	35	35	32.7	38.5	34.5	42.6	41	32.2
 <b>Education</b>									
<b>HIGH SCHOOL GRADUATE OR HIGHER</b>	<b>92.1%</b>	95.2%	97.0%	89.6%	92.0%	90.7%	77.0%	79.6%	89.0%
<b>BACHELOR'S DEGREE OR HIGHER</b>	<b>31.3%</b>	50.4%	55.4%	41.6%	34.8%	34.5%	19.4%	9.6%	19.6%
 <b>Commute</b>									
<b>AVERAGE WORK COMMUTE TIME (MINS.)</b>	<b>28.4</b>	28.8	27.7	25.4	25.8	30.2	22.5	23.8	24.7
 <b>Economy</b>									
<b>MEDIAN HOUSEHOLD INCOME (2013)</b>	<b>\$57,456</b>	\$75,050	\$89,644	\$71,066	\$60,842	\$58,588	\$31,947	\$46,681	\$51,442
<b>PER CAPITA INCOME (2013)</b>	<b>\$26,985</b>	\$32,474	\$33,517	\$29,263	\$28,829	\$26,372	\$18,647	\$20,530	\$22,913
<b>POVERTY RATE</b>	<b>12.4%</b>	6.9%	3.1%	7.5%	8.6%	10.3%	28.4%	15.1%	15.6%
<b>UNEMPLOYMENT RATE (2013)</b>	<b>4.9%</b>	4.1%	4.6%	5.4%	6.2%	9.2%	7.8%	5.0%	5.5%



# RECREATION AND Think OPEN SPACE.

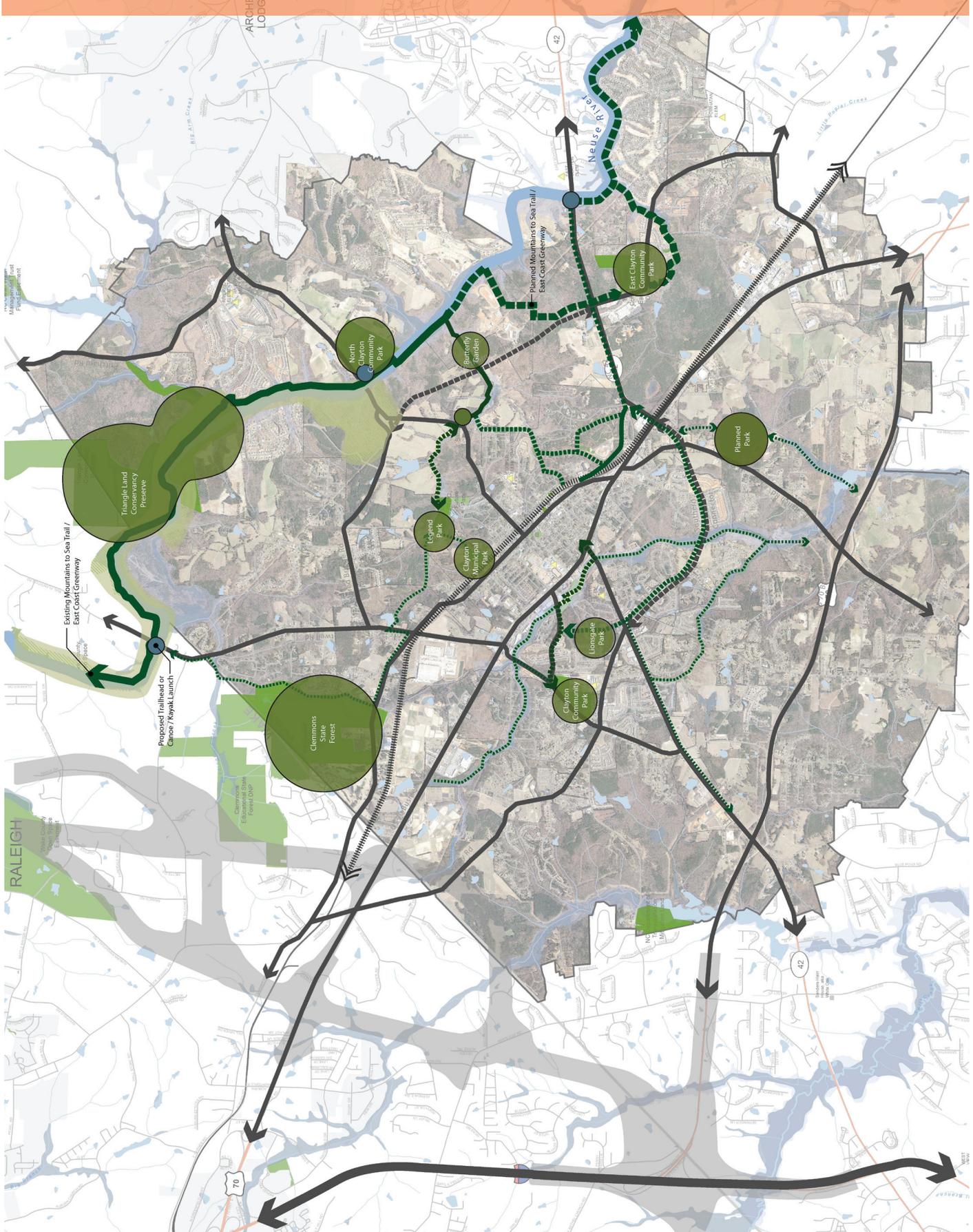
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Clayton is the premier community for active families. The Town provides a wide variety of park and recreation facilities and programs to people of all ages, abilities and skill levels. The local greenway system connects to the Mountains to Sea Trail/ East Coast greenway making Clayton a destination for hikers and nature enthusiasts. Additionally, residents and visitors alike enjoy safe and easy access to the Neuse River.

# Parks and Recreation Concept Map

The Parks and Recreation Concept Map represents the system of park and recreation facilities and greenway connections envisioned by the public during the Comprehensive Plan process.



# Goals and Recommendations

## GOAL ROS1

Support the development of Clayton as a regional destination for recreation and trail-based tourism.

### Objective ROS1.1

Provide safe connections to Downtown and neighborhoods from the Mountains-to-Sea Trail.

#### Strategy ROS1.1.1

Make strong and safe connections between the Downtown Core, neighborhoods and the greenway system.

#### Strategy ROS1.1.2

Review development applications for trail connections and contributions to the greenway system.

### Objective ROS1.2

Continue to develop the Town greenway network including completion of the Mountains-To-Sea Trail, Sam's Branch Greenway and East Coast Greenway through the Town's planning area.

#### Strategy ROS1.2.1

Partner with state, regional and private entities to design and fund the trail.

#### Strategy ROS1.2.2

Review development proposals within the vicinity of the proposed trail path to identify potential trail connections, and work with land owners to dedicate trail easements.

#### Strategy ROS1.2.3

Adopt, maintain and implement a Comprehensive Greenway Map. (A map depicting current and proposed greenways can be found on page 62.)

### Objective ROS1.3

Provide destination-based facilities that attract trail and recreation enthusiasts to Clayton.

### Objective ROS1.4

Raise awareness of Clayton's recreational amenities and promote the "trail-friendly" character of the Town.

#### Strategy ROS1.4.1

Initiate a marketing campaign highlighting Clayton's recreational amenities and trails.

## GOAL ROS2

Increase public access to the Neuse River.

### Objective ROS2.1

Improve access to the Neuse River.

#### Strategy ROS2.1.1

Develop canoe and kayak access.

#### Strategy ROS2.1.2

Develop access for recreational fishing.

#### Strategy ROS2.1.3

Create and maintain an online map showing public access points for recreation on the Neuse River.

## GOAL ROS3

Provide sufficient parks and recreation facilities to meet the recreation and open space needs of residents and attract visitors of the Town of Clayton.

### Objective ROS3.1

Implement the Parks and Recreation Master Plan, and periodically review the Plan for needed updates.

#### Strategy ROS3.1.1

Review development proposals for opportunities to provide greenways and parkland that meet the needs identified in the Parks and Recreation Master Plan.

### Objective ROS3.2

Maintain and/or increase the amount of integrated, usable, high-quality and connected open space in new developments.

#### Strategy ROS3.2.1

Ensure that open space requirements are appropriate and provide integrated, usable, high-quality open space.

### Objective ROS3.3

Provide destination-based facilities that attract trail, river, and recreation users to Clayton.

#### Strategy ROS3.3.1

Develop and enhance active and passive, destination-based facilities that attract regional users.



Trevor  
Way

# Think HOUSING.

---



People continue to move to Clayton for many reasons including its affordability, small-town lifestyle, high quality of schools and sense of safety. There are a variety of housing types with prices ranging from estate housing to townhomes and apartments that are available to accommodate Clayton's diversifying population. Families continue to build wealth and retirees are able to age-in-place. More people live Downtown or within walking distance of services and amenities. New housing construction meets energy efficiency standards and is developed in a way that is sensitive to the natural environment.



## Goals and Recommendations

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### GOAL H1

Encourage a range of housing types and lot sizes that meets the needs of various income levels, family sizes, and ages.

#### Objective H1.1

Encourage a range of housing types based on the availability of infrastructure, proximity to services and amenities, and compatibility with existing development as described in the Future Land Use map.

##### Strategy H1.1.1

Review development proposals for consistency with the Future Land Use Map and work with developers to provide a range of quality housing types within developments.

##### Strategy H1.1.2

Require residential developments to locate high-density housing types in those areas with closest proximity to services, amenities, and infrastructure.

##### Strategy H1.1.3

Encourage a range of housing types and styles within Planned Developments that include a residential component.

### GOAL H2

Provide safe, sound, and well-maintained housing and neighborhoods.

#### Objective H2.1

Reduce the number of substandard dwelling units and maintain quality housing.

##### Strategy H2.1.1

Inspect deteriorated and dilapidated housing, and provide uniform standards to maintain quality housing through the Town's Code Enforcement Program.

##### Strategy H2.1.2

Reduce the number of substandard dwelling units through rehabilitation and demolition activities.

##### Strategy H2.1.3

Seek federal, state and local funding for the rehabilitation or demolition of substandard housing.

##### Strategy H2.1.4

Implement code enforcement activities aimed at reducing or eliminating blighted areas of Town.

# Think MOBILITY.

---



Clayton's transportation system provides residents and visitors of the Town with a well-functioning array of transportation alternatives, improved connectivity, and an enhanced quality of life. Existing roadways are improved, while new roadways alleviate congestion and provide quick and safe access around the Town. Intersections are safe and traffic moves freely. People are able to walk and bike from their neighborhoods to destinations throughout town, and every resident is within walking distance of a greenway. Furthermore, regional rail stops in Clayton and carries residents and visitors in and out of the Town.

# Goals and Recommendations

## GOAL M1

Develop a multi-modal transportation system.

### Objective M1.1

Coordinate with Regional, State and Federal Agencies to improve Clayton's transportation network.

#### Strategy M1.1.1

Partner with the Capital Area Metropolitan Planning Organization to identify and seek funding for roadway, pedestrian, bicycle, and transit opportunities.

#### Strategy M1.1.2

Coordinate with Johnston County to identify long-term transportation priorities during updates to the Johnston County Comprehensive Transportation Plan.

#### Strategy M1.1.3

Coordinate with NCDOT to improve the existing roadway network and identify future transportation priorities.

#### Strategy M1.1.4

Partner with Johnston County Area Transit System, Triangle Transit, the Capital Area Metropolitan Planning Organization, NCDOT Rail Division and the North Carolina Railroad to identify locations for commuter rail, park-and-ride, and express bus transit stops within the Town.

### Objective M1.2

Plan for the construction of roads, sidewalks, greenways, bike facilities, and transit facilities.

#### Strategy M1.2.1

Update the 2006 Comprehensive Bicycle Plan and convert it to a joint Bicycle and Pedestrian Plan.

### Objective M1.3

Promote the development of "Complete Streets".

#### Strategy M1.3.1

Update the Town's street cross sections to address the needs of automobiles and non-motorized modes of travel such as walking and bicycling.

#### Strategy M1.3.2

Coordinate with NCDOT to install pedestrian and bicycle facilities on roadways as a part of road improvement projects.

#### Strategy M1.3.3

Establish a meeting schedule with NCDOT to review planned road improvement projects and facilitate installment of pedestrian and bicycle facilities.



**Objective M1.4**

Provide sidewalks, multi-use paths, and bicycle infrastructure along roadways as part of new development or redevelopment.

**Strategy M1.4.1**

Require new development to install pedestrian facilities along roadways except along rural corridors where no demand exists.

**Strategy M1.4.2**

Require new development to incorporate pedestrian connections when located in proximity to destinations such as existing or future schools, parks, greenways and commercial areas.

**GOAL M2**

**Support interconnected street systems that efficiently disperse traffic.**

**Objective M2.1**

Evaluate and mitigate potential impacts of new or future development on existing and future roadway infrastructure.

**Strategy M2.1.1**

Require Traffic Impact Analyses (TIA) for development projects which meet or exceed the established trip count thresholds.

**Strategy M2.1.2**

Require new developments to include: 1) an interconnected system of streets; 2) stub streets for future connections to adjacent parcels where there is potential for future development that is compatible with the developing uses; and 3) street connections that tie into existing adjacent stub streets.

**Objective M2.2**

Preserve right-of-way for future road widening and new location roads.

**Strategy M2.2.1**

Develop a thoroughfare map which identifies the facility type (local, collector, arterial) and the ultimate right-of-way width for each facility.

