



Town of Clayton
Town Council Work Session Agenda
Tuesday, January 3, 2023 @ 3:00 PM
Rotary Room, Town Hall
111 E. Second Street

1. CALL TO ORDER

2. APPROVAL OF AGENDA

- a. **POTENTIAL ACTION:** Approval of Agenda as Presented

3. ITEMS FOR DISCUSSION

- a. CIP Planning (1 Hour)
Presenter: Joshua Baird, Engineering Director
- b. Downtown Master Plan Update (15 Minutes)
Presenter: Ben Howell, Planning Director
[Clayton Downtown Master Plan Update 12-14 Workshop Presentation](#)
- c. Strategic Plan Update (15 Minutes)
Presenter: Patrick Pierce, Economic Development Director
- d. Council Discussion (30 Minutes)

4. ADJOURNMENT

- a. Adjourn
POTENTIAL ACTION: Motion to Adjourn



Clayton Downtown Master Plan

Downtown Workshop #1

December 14, 2022



MASTER PLAN PURPOSE

- Significant growth and change since the 2010 Master Plan
- Prepare for and manage growth in and around downtown
- Consistency with the 2045 Comprehensive Growth Plan
- Guide for the Unified Development Code project
- Guide for public and private sector investment in downtown

CONSULTING TEAM

McAdams – Engineering, Landscape Architecture, Planning

Benchmark Planning – Urban Design and Master Planning

Rose & Associates Southeast – Real Estate/Market Analysis

Ramey Kemp Associates – Transportation Planning

Maurer Architecture – Historic Building Inventory

WORK PROGRAM

- Background Research / Tour / Assessment
- Listening Sessions / Small Group Interviews
- Public Input Meetings
- Town Staff Working Group Meetings
- Develop Draft Plan
- Public Input
- Develop Downtown Master Plan

PROCESS TO DATE

- Listening Sessions / Small Groups
 - Held over a two day period in September (12th and 13th)
 - Property owners, business owners, developers, department heads, elected officials, volunteer boards, arts, library, tourism, economic development, etc.



PROCESS TO DATE

- Harvest Fest
 - October 29th
 - Input stations
 - Raised awareness
 - Input on likes / dislikes



PROCESS TO DATE

- Master Plan Survey
 - **1,089** Responses
 - 21 Questions
 - October 29 – November 20



Clayton Downtown Master Plan Survey

The Town of Clayton Downtown Master Plan process is underway, and we want to hear from you! Please take a few moments to share your thoughts about Downtown today and in the future.