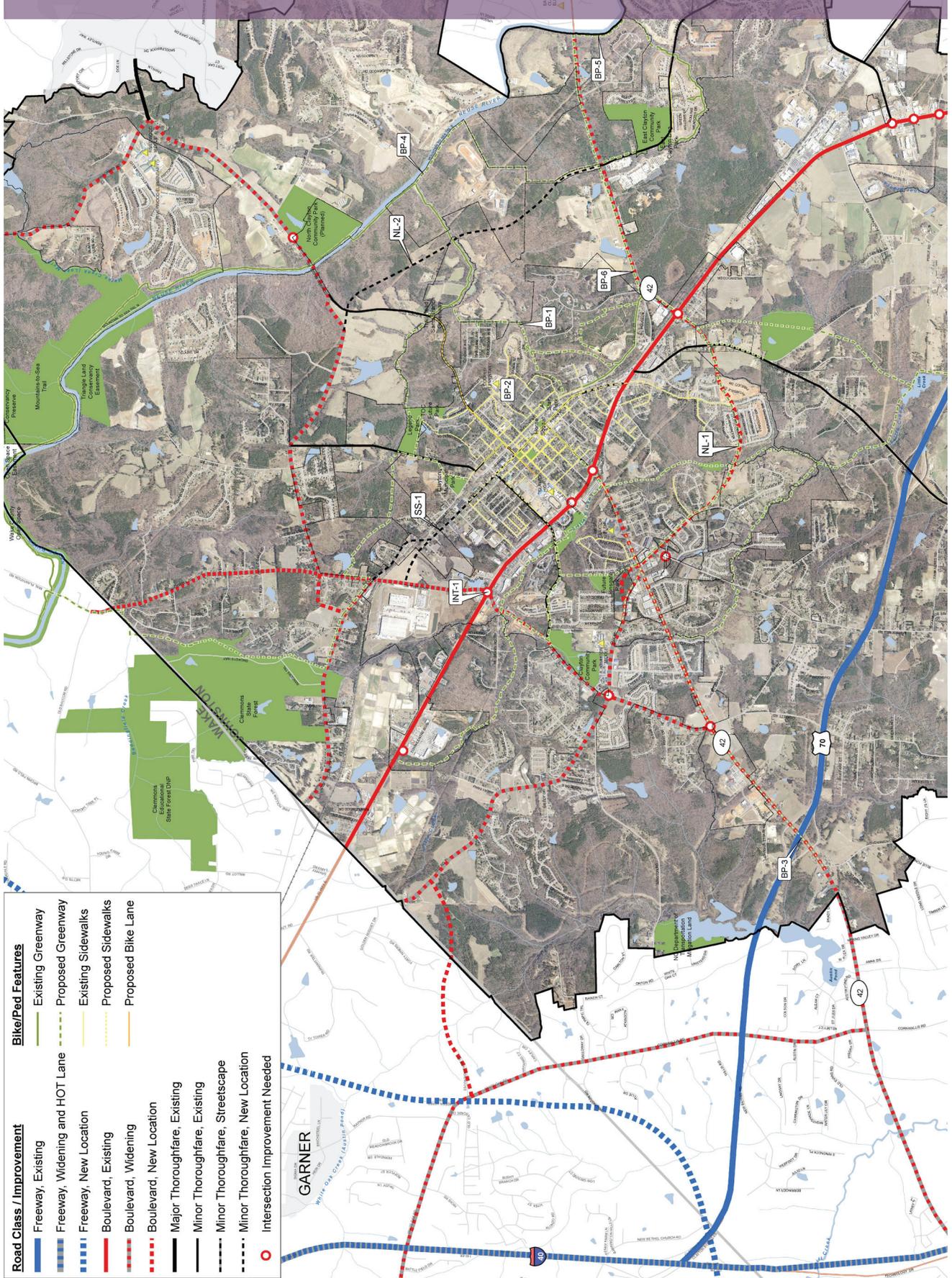
**Strategy M2.2.2**

Require new development to dedicate right-of-way for widening and new location roads.



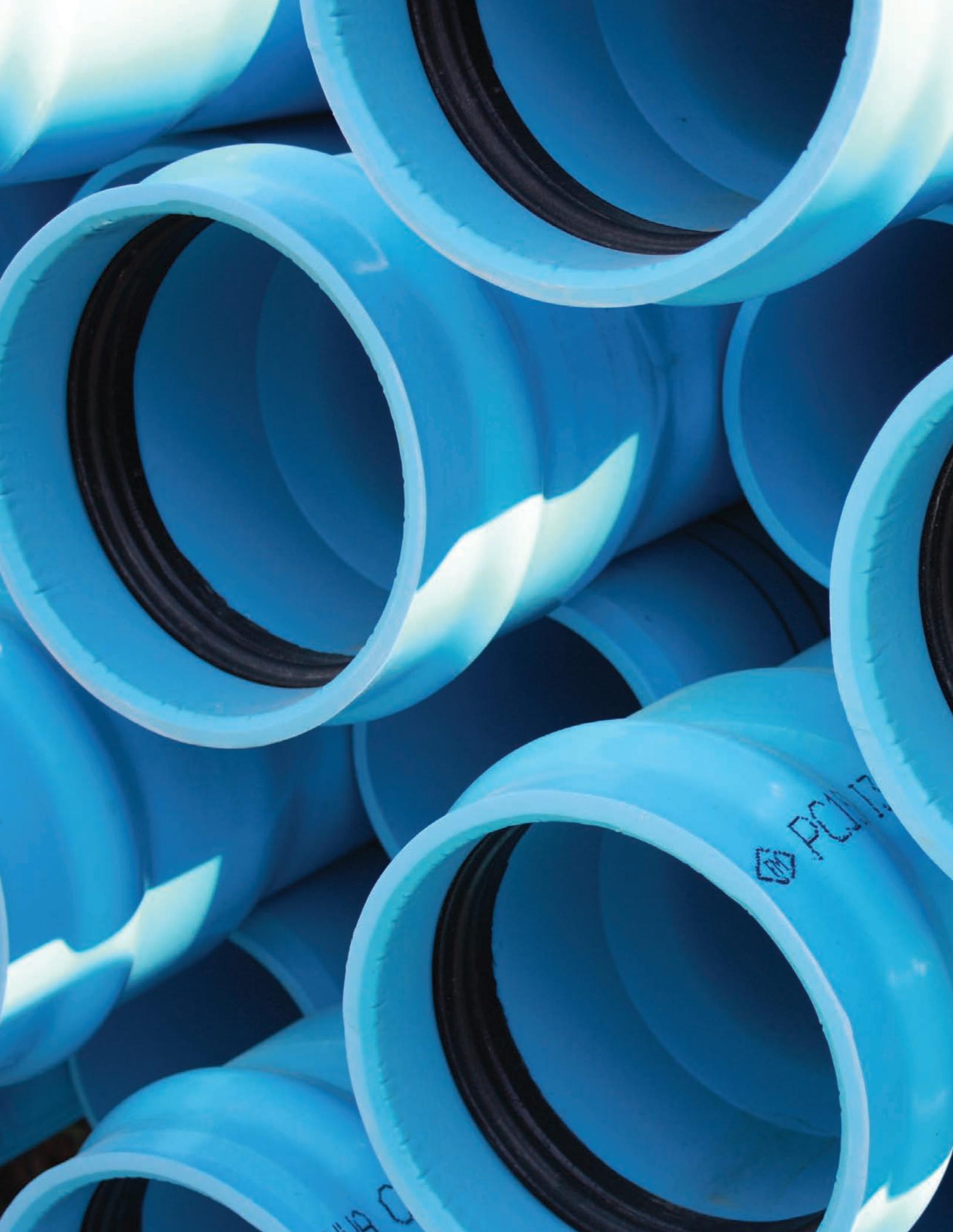
# Transportation Priority Projects Map

The following map and accompanying table identify ten priority transportation projects for the Town. These projects will be further vetted during the Capital Metro Area Southeast Area Study.



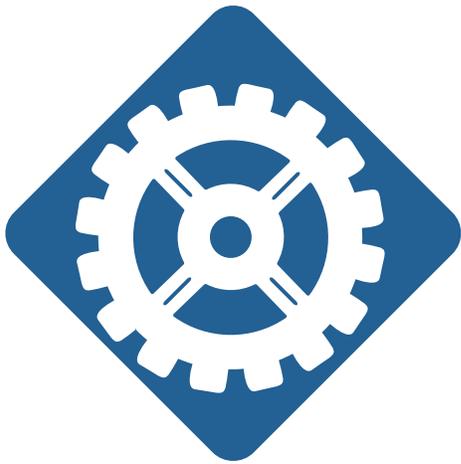
## PRIORITY PROJECTS

Project #	Name	Concern/Source
INT-1	US 70 Bus Hwy W @ Shotwell Road	Level-of-service and safety improvements, Crashes 2013-2014
NL-1	Southern Connector	New location roadway from NC 42 to US 70
NL-2	Northern Connector	New location roadway from Covered Bridge Road to NC 42
SS-1	Main Street Streetscape Improvements	Aesthetic and safety improvements into and through Downtown Clayton
BP-1	Downtown-Sam's Branch Greenway Connection	Add greenway connection from Downtown Clayton to Sam's Branch Greenway
BP-2	Cooper Elementary Pedestrian Connections	N Mial Street, E Stallings, Lombard Street, Wilson Street Sidewalks
BP-3	NC 42 West Sidewalks	Add sidewalks during widening (TIP Road Project R-3410)
BP-4	Mountains To Sea Trail (Middle Segment)	Sam's Branch Greenway and Existing MST to NC 42 West
BP-5	Mountains to Sea Trail (East Segment)	NC 42 to East Clayton Community Park
BP-6	Front Street Pedestrian Connection	From Front Street to MST (along Hwy 42) to Glen Laurel on Greenway Map



# Think UTILITIES

---



Residents have reliable water, sewer, electric and solid waste services. Clayton's growth occurs where adequate infrastructure exists to support the influx of residents and employers.

# Goals and Recommendations

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## GOAL U1

Invest in utility infrastructure that supports land use patterns envisioned by the Future Land Use Map.

### Objective U1.1

Consolidate infrastructure where appropriate.

#### Strategy U1.1.1

Periodically review existing infrastructure for potential efficiency improvements and consolidation opportunities.

## GOAL U2

Ensure adequate water and sewer capacity to support quality development.

### Objective U2.1

Require that adequate water and sewer infrastructure is available to support development.

#### Strategy U2.1.1

Review future development to ensure that necessary infrastructure (a) is available or will be in place when development occurs; (b) is funded; or (c) is addressed by a developer through performance guarantees.

#### Strategy 2.1.2

Track water/wastewater allocation approvals for proposed developments.

#### Strategy U2.1.3

Require annexation to connect to the Town's water or wastewater system.

### Objective U2.2

Plan for adequate future water and wastewater needs.

#### Strategy 2.2.1

Coordinate closely with Johnston County and the City of Raleigh to ensure the Town's estimates of future wastewater needs and flows based on population projections, development activity, and wastewater generation estimates are met.

#### Strategy 2.2.2

Implement and update the Five-Year Local Water Supply Plan as required by the State of North Carolina.

#### Strategy U2.2.3

Study capacity of water and sewer infrastructure as a component an update for the Downtown Master Plan.

## GOAL U3

Support the conservation and reuse of water.

### Objective U3.1

Support innovative site and street design that reduces the impact of the built environment on water quality including exceeding requirements for riparian buffers and incorporating pervious pavements, rain gardens, bio-swales, stormwater planters and other features in new development.

### Objective U3.2

Continue to enforce stormwater ordinances in coordination with Johnston County.

#### Strategy U3.2.1

Ensure flows are based on population projections and development activity.

## GOAL U4

Coordinate the timing and location of electric utilities to minimize cost and service disruptions.

### Objective U4.1

Improve electric service to accommodate growth in a timely manner.

#### Strategy U4.1.1

Encourage new development to utilize the Town's electric system.

#### Strategy U4.1.2

Construct a new sub-station on the northern side of Town.

**GOAL U5**

**Encourage undergrounding of overhead utilities and co-location of utilities to reduce aesthetic impacts.**

**Objective U5.1**

To the extent feasible, require underground utility networks in new developments in Town's service area.

**Strategy U5.1.1**

Where significant work in existing rights-of-way will occur, pursue underground or buried lines where existing overhead lines are presently located.

**GOAL U6**

**Continue to provide support for solid waste service.**

**Objective U6.1**

Support and encourage the collection of waste and recycling of materials.

**Strategy U6.1.1**

Coordinate with waste service providers to provide adequate solid waste facilities for development.

**Strategy U6.1.2**

Continue to provide yard waste pick-up to residents within Town limits to reduce yard waste in landfills.

CLAYTON



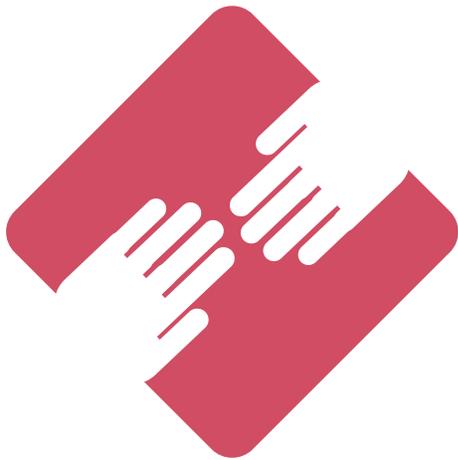
FIRE DEPT.

C.F.D.



# Think INTERGOVERNMENTAL COORDINATION.

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Clayton provides unparalleled services and facilities to citizens. From the library, to police and fire service, residents feel safe, secure and comfortable in all areas of Town.

# Goals and Recommendations

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## **GOAL IC1**

**Coordinate with local, regional, state, and federal agencies to ensure consistency among plans and policies, identify and resolve conflicts, and promote cooperation.**

### **Objective IC1.1**

Facilitate communication between the Town and other governmental entities.

#### **Strategy IC1.1.1**

Support and facilitate coordination of planning with Johnston County Schools for the location and development of public educational facilities to support both existing and future population growth.

#### **Strategy IC1.1.2**

Expand coordination with Johnston County Schools by tracking approved developments.

#### **Strategy IC1.1.3**

Coordinate and assist Johnston County with the five-year updates to the Multi-Jurisdictional Hazard Mitigation Plan.

#### **Strategy IC1.1.4**

Operate the Emergency Operation Center for conducting emergency services during major storm events and other natural or human-caused disasters.



# Think NATURAL RESOURCES.

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Clayton is celebrated for its unique natural resources and new development respects these assets. Water quality in the Neuse River has improved and supports recreation, tourism and the protection of rare aquatic species.

# Goals and Recommendations

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## GOAL NR1

Protect and enhance Clayton's natural resources.

### Objective NR1.1

Preserve key natural areas while accommodating new development.

#### Strategy NR1.1.1

Continue to discourage development in Primary Resource Conservation Areas (PRCAs), which include floodplains, protected riparian buffers, and wetlands.

#### Strategy NR1.1.2

Encourage the conservation of Secondary Conservation Areas (SRCA), which includes areas of high biodiversity (identified on the NCDENR Biodiversity and Wildlife Habitat Assessment), Natural Heritage Natural Areas, mature forest, un-protected riparian areas (>50 ft away from perennial streams), rock outcrops, vernal pools, seeps, heath bluffs, steep slopes, vistas, and other unique natural features.

#### Strategy NR1.1.3

Encourage the incorporation of SRCAs as passive recreational amenities into the design of new developments.

#### Strategy NR 1.1.4

Create and maintain an inventory of public and private open space.

### Objective NR1.2

Preserve and enhance the Town's tree canopy and other green infrastructure.

#### Strategy NR1.2.1

Preserve and enhance the Town's tree canopy by developing a local tree ordinance or by preparing a Street Tree Planting Master Plan to address areas where retrofitting existing streets with trees would add to the comfort of pedestrians and/or improve aesthetics, or where publicly-owned properties would benefit.

#### Strategy NR1.2.2

Consider the incorporation of green infrastructure planning elements into town funded plans at the planning area, small-area, site and project levels. These elements should address tree canopy and stormwater enhancements needed in the study areas.

### Objective NR 1.3

Preserve high quality, connected open space.

#### Strategy NR1.3.1

Consider including the NCDENR Biodiversity and Wildlife Habitat Assessment in the development review process by creating project-specific maps using the North Carolina Natural Heritage Data Explorer.