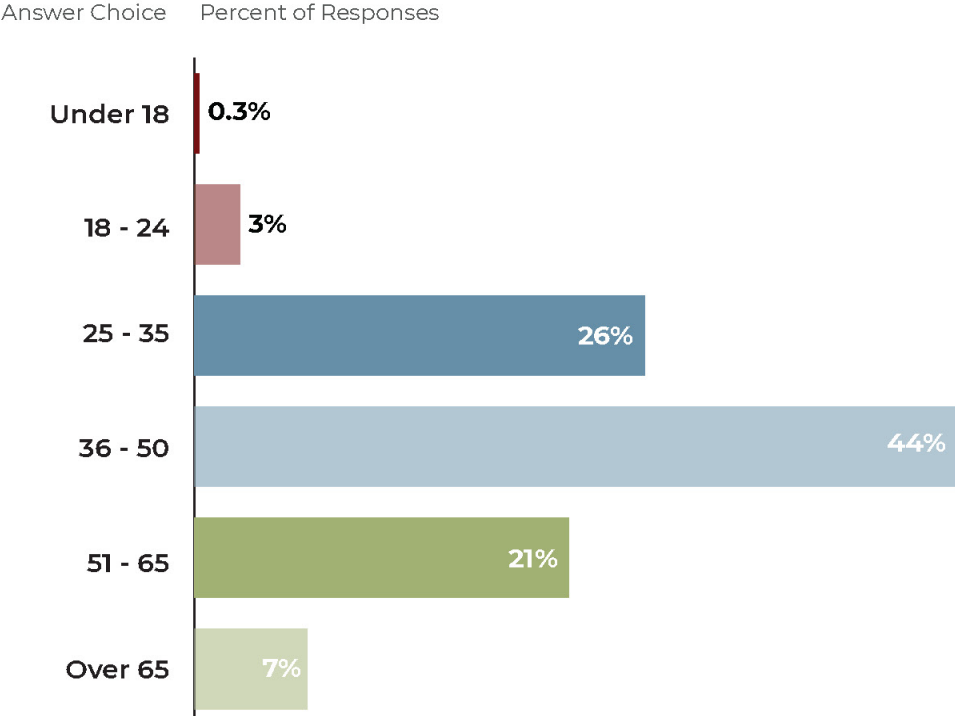
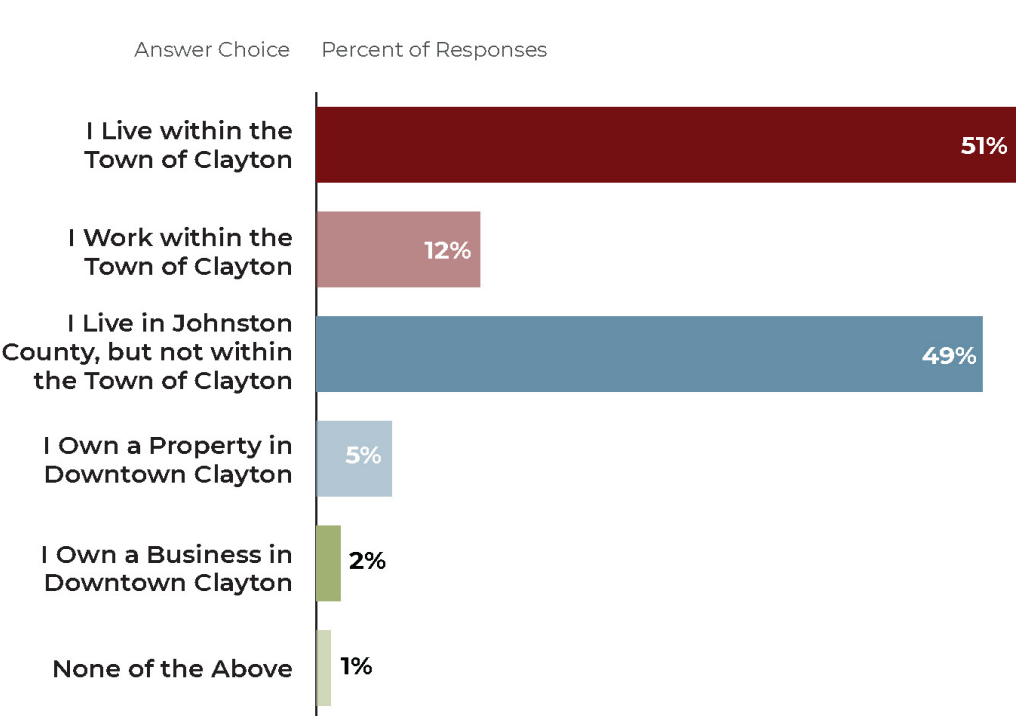
The survey will close on November 30, 2022. For more information, please contact the Town of Clayton Planning Department at planning@townofclaytonnc.org.

1. Which of these places do you consider to be part of Downtown Clayton? (check all that apply)

- | | |
|---|--|
| ☐ Clayton High School | ☐ Cooper Academy |
| ☐ Town Hall / The Clayton Center | ☐ Horne Square |
| ☐ West End | ☐ Post Office |
| ☐ Deep River Brewing Company | ☐ Vinson's Pub & Eatery |
| ☐ Municipal Park | ☐ The Walk and The Arbors at East Village |
| ☐ Other destination, place, or neighborhood (please specify) | |

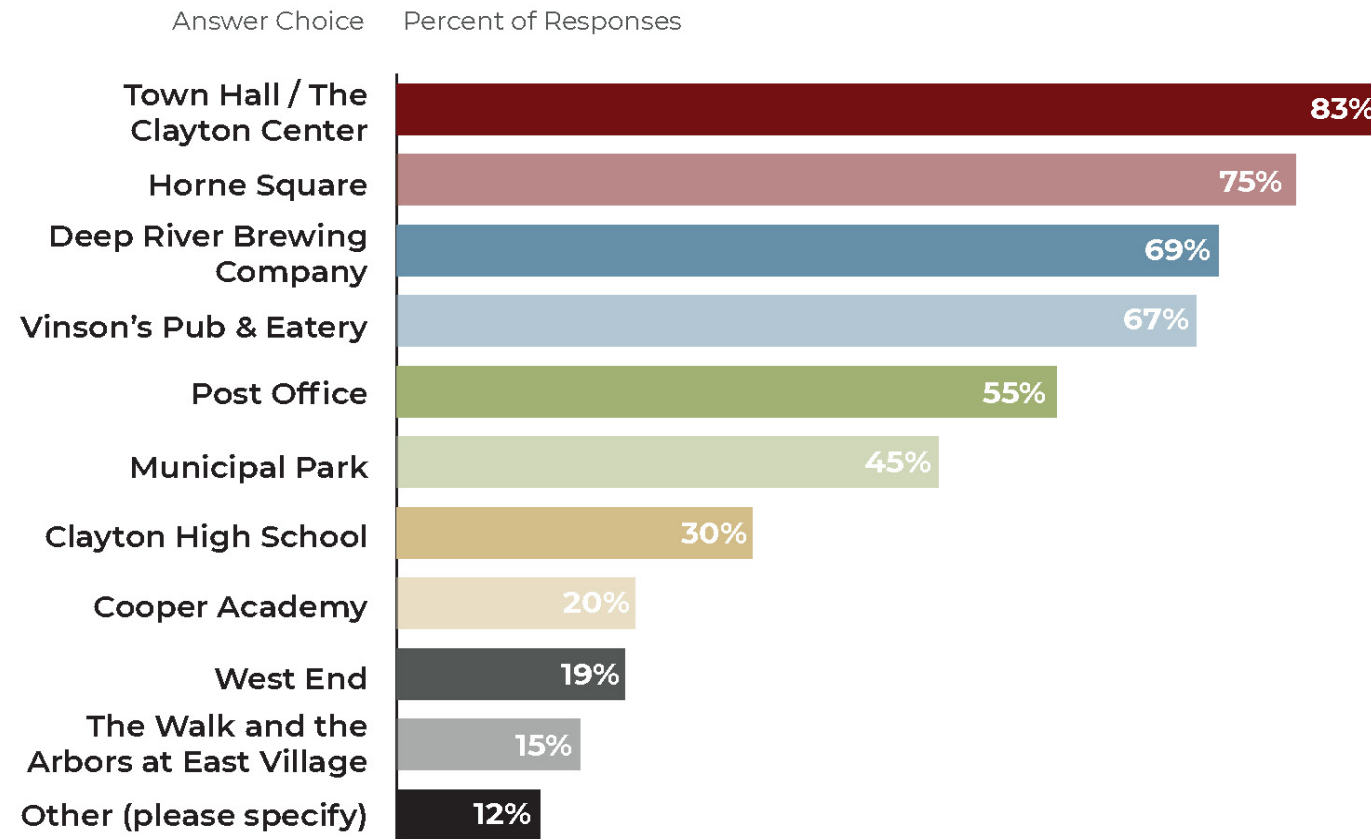
Who participated in the survey?

Who participated?