#### Strategy NR1.3.2

Support and encourage protection of connected and intact habitats and corridors by locating passive recreation areas adjacent to PRCA and SRCAs on adjacent parcels.

#### Strategy NR1.3.3

Encourage open space subdivisions, which allow density bonuses in return for preservation of habitat and open space.

#### Strategy NR1.3.4

Consider requiring an Existing Resources Map (ERM) for all projects over 50 acres. This map should show tree canopy or stands of mature trees, areas high in biodiversity (see NR1.3.1), and any other significant features as determined by a biologist or landscape architect based on existing GIS data and a site walk (preferably occurring in the spring).

#### Strategy NR1.3.5

Support the Johnston County Green Infrastructure Plan by encouraging integrated, usable, high quality and connected open space in new developments.

## GOAL NR2

Protect water quality and quantity.

### Objective NR2.1

Protect water quality and quantity in the Neuse River and major tributaries by supporting Low-Impact Development (LID) strategies.

#### Strategy NR2.1.1

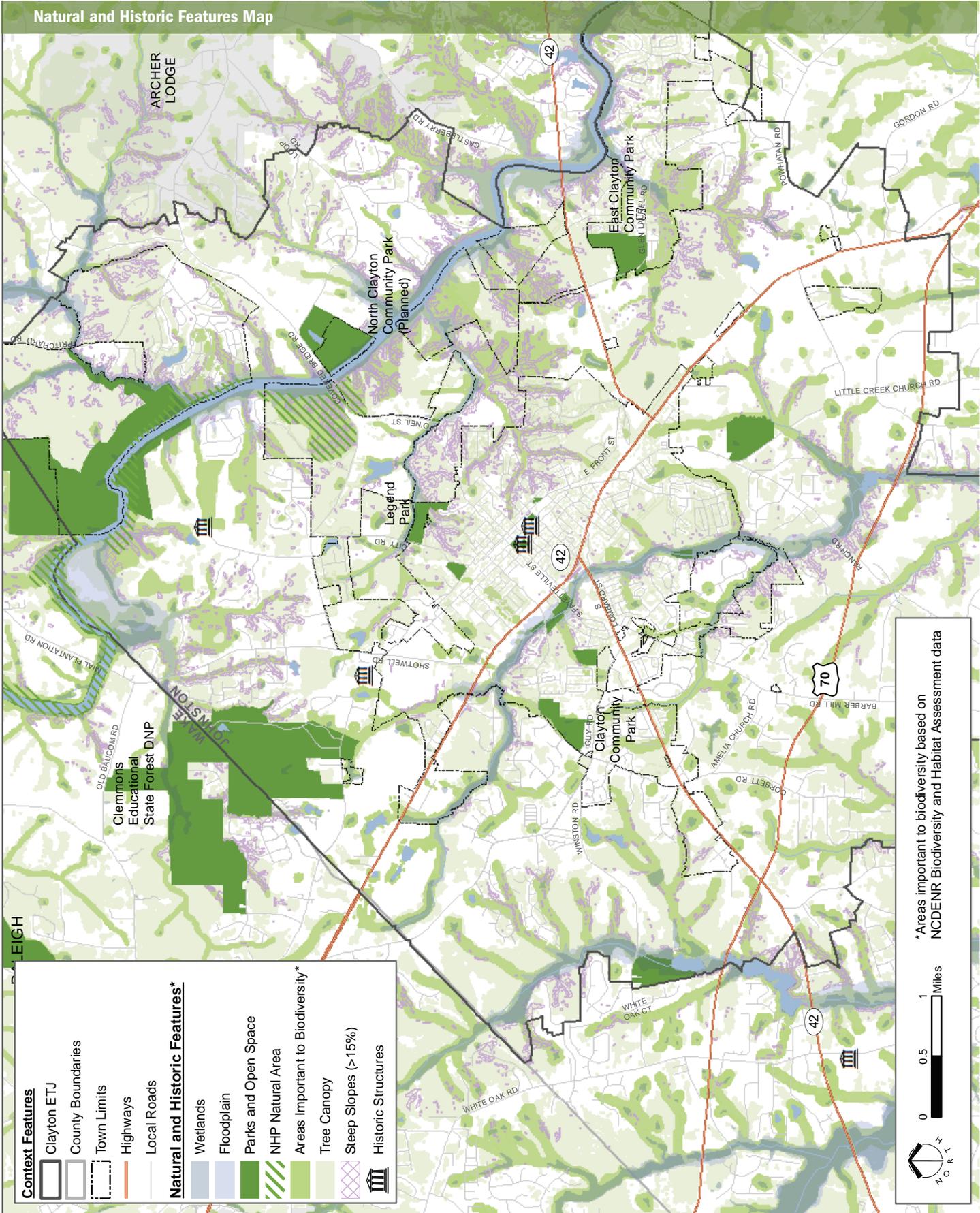
Revise the UDC to support additional innovative site and street design that reduces the impact of the built environment on water quality including exceeding requirements for riparian buffers and incorporating pervious pavements, rain gardens, bio-swales, stormwater planters and other features in new development.

#### Strategy NR2.1.2

Offer density bonuses for the (1) preservation of large stands of mature upland and riparian forests, (2) restoration of riparian forest on previously cultivated lands that are proposed to transition to residential use.

#### Strategy NR2.1.3

Discourage mass grading.





# Think ARTS AND CULTURE.

---



Clayton is a regionally-recognized arts, culture and event destination. Creative entrepreneurs continue to live and work in Clayton. Galleries, showrooms and studios line Main Street. Downtown is the epicentre of Clayton's creative economy.

# Goals and Recommendations

## GOAL AC1

Support Clayton as a regional destination for cultural and arts-based tourism.

### Objective AC1.1

Support a strong public art presence implement strategies to enhance and expand public art in Downtown.

#### Strategy AC1.1.1

Coordinate with Clayton Visual Arts and the Public Arts Advisory Board to enhance existing or establish new public art events in the Downtown.

#### Strategy AC1.1.2

Provide opportunities to install public art at key Town gateways:

- ◆ Expand the number and type of public art displays; and
- ◆ Allow elements of the public realm (sewer manholes, transformers, etc.) which are owned and maintained by the Town) to serve as canvasses for local artists.

### Objective AC1.2

Market Clayton as a destination for cultural and arts-based tourism.

#### Strategy AC1.2.1

Develop a market strategy to position Clayton as a regional destination for cultural and arts-based tourism.

#### Strategy AC1.2.2

Prepare marketing materials to support public art and culture in Clayton such as the Downtown Sculpture Trail brochure.



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# APPENDIX

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# Think IMPLEMENTATION.

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The following section provides an action plan to move from the Plan to implementation. The action plan identifies the strategy, timeline, and responsible entity for implementation. It also suggests metrics the Town can track to measure progress over time.

# Appendix A: Implementation

## Goals and Recommendations

In order to facilitate implementation the Town should consider the following general recommendations:

### GOAL I1

**Raise awareness of the plan and the opportunities described within to facilitate implementation by a variety of public and private sector partners.**

- ▶ Make presentations to local groups and organizations.
- ▶ Prepare and distribute press releases to area media outlets.

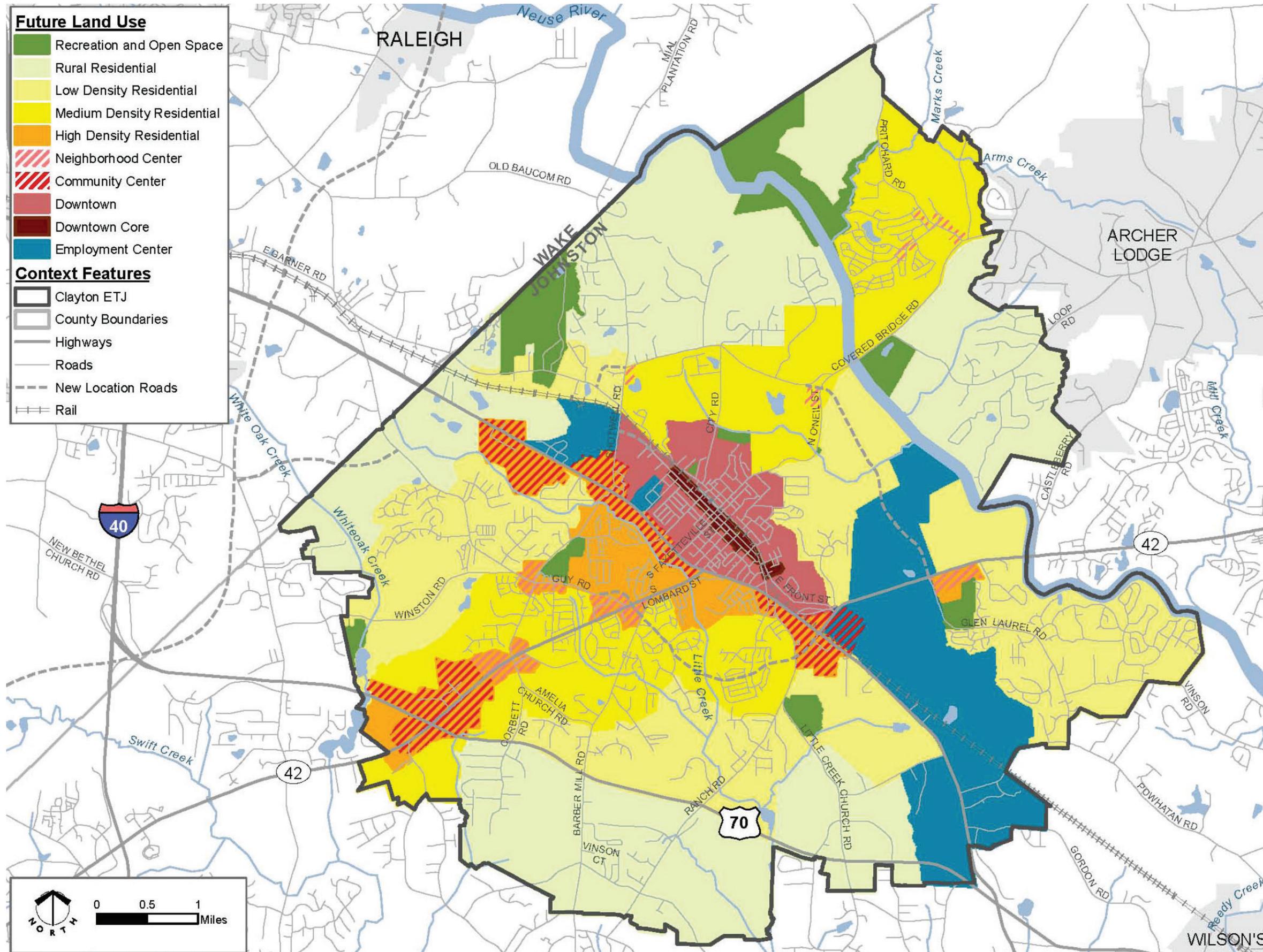
	GOAL	TIMEFRAME	ENTITY	METRIC
THINK LAND USE	<b>GOAL LU1</b> Preserve Clayton's small-town character while allowing for growth and development in appropriate areas.	Ongoing	Town Council	Land use mix ratio
	<b>GOAL LU2</b> Encourage quality development which maximizes existing infrastructure, promotes walking and biking, and enhances travel safety.	Ongoing	Planning, Public Works, Electric	New connectivity (customers) to existing infrastructure vs. new customers on new infrastructure
	<b>GOAL LU3</b> Provide a sense of place and enhance aesthetics along major corridors.	Short-Term	Planning, Public Works, Public Information Office (PIO), Town Council	Updated entry features, branding, aesthetic improvements in corridors
THINK DOWNTOWN	<b>GOAL D1</b> Promote quality new development, adaptive re-use projects and infill development in downtown.	Ongoing	Downtown Development Association, Planning, Town Council	
	<b>GOAL D2</b> Improve aesthetics in the Downtown Core.	Short-Term	Downtown Development Association, Planning, Town Council	Facade grants issued
	<b>GOAL D3</b> Reinforce Downtown as the social, civic and cultural center of Town.	Ongoing	Downtown Development Association, Planning, Clayton Visual Arts	In Downtown: pedestrian improvements, programming, public spaces developed
THINK ECONOMIC DEVELOPMENT	<b>GOAL ED1</b> Increase opportunities for companies which provide well compensated, highly-skilled positions.	Ongoing	Town Council, Town Manager	
	<b>GOAL ED2</b> Develop Clayton's brand.	Short-Term	Public Information Office, Town Manager	Branded places and documents
	<b>GOAL ED3</b> Monitor and communicate Clayton's economic position in the region.	Ongoing	Town Council, Town Manager, Public Information Office	
THINK RECREATION AND OPEN SPACE	<b>GOAL ROS1</b> Support the development of Clayton as a regional destination for recreation and trail-based tourism.	Ongoing	Parks & Recreation, Chamber	
	<b>GOAL ROS2</b> Increase public access to the Neuse River.	Short-Term	Parks & Recreation, Planning	Number or new and/or enhanced access points
	<b>GOAL ROS3</b> Provide sufficient parks and recreation facilities to meet recreation and open space needs of residents and attract visitors of the Town of Clayton.	Ongoing	Parks & Recreation, Town Council	Add new and/or novel facilities (i.e. additional to Clayton, or new types of facilities to Clayton)

# Appendix A: Implementation

	GOAL	TIMEFRAME	ENTITY	METRIC
THINK HOUSING	<b>GOAL H1</b> Encourage a range of housing types and lot sizes that meets the needs of various income levels, family sizes, and ages.	Ongoing	Planning	
	<b>GOAL H2</b> Provide safe, sound, and well-maintained housing and neighborhoods.	Ongoing	Planning & Inspections, Code Enforcement	
THINK MOBILITY	<b>GOAL M1</b> Establish a multi-modal transportation system.	Ongoing	Planning, Public Works, CAMPO, NCDOT, Town Council	
	<b>GOAL M2</b> Support interconnected street systems that efficiently disperse traffic.	Ongoing	Planning, Public Works, CAMPO, NCDOT, Town Council	Level of Service
THINK UTILITIES AND INTERGOVERNMENTAL COORDINATION	<b>GOAL U1</b> Invest in utility infrastructure that supports land use patterns envisioned by the Future Land Use Map.	Ongoing	Public Works, Planning, Electric	Percentage of customers (households and businesses) in the Utility Service Area (vs. total customers within the Area)
	<b>GOAL U2</b> Ensure adequate water and sewer capacity to support quality development. envisioned by the Future Land Use Map.	Ongoing	Public Works, Planning	
	<b>GOAL U3</b> Support the conservation and reuse of water.	Ongoing	Public Works, Planning, Engineering, Johnston County Environmental Health	Number of LID projects
	<b>GOAL U4</b> Coordinate the timing and location of electric utilities to minimize cost and service disruptions.	Ongoing	Electric	Cost reduction, service downtime, electric load management/redundancy
	<b>GOAL U5</b> Encourage undergrounding of overhead utilities and co-location of utilities to reduce aesthetic impacts.	Long-Term	Public Works, Planning, Electric	
	<b>GOAL U6</b> Continue to provide support for solid waste service.	Ongoing	Public Works	
	<b>GOAL IC1</b> Coordinate with local, regional, state, and federal agencies to ensure consistency among plans and policies, identify and resolve conflicts, and promote cooperation.	Ongoing	Multiple	
	<b>GOAL NR1</b> Protect and enhance Clayton's natural resources.	Ongoing	Planning, Johnston County, DENR	
THINK NATURAL RESOURCES	<b>GOAL NR2</b> Protect water quality and quantity.	Ongoing	Planning, Johnston County, DENR, Engineering, Johnston County Environmental Health	Miles of impaired streams
THINK ARTS AND CULTURE	<b>GOAL AC1</b> Support Clayton as a regional destination for cultural and arts-based tourism.	Ongoing	Clayton Arts Advisory Board, The Clayton Center, Clayton Visual Arts, Chamber	Number of art installations and events

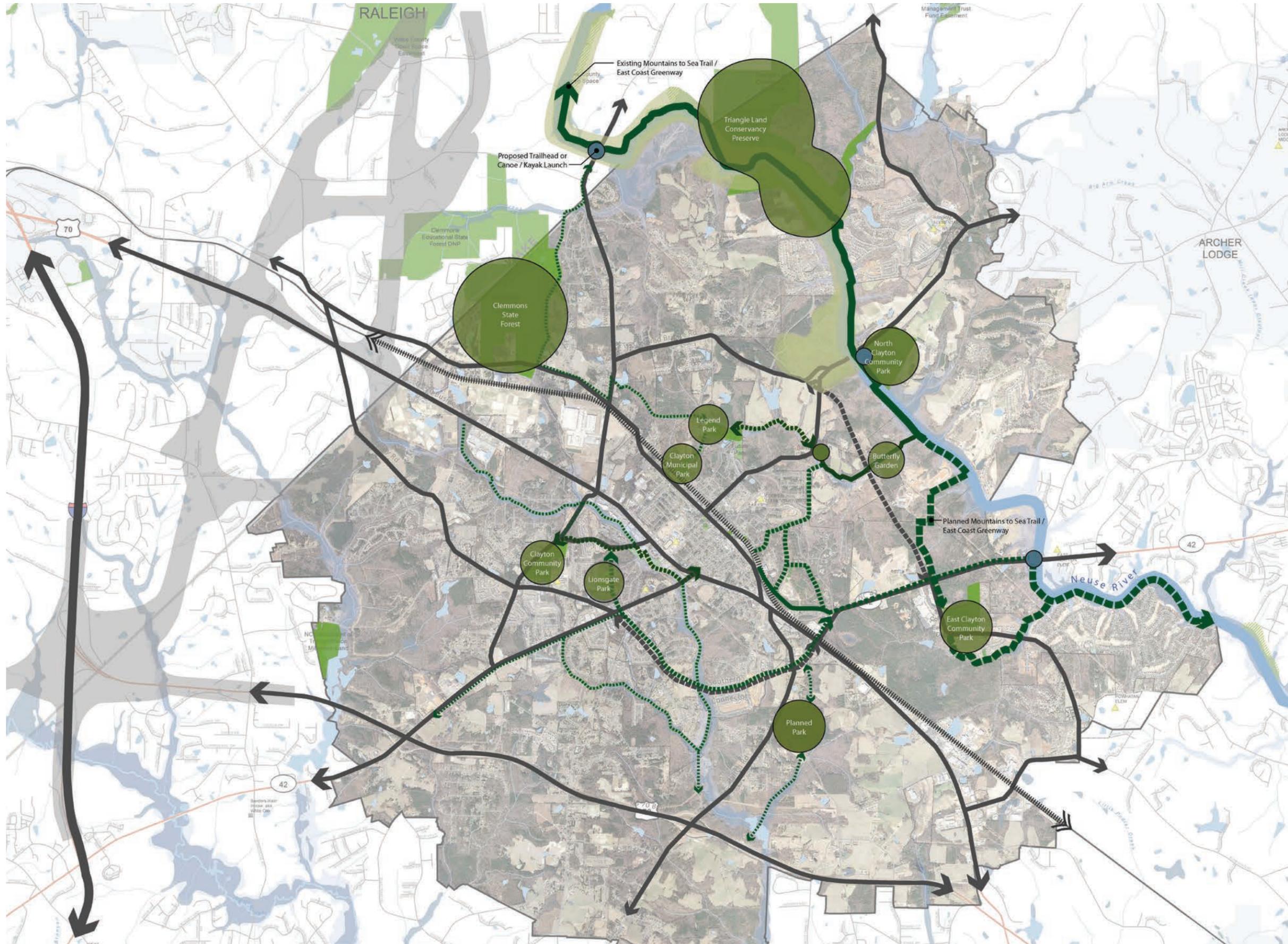


Future Land Use Map



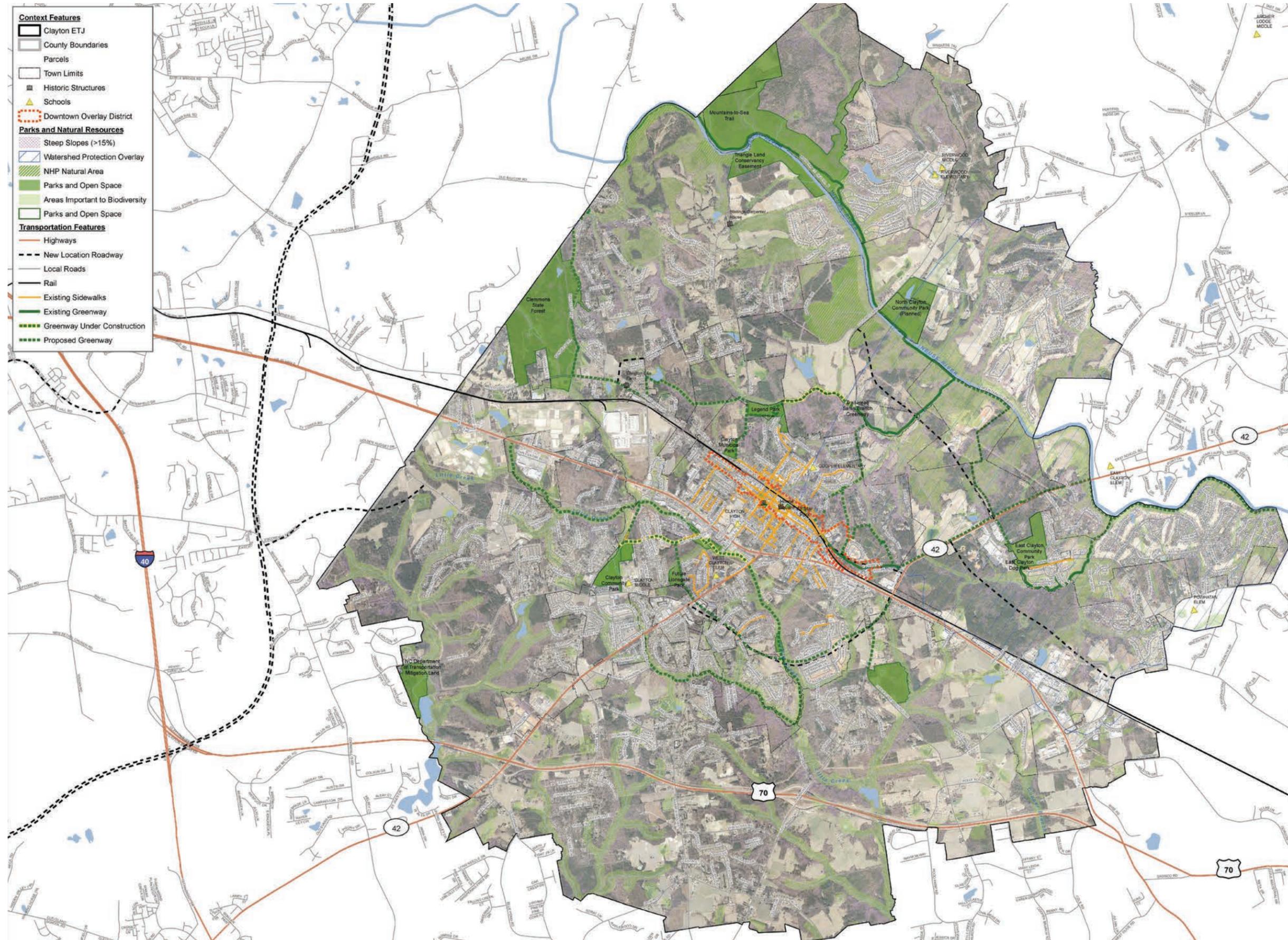


Parks and Recreation Concept Map

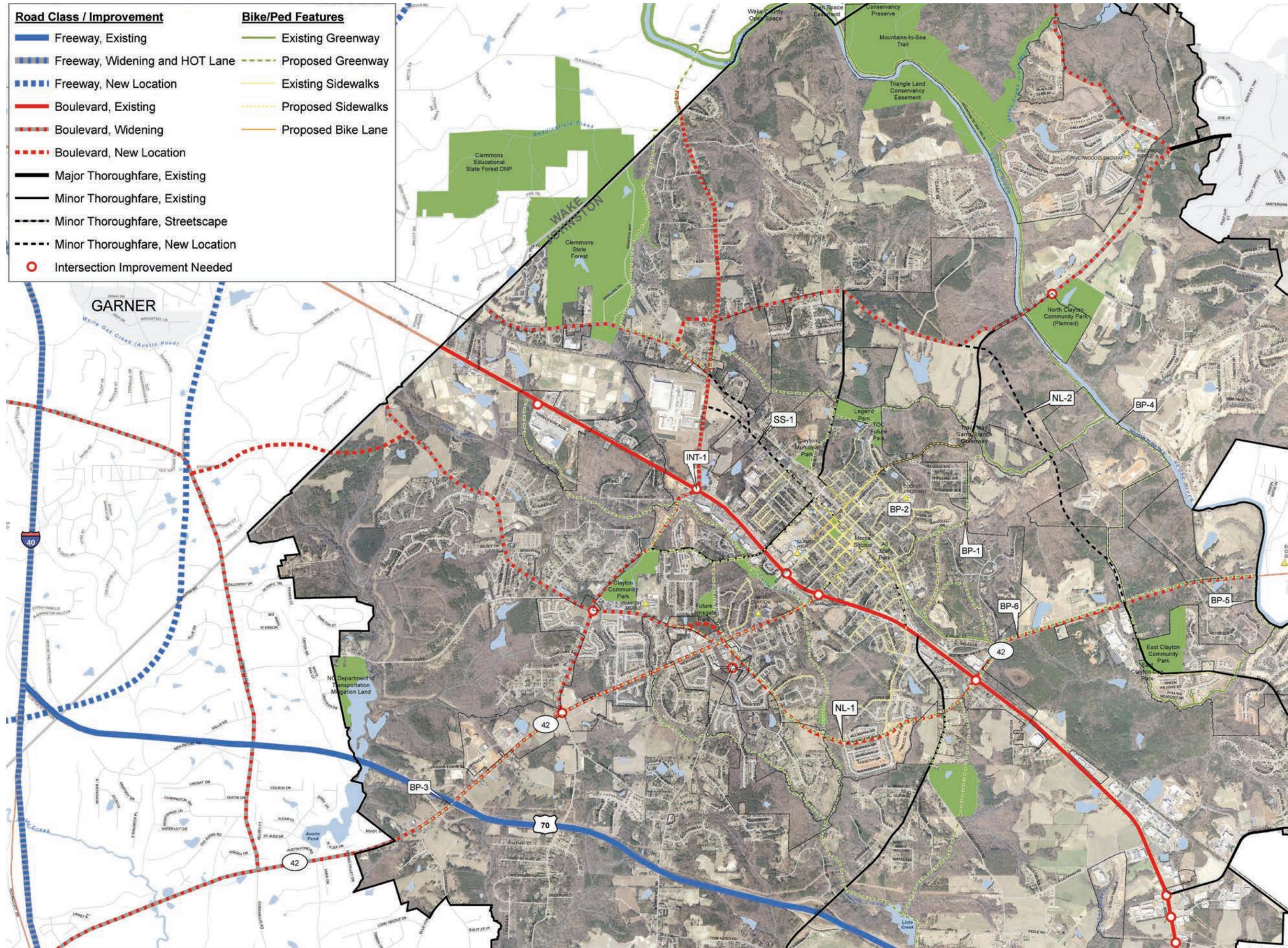


# Appendix B: Maps

## Bicycle and Pedestrian Linkages



Transportation Priority Projects Map





Think **CLAYTON.**  
Comprehensive Plan **2030**

---

**STATE OF THE TOWN**

Prepared by:  
LandDesign.

February, 2015

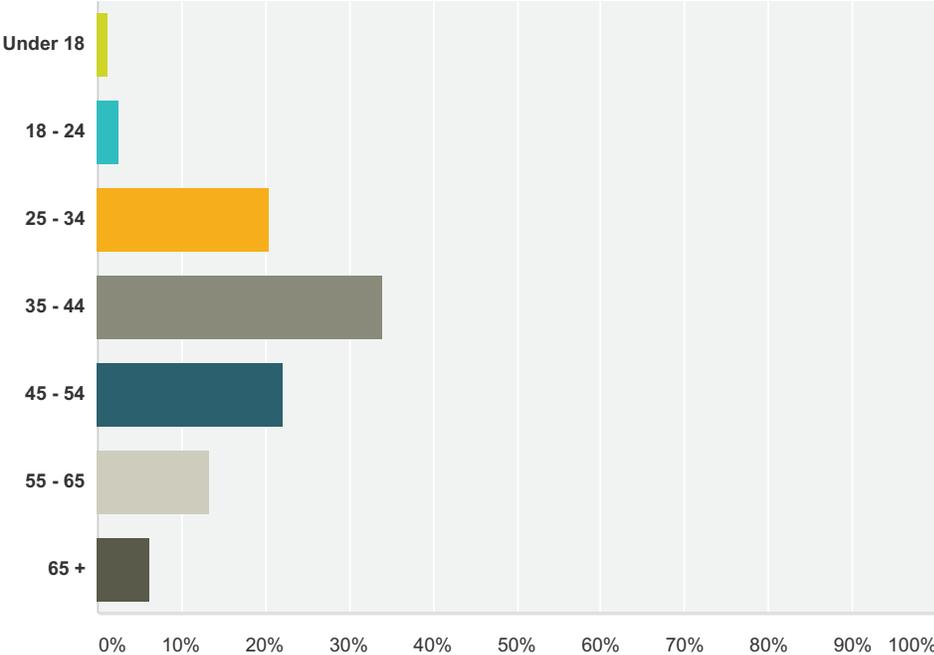
## **Appendix C: State of the Town**

Previously distributed to Planning Board as a bound, hardcopy report.

Additional copies are available upon request.