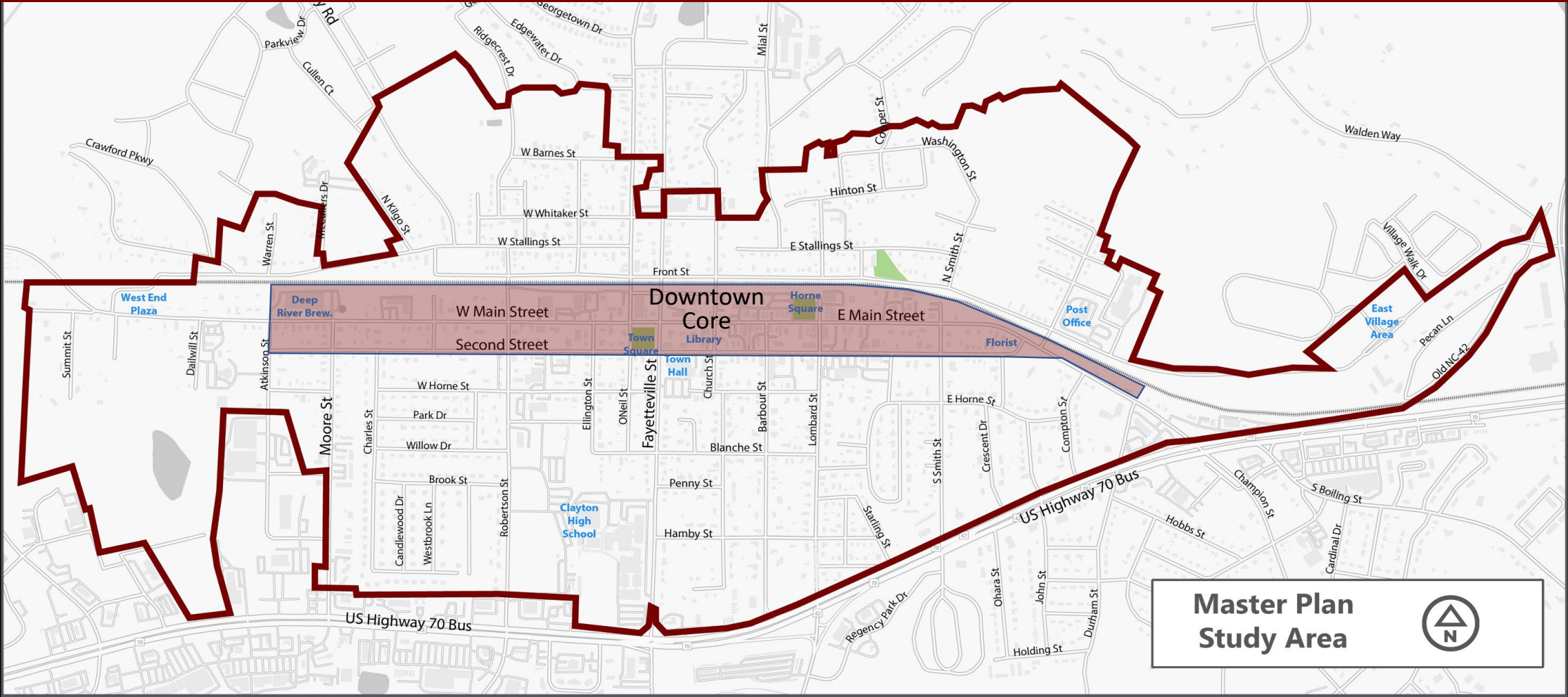


What defines Downtown Clayton?

Which of these places do you consider to be part of Downtown Clayton?