Q2 Age

Answered: 935 Skipped: 7

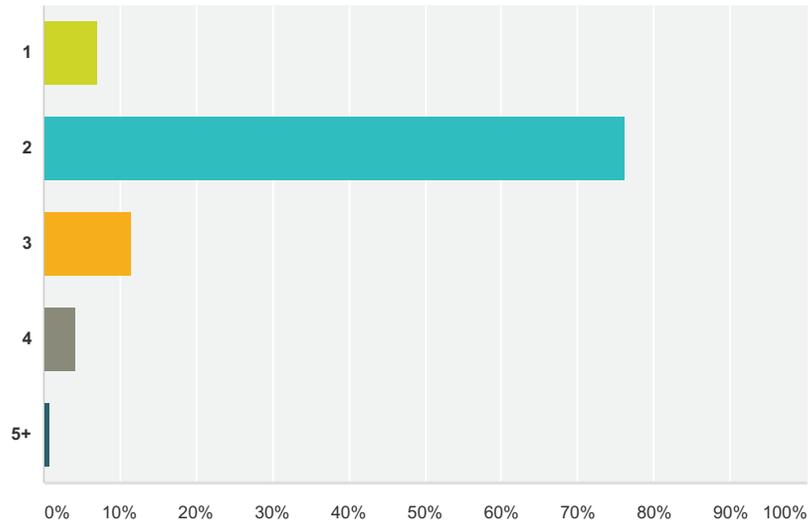


Answer Choices	Responses
Under 18	1.18% 11
18 - 24	2.57% 24
25 - 34	20.53% 192
35 - 44	34.12% 319
45 - 54	22.03% 206
55 - 65	13.37% 125
65 +	6.20% 58
<b>Total</b>	<b>935</b>

# Appendix D: Survey Results

## Q3 Number of Adults (18+) in household

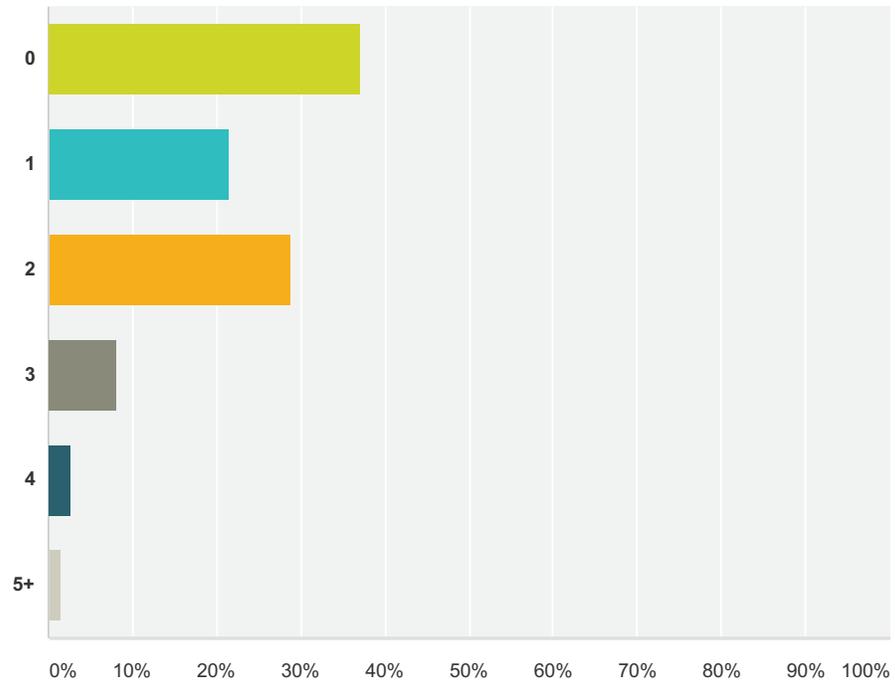
Answered: 935 Skipped: 7



Answer Choices	Responses
1	7.06% 66
2	76.26% 713
3	11.55% 108
4	4.28% 40
5+	0.86% 8
<b>Total</b>	<b>935</b>

### Q4 Number of Children (under age 18) in household

Answered: 931 Skipped: 11

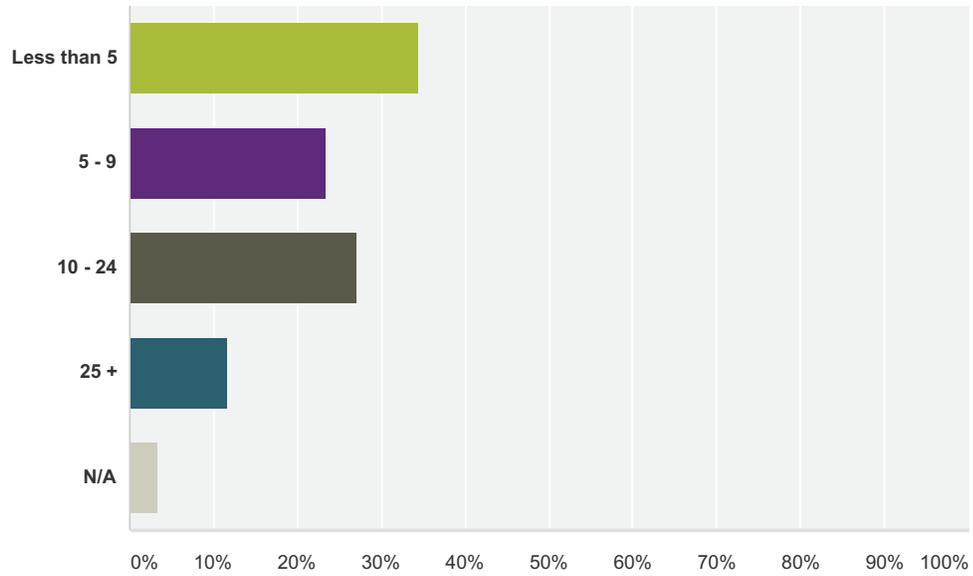


Answer Choices	Responses
0	37.16% 346
1	21.59% 201
2	28.89% 269
3	8.16% 76
4	2.69% 25
5+	1.50% 14
<b>Total</b>	<b>931</b>

# Appendix D: Survey Results

## Q5 How many years have you lived in Clayton?

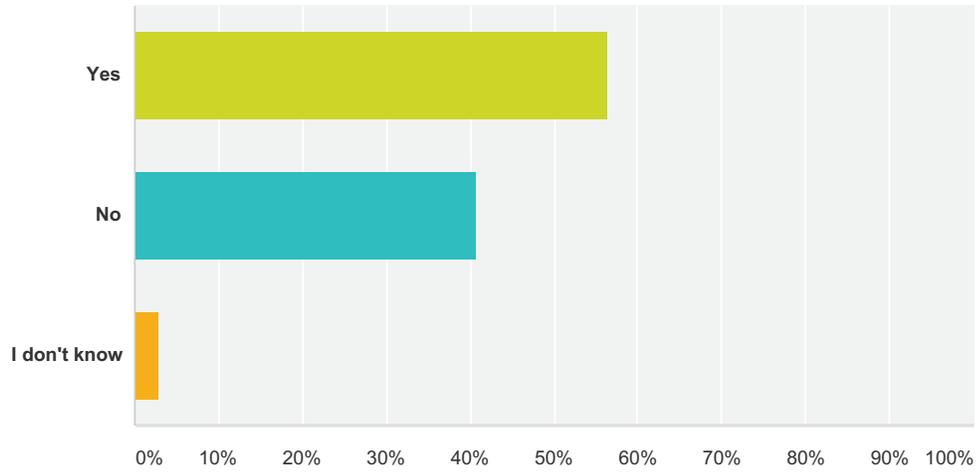
Answered: 934 Skipped: 8



Answer Choices	Responses
Less than 5	34.37% 321
5 - 9	23.45% 219
10 - 24	27.19% 254
25 +	11.67% 109
N/A	3.32% 31
<b>Total</b>	<b>934</b>

**Q6 Do you pay your electric and/or water bill to the Town of Clayton?**

Answered: 938 Skipped: 4

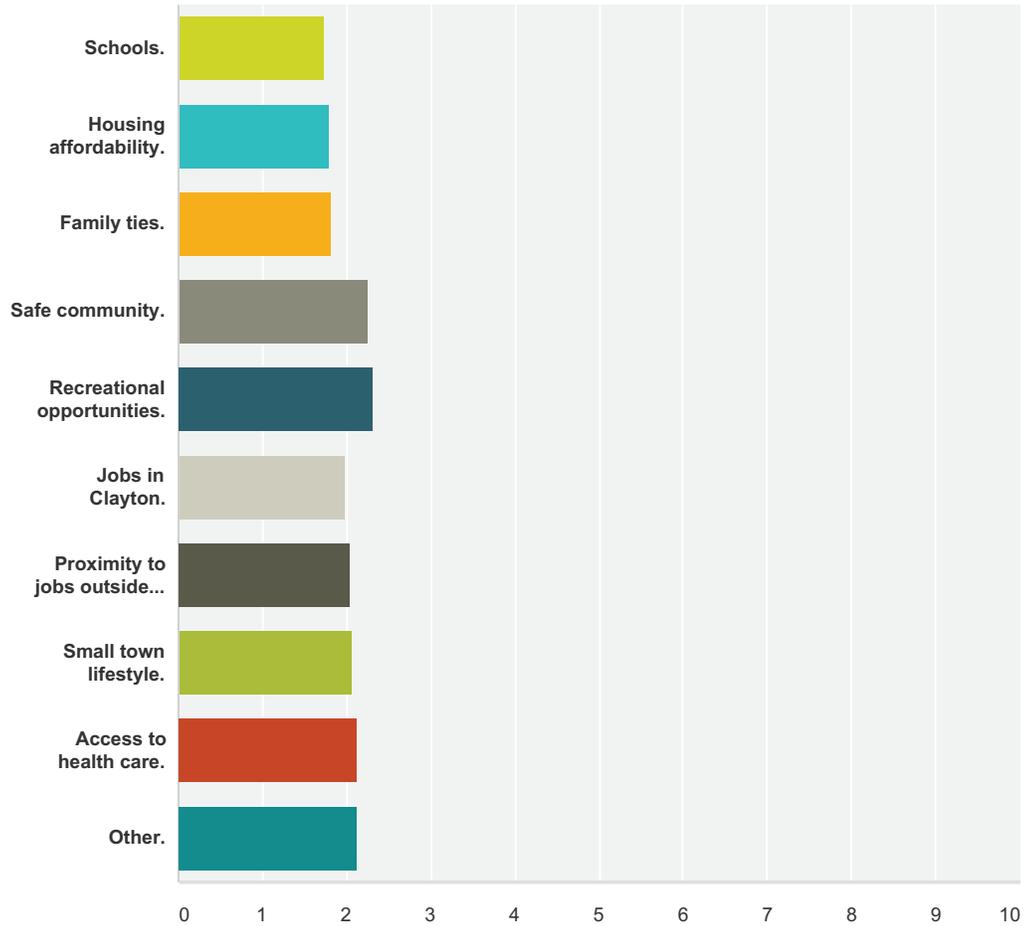


Answer Choices	Responses
Yes	56.29% 528
No	40.72% 382
I don't know	2.99% 28
<b>Total</b>	<b>938</b>

# Appendix D: Survey Results

**Q7 What are the top 3 reasons you chose to live in Clayton? Please rank in order of importance (with 1 being the most important):**

Answered: 882 Skipped: 60



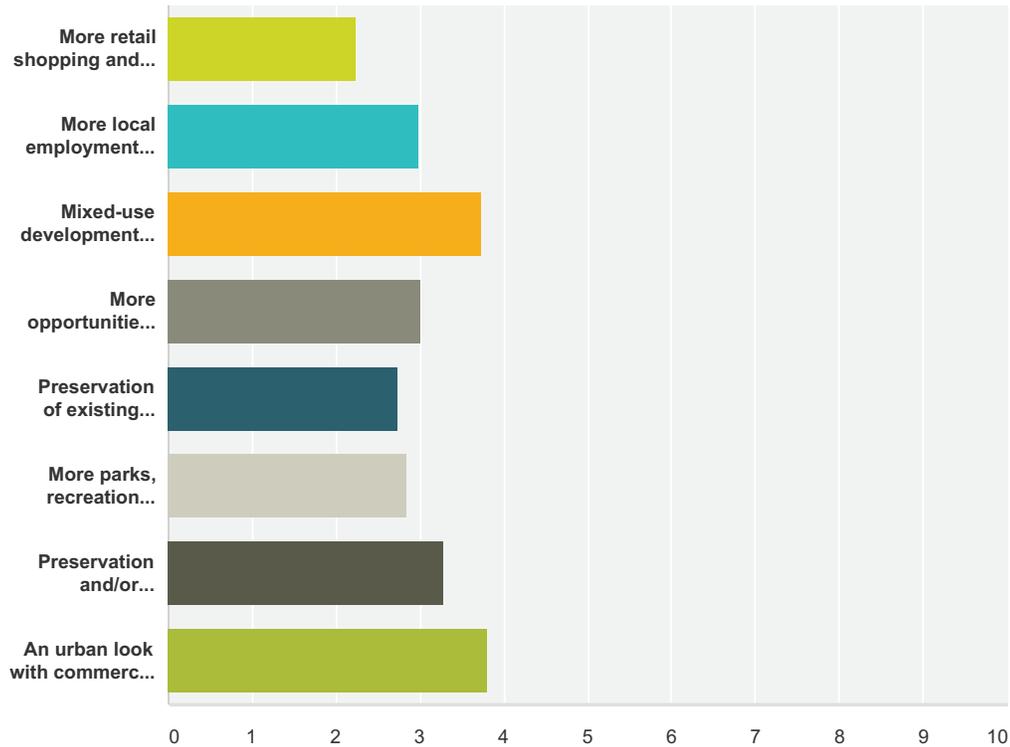
## Appendix D: Survey Results

	1	2	3	Total	Weighted Average
Schools.	<b>47.91%</b> 183	<b>31.68%</b> 121	<b>20.42%</b> 78	382	1.73
Housing affordability.	<b>43.02%</b> 222	<b>33.53%</b> 173	<b>23.45%</b> 121	516	1.80
Family ties.	<b>51.05%</b> 97	<b>16.32%</b> 31	<b>32.63%</b> 62	190	1.82
Safe community.	<b>17.75%</b> 68	<b>38.90%</b> 149	<b>43.34%</b> 166	383	2.26
Recreational opportunities.	<b>18.39%</b> 16	<b>32.18%</b> 28	<b>49.43%</b> 43	87	2.31
Jobs in Clayton.	<b>32.95%</b> 29	<b>36.36%</b> 32	<b>30.68%</b> 27	88	1.98
Proximity to jobs outside of Clayton.	<b>30.27%</b> 79	<b>34.48%</b> 90	<b>35.25%</b> 92	261	2.05
Small town lifestyle.	<b>30.25%</b> 144	<b>32.56%</b> 155	<b>37.18%</b> 177	476	2.07
Access to health care.	<b>20.29%</b> 14	<b>46.38%</b> 32	<b>33.33%</b> 23	69	2.13
Other.	<b>32.73%</b> 18	<b>21.82%</b> 12	<b>45.45%</b> 25	55	2.13

# Appendix D: Survey Results

## Q11 Rank your top 5 choices, in order of your preference (with 1 being the most preferred): “Clayton should actively work to promote...”

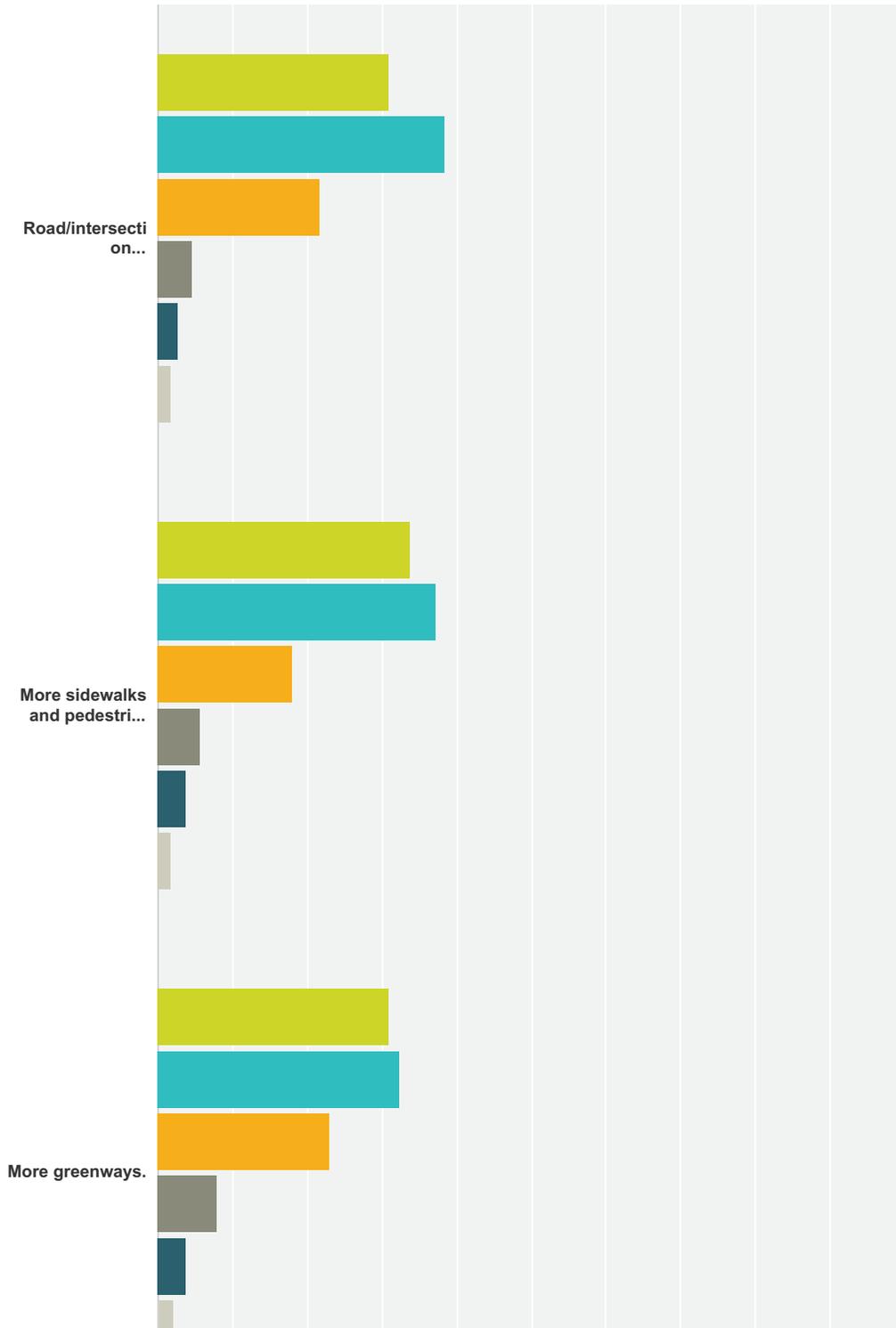
Answered: 732 Skipped: 210



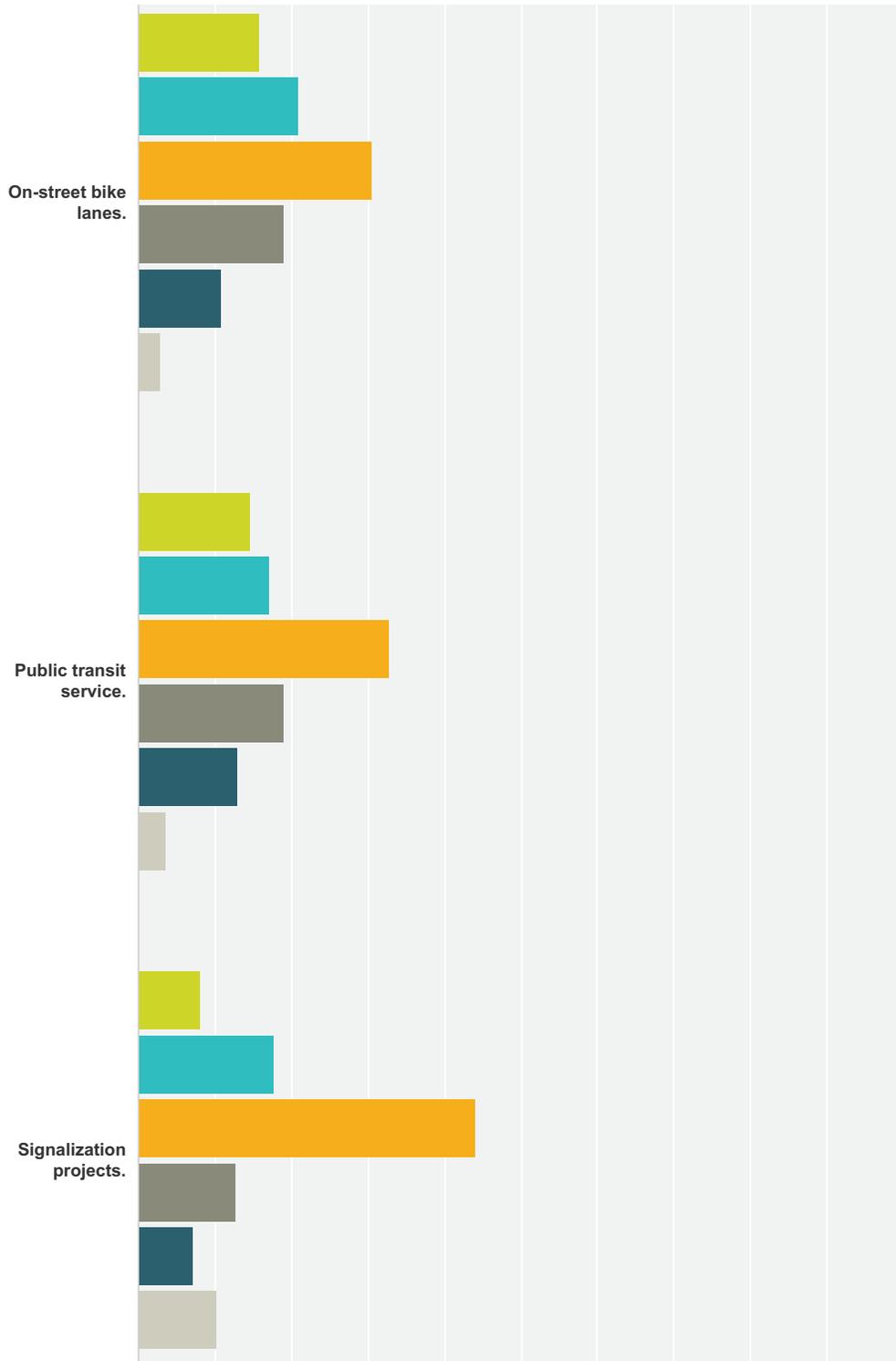
	1	2	3	4	5	Total	Weighted Average
More retail shopping and/or restaurants.	47.17% 267	16.96% 96	13.78% 78	10.07% 57	12.01% 68	566	2.23
More local employment options.	20.41% 89	23.39% 102	15.37% 67	19.72% 86	21.10% 92	436	2.98
Mixed-use development (residential/non-residential mix).	5.43% 12	10.86% 24	24.89% 55	22.17% 49	36.65% 81	221	3.74
More opportunities to walk and bike to destinations.	14.34% 71	22.83% 113	25.86% 128	22.83% 113	14.14% 70	495	3.00
Preservation of existing tree canopy and natural areas.	25.80% 121	19.83% 93	23.24% 109	17.70% 83	13.43% 63	469	2.73
More parks, recreation facilities, and programs.	16.45% 87	27.41% 145	24.76% 131	19.09% 101	12.29% 65	529	2.83
Preservation and/or renovation of historic neighborhoods and buildings.	13.00% 62	19.08% 91	19.29% 92	24.74% 118	23.90% 114	477	3.27
An urban look with commercial buildings closer to roadways and parking clustered on the interior.	6.25% 12	15.63% 30	14.06% 27	20.31% 39	43.75% 84	192	3.80

**Q12 Level of Agreement: 1- Strongly Agree, 2- Agree, 3-Neutral, 4- Disagree, 5- Strongly Disagree, 6- No Opinion**“I would be willing to dedicate more taxes and public fees to pay for...”

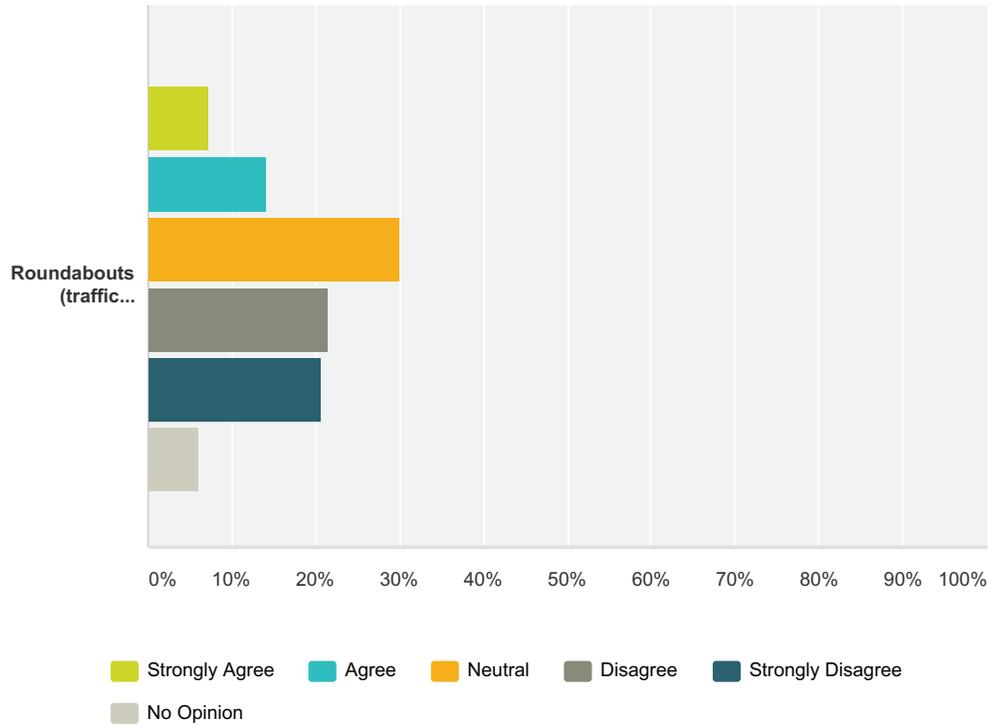
Answered: 703 Skipped: 239



# Appendix D: Survey Results



# Appendix D: Survey Results

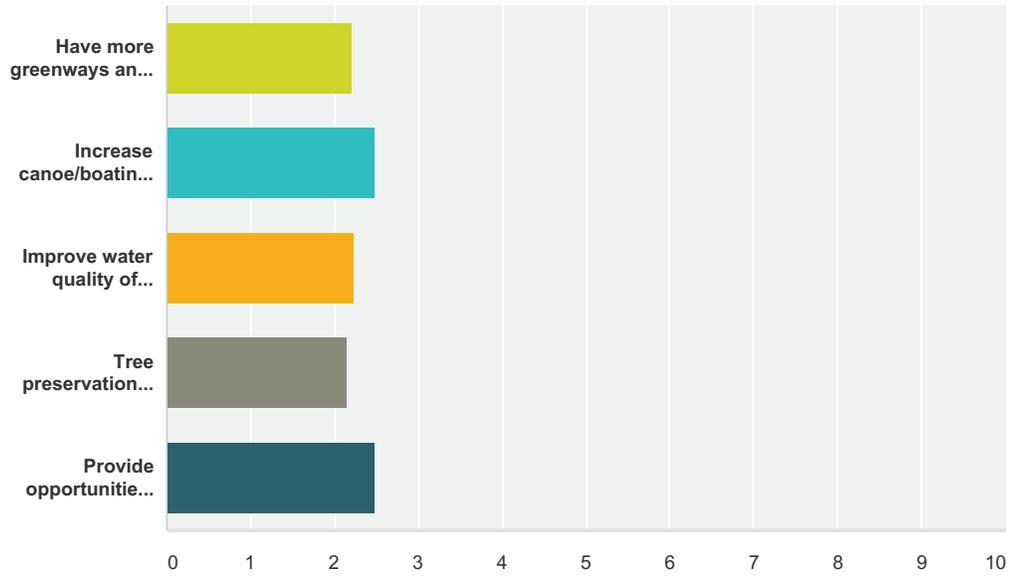


	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	No Opinion	Total	Weighted Average
Road/intersection improvements.	30.80% 211	38.39% 263	21.75% 149	4.67% 32	2.77% 19	1.61% 11	685	2.15
More sidewalks and pedestrian improvements.	33.87% 233	37.06% 255	18.02% 124	5.67% 39	3.78% 26	1.60% 11	688	2.13
More greenways.	30.98% 211	32.45% 221	22.91% 156	7.93% 54	3.67% 25	2.06% 14	681	2.27
On-street bike lanes.	15.88% 107	20.92% 141	30.42% 205	18.99% 128	10.83% 73	2.97% 20	674	2.97
Public transit service.	14.56% 99	17.21% 117	32.79% 223	18.97% 129	12.94% 88	3.53% 24	680	3.09
Signalization projects.	8.11% 55	17.85% 121	43.95% 298	12.83% 87	7.08% 48	10.18% 69	678	3.23
Roundabouts (traffic circles).	7.29% 50	14.29% 98	30.03% 206	21.57% 148	20.70% 142	6.12% 42	686	3.52

# Appendix D: Survey Results

## Q13 Level of Agreement: 1- Strongly Agree, 2- Agree, 3-Neutral, 4- Disagree, 5- Strongly Disagree, 6- No Opinion“I would be willing to dedicate more taxes and public fees to...”

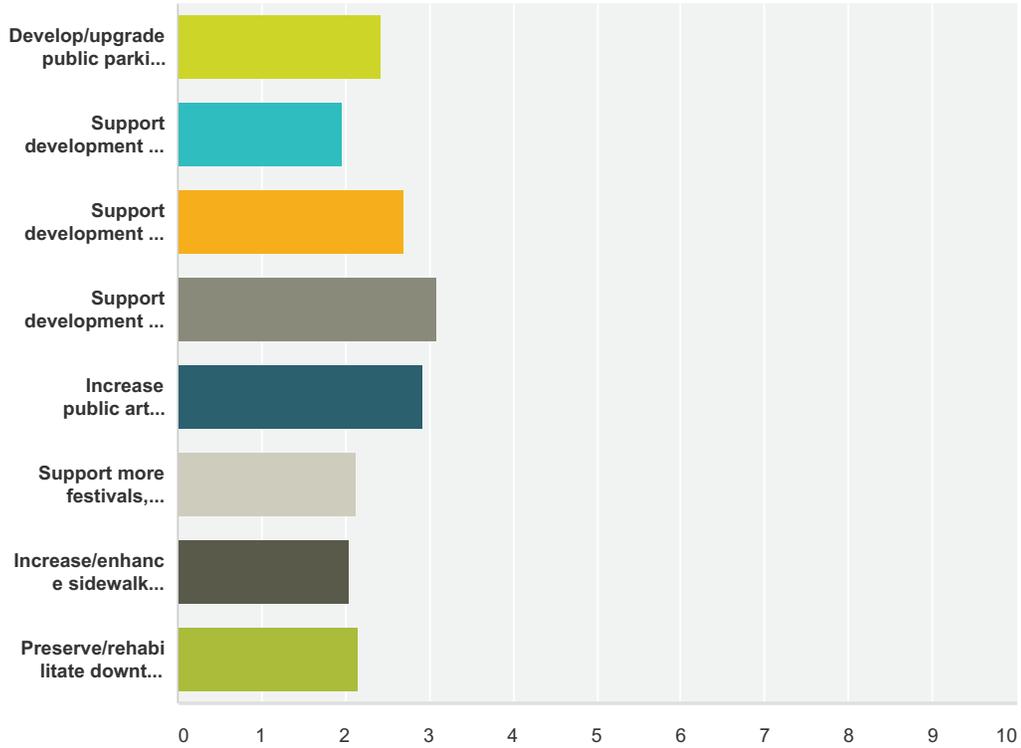
Answered: 688 Skipped: 254



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	No Opinion	Total	Weighted Average
Have more greenways and trails.	32.94% 223	34.12% 231	20.53% 139	5.76% 39	4.73% 32	1.92% 13	677	2.21
Increase canoe/boating/fishing access on the Neuse River.	22.81% 154	33.48% 226	26.52% 179	8.89% 60	5.33% 36	2.96% 20	675	2.49
Improve water quality of stormwater and runoff along the Neuse River and tributaries.	30.68% 208	33.92% 230	25.81% 175	3.83% 26	2.95% 20	2.80% 19	678	2.23
Tree preservation/planting and preservation of natural areas.	32.15% 218	37.61% 255	20.06% 136	5.16% 35	2.51% 17	2.51% 17	678	2.16
Provide opportunities/incentives increased energy efficiency in development, buildings, and vehicles.	24.89% 168	29.78% 201	28.00% 189	9.48% 64	4.74% 32	3.11% 21	675	2.49

**Q14 Level of Agreement: 1- Strongly Agree, 2- Agree, 3-Neutral, 4- Disagree, 5- Strongly Disagree, 6- No Opinion**“I would be willing to dedicate more taxes and public fees to...”

Answered: 683 Skipped: 259



## Appendix D: Survey Results

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>No Opinion</b>	<b>Total</b>	<b>Weighted Average</b>
Develop/upgrade public parking downtown.	<b>20.98%</b> 141	<b>36.61%</b> 246	<b>27.38%</b> 184	<b>10.12%</b> 68	<b>3.42%</b> 23	<b>1.49%</b> 10	672	2.43
Support development of more places to shop and/or dine out downtown.	<b>40.27%</b> 271	<b>37.15%</b> 250	<b>13.52%</b> 91	<b>4.75%</b> 32	<b>3.12%</b> 21	<b>1.19%</b> 8	673	1.97
Support development of more professional offices downtown.	<b>14.63%</b> 97	<b>29.41%</b> 195	<b>36.05%</b> 239	<b>13.27%</b> 88	<b>4.52%</b> 30	<b>2.11%</b> 14	663	2.70
Support development of more housing and residential options downtown.	<b>8.72%</b> 58	<b>20.60%</b> 137	<b>39.70%</b> 264	<b>18.50%</b> 123	<b>9.47%</b> 63	<b>3.01%</b> 20	665	3.08
Increase public art downtown.	<b>15.15%</b> 100	<b>21.52%</b> 142	<b>34.24%</b> 226	<b>16.82%</b> 111	<b>9.39%</b> 62	<b>2.88%</b> 19	660	2.92
Support more festivals, events, and programs downtown.	<b>30.19%</b> 202	<b>40.96%</b> 274	<b>20.48%</b> 137	<b>4.63%</b> 31	<b>2.54%</b> 17	<b>1.20%</b> 8	669	2.12
Increase/enhance sidewalk connectivity, landscaping, and streetscaping (benches, trees and planters, trash receptacles, street lamps, painted crosswalks, pavers, wayfinding signage, etc.) in the downtown.	<b>35.89%</b> 243	<b>38.70%</b> 262	<b>17.28%</b> 117	<b>3.55%</b> 24	<b>2.95%</b> 20	<b>1.62%</b> 11	677	2.04
Preserve/rehabilitate downtown historic buildings and neighborhoods.	<b>32.44%</b> 218	<b>36.90%</b> 248	<b>20.54%</b> 138	<b>4.76%</b> 32	<b>3.13%</b> 21	<b>2.23%</b> 15	672	2.16



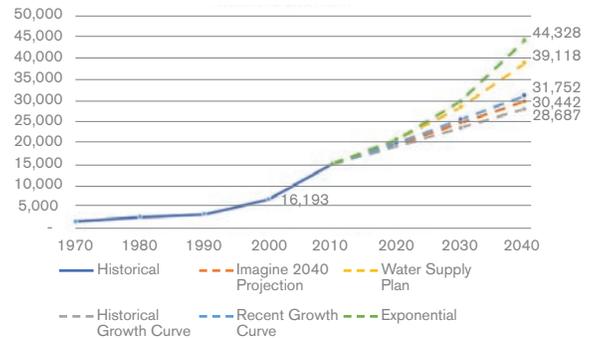
## A PLAN FOR CLAYTON'S FUTURE

Clayton has experienced exceptional growth over the past decade. The Town's population increased by 131% from 2000 to 2010. If current projections hold true, the Town could double in size during the next 30 years. This type of growth presents many challenges for the community.

**WHERE WILL PEOPLE LIVE? WHAT STEPS CAN THE TOWN TAKE TO ENSURE QUALITY DEVELOPMENT? HOW WILL GROWTH IMPACT THE REGION'S RESOURCES? CAN THE EXISTING SYSTEMS OF INFRASTRUCTURE SUPPORT ADDITIONAL PEOPLE, HOUSING, JOBS AND CARS?**

These are all important questions that deserve careful thought. This planning process will help the community answer some of these questions and keep Clayton on a path to proactively manage growth in a way that results in a stronger and more prosperous community.

PROJECTED POPULATION



## GREAT PLANS transform communities into GREAT PLACES.

Clayton has a long-standing tradition of preparing plans to help guide growth and development decision in the community. The most recent Strategic Growth Plan was updated in 2008. Each of these efforts resulted in a set of recommendations that provide the Town with a decision-making framework. The findings and recommendations of these plans will inform the development of the Clayton Comprehensive Plan.



# Think CLAYTON. Think HOUSING.



## TODAY

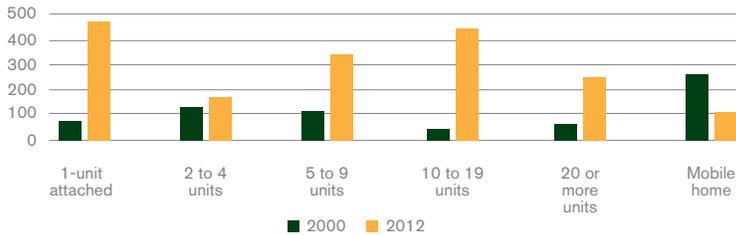
The number of housing units in Clayton has increased by over 3,651 units, or **121%**, between 2000 and 2010.



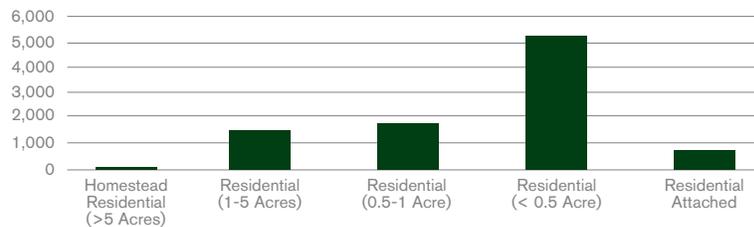
## TRENDS

- Single family detached houses still remain the predominant housing type in Clayton. However, attached housing in the form of townhomes and other multi-unit structures are increasingly becoming a part of the community.
- Attached and multi-family housing units grew from 710 units (24% of total product) in 2000 to 1,802 units in 2010 (27% of total product).

### ATTACHED AND MULTI-FAMILY HOUSING



### SINGLE FAMILY RESIDENTIAL LOTS BY SIZE AND TYPE



### HOUSING VALUE 2000 - 2012



Data Sources: U.S. Census Bureau, Johnston County Tax Parcel Records

APARTMENT HOMES



CONDOMINIUMS



SMALL LOT



TOWNHOMES



SINGLE FAMILY DETACHED



## Think CLAYTON. Think MOBILITY.



### PROGRESS

- Front Street Extension (2014)
- Multi-purpose trail along Front Street Extension (2014)
- Sam's Branch Greenway Phase I (Fall 2012)
- Sam's Branch Greenway Phase II (design complete in 2015, construction in 2016)
- Pedestrian Connector to Clayton Community Center (design complete, construction in Fall 2015)

TIP #	PROJECT NAME	EXTENT	TOTAL FUNDING (THOUSANDS)	FUNDING TIMEFRAME	UNFUNDED AMOUNT
I-5111	I-40 Widening and ITS Improvements	I-440 to NC 42	\$157,009	2016-2021	
R-3825	NC 42 Widening	US 70 to Buffaloe Road	\$30,196	2016-2018	
R-3410	NC 42 Widening	NC 50 to US 70 Business	\$ 90,958	2021-2025	
R-2828	Triangle Expressway	US 401 to I-40	\$550,265	2022-2024	
R-2829	Triangle Expressway	I-40 to US 64 / US 264 Bypass	\$478,907	ROW & Utilities (2025), Construction (Future Years)	\$431,572
R-3618	New Route (Southern Connector)	Shotwell to NC 42 East (Description needs to be revised)	\$30,584	ROW & Utilities (2025), Construction (Future Years)	\$5,618

Data Source: North Carolina Department of Transportation, Draft State Transportation Improvement Program 2015-2025, Released December 2014

### ROADWAY

#### AVERAGE DAILY TRAFFIC (ADT)



#### CAPITAL AREA METROPOLITAN PLANNING ORGANIZATION (CAMPO) ROADWAY PROJECTS

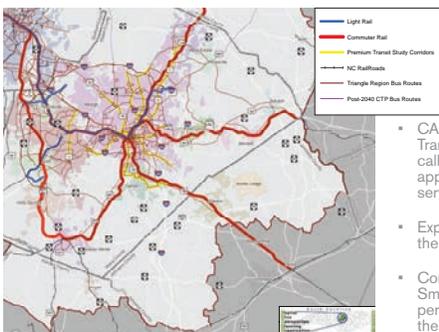


ROAD NAME	EXISTING CROSS-SECTION	AVERAGE DAILY TRAFFIC	AADT SOURCE*	FUNCTIONAL CLASS	CTP CLASS**	MTP HORIZON YEAR***
US 70 Business	4 Lane Divided	37,000	A	Minor Arterial	Existing Boulevard	2040
US 70 Bypass	4 Lane Divided	28,000	B	Principle Arterial Freeway	Needs Improvement	Unfunded
NC 42	2-3 Lane	15,000	A	Minor Arterial Boulevard	Needs Improvement	2030
Main Street / Old Garner Road	2-3 Lane	9,200	A	Major Collector Minor Thoroughfare / Boulevard	Needs Improvement	2040
Shotwell Road	2-3 Lane	10,000	B	Local Boulevard	Needs Improvement	Unfunded
Guy Road	2-3 Lane	8,800	A	Local Boulevard	Needs Improvement	2040
Amelia Church Road	2-3 Lane	12,000	B	Local Boulevard	Needs Improvement	2040
Covered Bridge Road	2-3 Lane	9,500	B	Minor Collector Boulevard	Needs Improvement	Unfunded
Prichard Road	2-3 Lane	-	N/A	Local Boulevard	Needs Improvement	Unfunded
Barber Mill Road	2-3 Lane	8,300	B	Major Collector	Minor Thoroughfare	-
Ranch Road	2-3 Lane	6,300	B	Local Boulevard	Minor Thoroughfare	-

Data Sources: \*AADT Sources: A: NCDOT 2013 AADT Counts / B: Estimate (NCDOT Road Characteristics GIS Data)  
 \*\* Comprehensive Transportation Plan (CTP) Class based on Johnston County Comprehensive Transportation Plan (2011)  
 \*\*\*Metropolitan Transportation Plan (MTP) Horizon Year based on highway projects included in Capital Area MPO 2040 Metropolitan Transportation Plan (MTP)

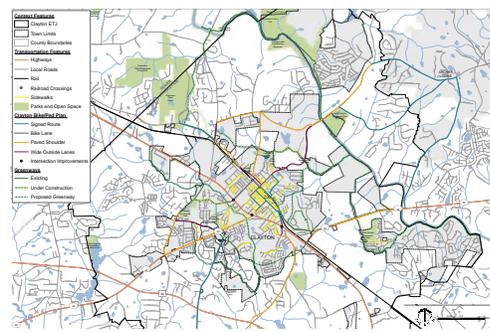
### ACTIVE TRANSPORTATION MODES

#### CAMPO TRANSIT PLAN



- CAMPO Metropolitan Transportation Plan called for graduated approach to transit service
- Express bus service in the near-term
- Commuter rail to Smithfield and perhaps Goldsboro in the long-term

#### BIKE/PED



- Clayton has 16.3 miles of sidewalk and is a regional destination for mountain bikers
- In 2006 the Clayton Bike Plan recommended improved on-road bicycle facilities and off-road greenways
- Since 2006 8.5 miles of greenway have been constructed

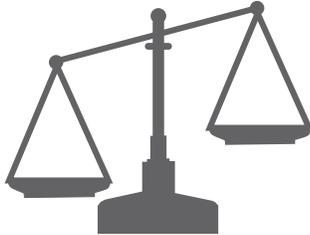
# Appendix E: Public Meeting Materials



## RESIDENTIAL VS. NON-RESIDENTIAL

**41.5%  
RESIDENTIAL\***

\*Includes Single Family Detached, Multi-family, and Mobile Homes. Note that homes on large tracts account for 17.9% of total land area.



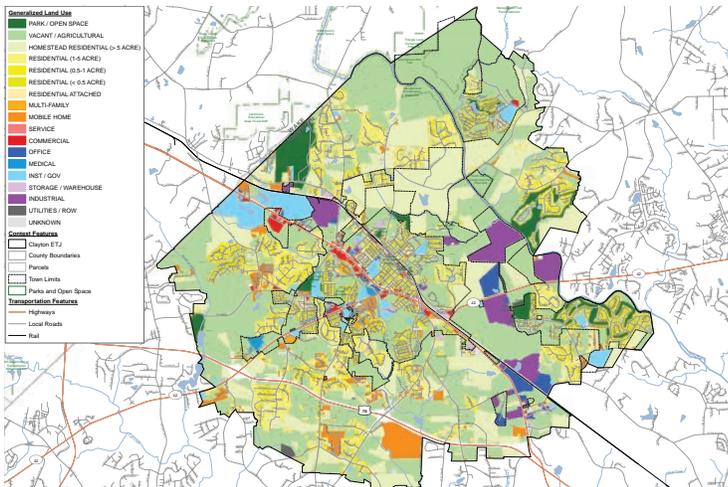
**9.6%  
NON-RESIDENTIAL\***

\*Includes Commercial, Service, Office, Medical, Institutional, Government, Industrial and Warehouse.

Data Source: Johnston County Tax Parcels, LandDesign  
NOTE: Vacant and agricultural lands not included in percentages shown above

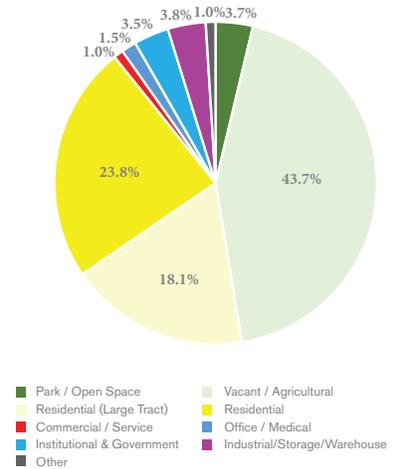
- The majority of land in the Clayton study area (Town limits + ETJ) is in residential uses (41.5%).
- The majority of single-family residential properties are less than 0.5 acres in size. These parcels account for only 5% of the land area but make up 32% of all property values.
- Vacant land comprises 38.7% of the total area.
- Office, medical, institutional and government uses make up 5.9%, industrial uses account for 3.7%, commercial and service uses account for 0.9% of the total area.
- Parks and open space (including common areas and cemeteries) constitute 3.6%.

## EXISTING LAND USE

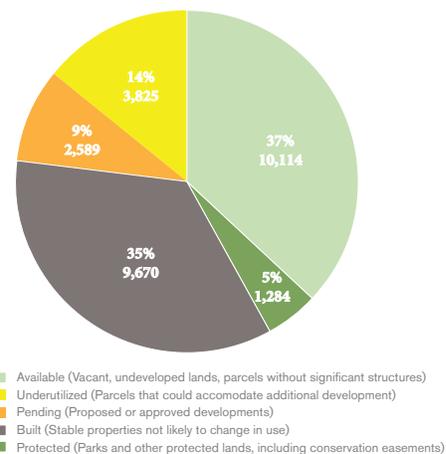


Data Source: Johnston County Tax Parcels, LandDesign

### EXISTING LAND USES



### LAND SUPPLY (ACRES, PERCENT)



# Think CLAYTON. Think PARKS & OPEN SPACE.



## TODAY

In the Town of Clayton Planning Area, there are currently:

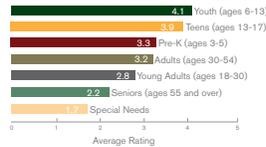
-  **242 ACRES** of parkland existing
-  **187 ACRES** planned
-  **8.5 MILES** of greenway existing
-  **2.5 MILES** under construction

### SURVEY RESPONSES FROM PARKS AND RECREATION COMPREHENSIVE PLAN UPDATE (2013)

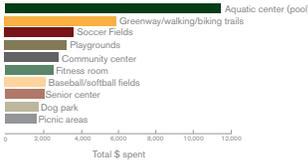
#### FACILITIES USED MOST



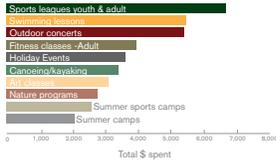
#### AGE GROUPS IN NEED OF PROGRAMS



#### TOP TEN FACILITIES



#### TOP TEN PROGRAMS



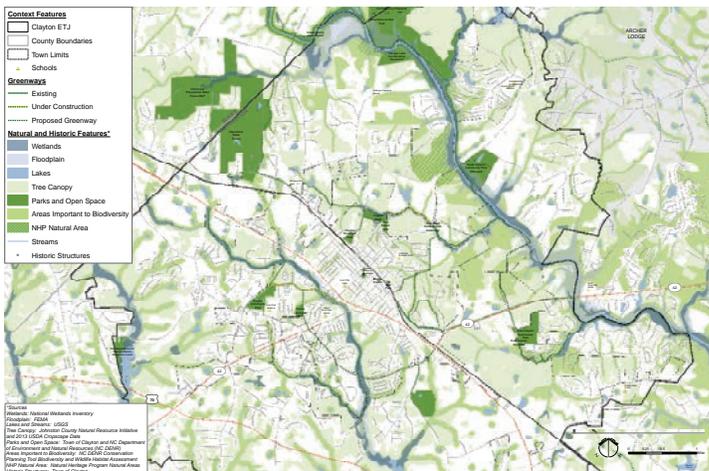
## IMPACT

Communities with access to parks and recreation facilities enjoy the following benefits:

- |                                                                                                                                                                       |                                                                                                                          |                                                                                                                                  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|
|  <b>ENVIRONMENTAL</b>                                                              |  <b>ECONOMIC</b>                      |  <b>SOCIAL</b>                                |
| <ul style="list-style-type: none"> <li>↑ Air quality</li> <li>↑ Water quality</li> <li>↑ Wildlife habitat</li> <li>↓ Heat island effect</li> <li>↑ Comfort</li> </ul> | <ul style="list-style-type: none"> <li>↑ Property values</li> <li>↑ Direct use value</li> <li>↑ Tourism value</li> </ul> | <ul style="list-style-type: none"> <li>↑ Community cohesion</li> <li>↑ Health</li> <li>↓ Obesity</li> <li>↑ Education</li> </ul> |

## INVENTORY

### PARKS AND NATURAL RESOURCES

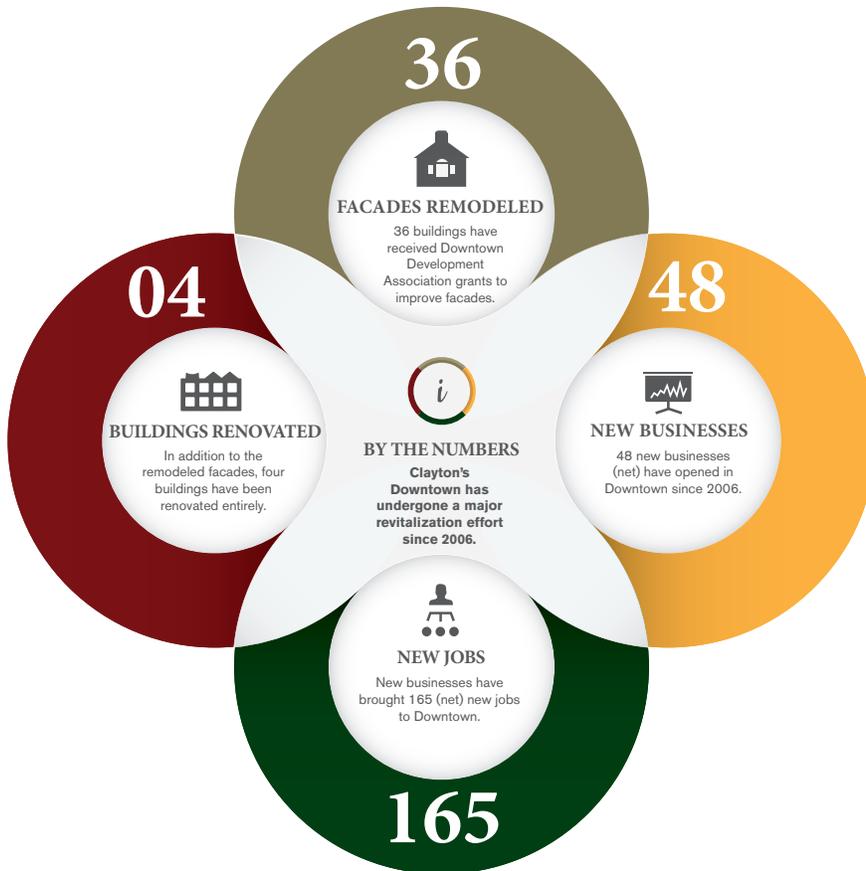


Data Sources: Town of Clayton, Department of Environment and Natural Resources, Fish and Wildlife, USGS, LandDesign

# Think CLAYTON. Think DOWNTOWN.



## ACHIEVEMENTS



## INVESTMENTS 2008-2014



This resurgence of downtown is largely due to the focused efforts of the Town of Clayton and Downtown Development Association (DDA). The Town and DDA administer a number of programs to promote development and redevelopment. These programs include:

- Clayton Downtown Redevelopment Incentive Grant (CDRIG)
- Downtown Façade Improvement Grant (FIG)

Data Sources: Downtown Development Association Main Street Statistics 2014

# Case Studies

CASE STUDY 1

## Hickory Inspiring Spaces

For decades, Hickory, NC enjoyed a worldwide reputation for being a leading source of quality furniture. However, the loss of manufacturing jobs due to the relocation of production to overseas facilities has led to the City’s economic decline. City leaders determined that significant public investments were needed for Hickory to become economically competitive again, and a strategy for doing so was required if the City was going to be successful.

The Inspiring Spaces Master Plan identifies more than 50 projects that, if implemented, will produce both tangible and intangible benefits. The primary

objective is to spur economic development by enhancing the quality of life and the built environment; strengthening the City’s identity, image, and sense of place; and preserving open space. To secure funding for project implementation, the City put a \$40M bond referendum on the November 2014 ballot. Though the planning process launched efforts to build public support, a citizen-led group called Boost Hickory increased support by touting the benefits of implementing the Inspiring Spaces Master Plan. Boost Hickory’s campaign was effective; it resulted in over 60% voting in favor of the bonds.



CASE STUDY 2

## Downtown Statesville Streetscape Improvement Project

Downtown Statesville, a district with a tax value in excess of \$100 million, is the business center as well as the cultural and historic heart of Iredell County. City leaders determined that downtown revitalization was necessary for maintaining or increasing the vitality of downtown. Those leaders understand that a vibrant downtown not only benefits who work or live there, but also offers a positive experience for those who come to shop, dine, attend church or an event, or to do business. As a major investment, the Downtown Statesville Streetscape Improvement Project underscores the City’s commitment to the future of downtown.

According to the Downtown Statesville Development Corporation (DSDC), “the economic impact of Phase 1 of the Downtown Statesville Streetscape Improvement Project has been tremendous.” The DSDC Director, Marin Tomlin, reported that the project has improved the quality of life in Statesville by providing an improved pedestrian environment and infrastructure enhancements. Pedestrian safety has also increased due to slower traffic and shorter crossing distances at crosswalks.

The City is encouraged by the private investments catalyzed by the expenditures made in public infrastructure. The improvements in Phase 1 have resulted in lower vacancy rates among commercial spaces. Nine new businesses now call Downtown Statesville home. The City sees these improvements as only an initial step toward the revitalization of Downtown, expecting the returns on these streetscape investments to continue and benefit future generations.



# Appendix F: Case Studies

## CASE STUDY 3

### Walk{Mount Hope}

Mount Hope is a small town with big ideas, but they don't have the resources to implement a permanent wayfinding system. They sought out Walk [Your City] as a speedy, affordable alternative that encourages folks to walk when exploring the town's mile-long Main Street core. Early reports indicate that Walk [Mount Hope] has encouraged more walking and downtown exploration than before for both residents and visitors. Even more importantly, the campaign has boosted a sense of town spirit, as it "presented an opportunity for community building that maybe hasn't happened before." The energy Walk [Mount Hope] generated will hopefully be directed towards future town projects - and will serve as a model for other small towns looking to adopt the latest civic innovations.



## CASE STUDY 4

### Downtown Benson Residential Incentive Grant

Many of the buildings in downtown have multiple stories that are often underutilized. The recommended use for such opportunity is residential. Upper story residential opportunities do two things for the downtown community: initially it provides the downtown with permanent residents that will utilize the downtown businesses on a day to day basis; secondly it supplies an opportunity for rental property that is both attractive and affordable for a younger demographic. In addition to rehabilitation loans, tax credits and outside grant opportunities many municipalities offer a onetime grant. This grant should have a \$2,500 maximum amount and should be used

for up-fitting the upper floor(s) of any downtown commercial building for a residential tenant. This will be a 1:1 matching grant program. This grant may not be used for any other ground floor or upper floor use.

Grant amount: \$2500

Additional information:

<http://www.townofbenison.com/pdf/town-of-benson-development-incentive-toolbox.pdf>

## CASE STUDY 5

### Concord's Upper Floor Grant Program

The Upper Floor Grant Program was created to encourage investment in renovating and restoring upper floors of buildings within the Municipal Service District of downtown Concord. High priority is placed on expanding the usefulness of downtown properties for office and residential use.

Grant amount: \$2,500

Additional information:

<http://www.concorddowntown.com/TheCDDC/Grants.aspx>



## CASE STUDY 6

### Knightdale's Water Allocation Policy

Knightdale's Water Allocation Policy is an example of an innovative approach to encouraging quality development that enhances the Town's tax base, increases infrastructure investment, promotes green development and improves access to amenities. A proposed development must obtain a certain number of points to receive a water allocation exceeding 250 gallons per day (a level necessary to support a single family home or limited business use). Points can be awarded

for preferred land uses, roadway improvements, gateway improvements, transit facilities, amenities (private greenways) and offsite (public) greenway improvements. See Knightdale's Ordinance for more details.

For More Information:

[www.knightdalenc.gov/modules/showdocument.aspx?documentid=1661](http://www.knightdalenc.gov/modules/showdocument.aspx?documentid=1661)