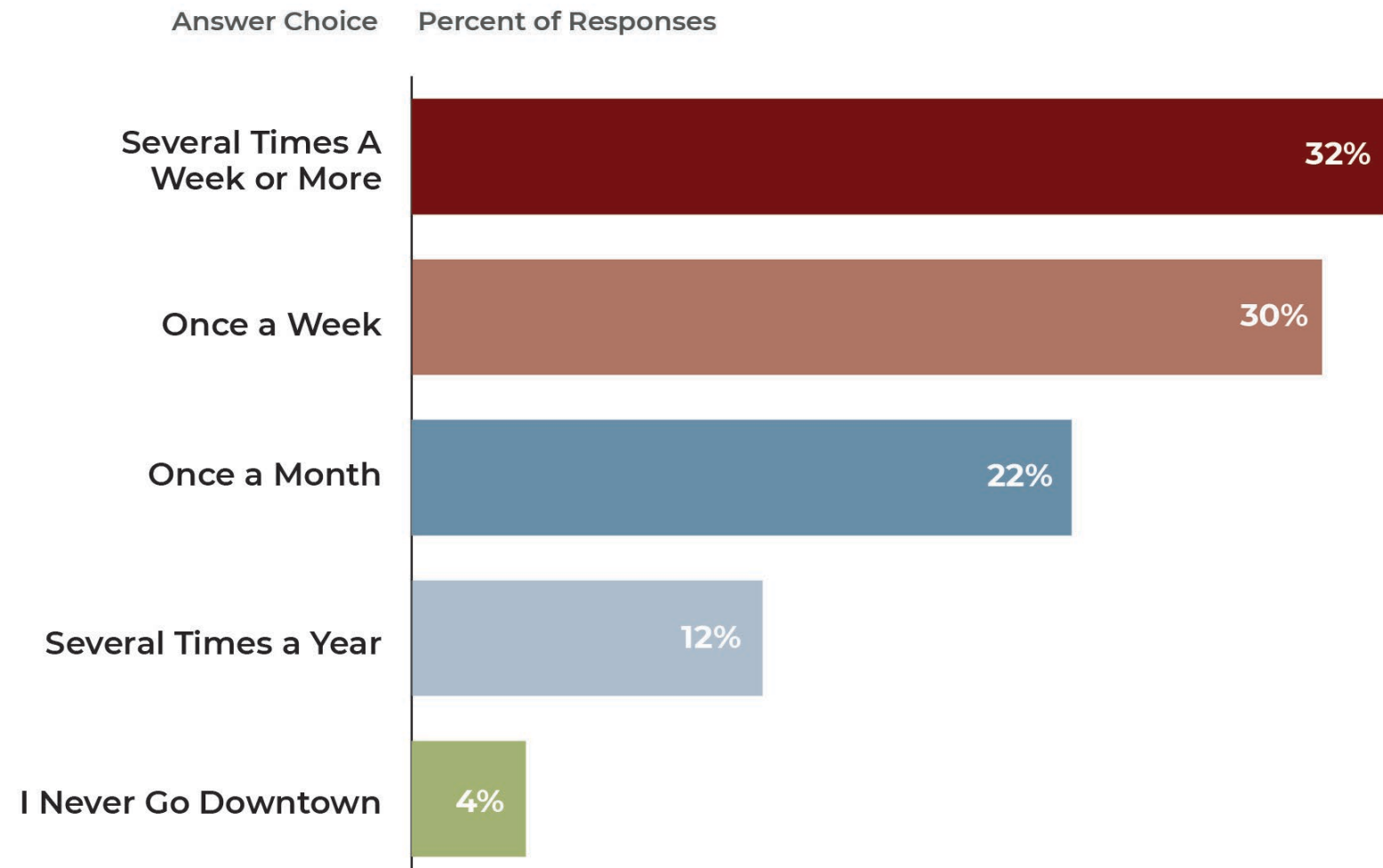


DOWNTOWN STUDY AREA

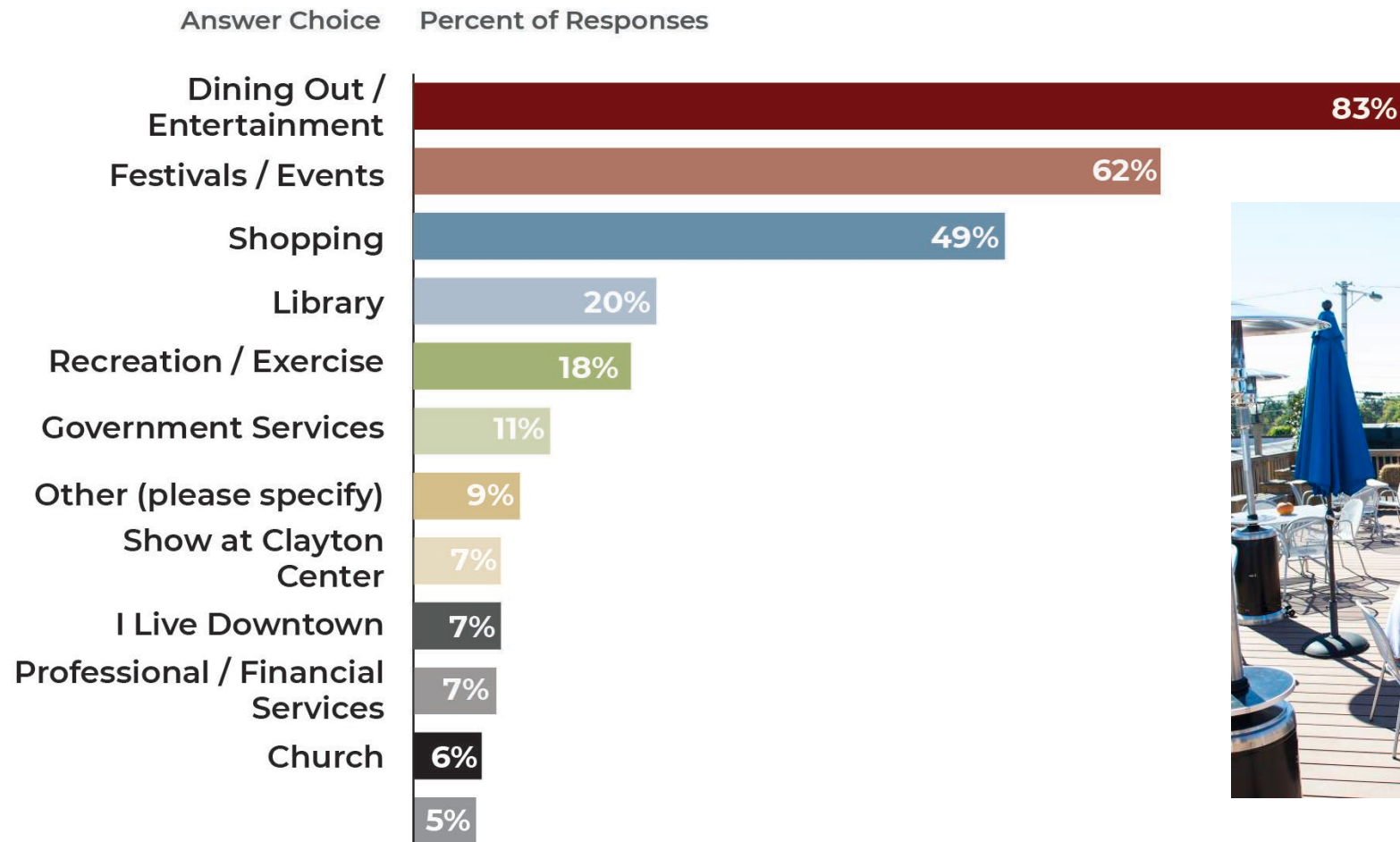


How often and why do you visit Downtown Clayton?

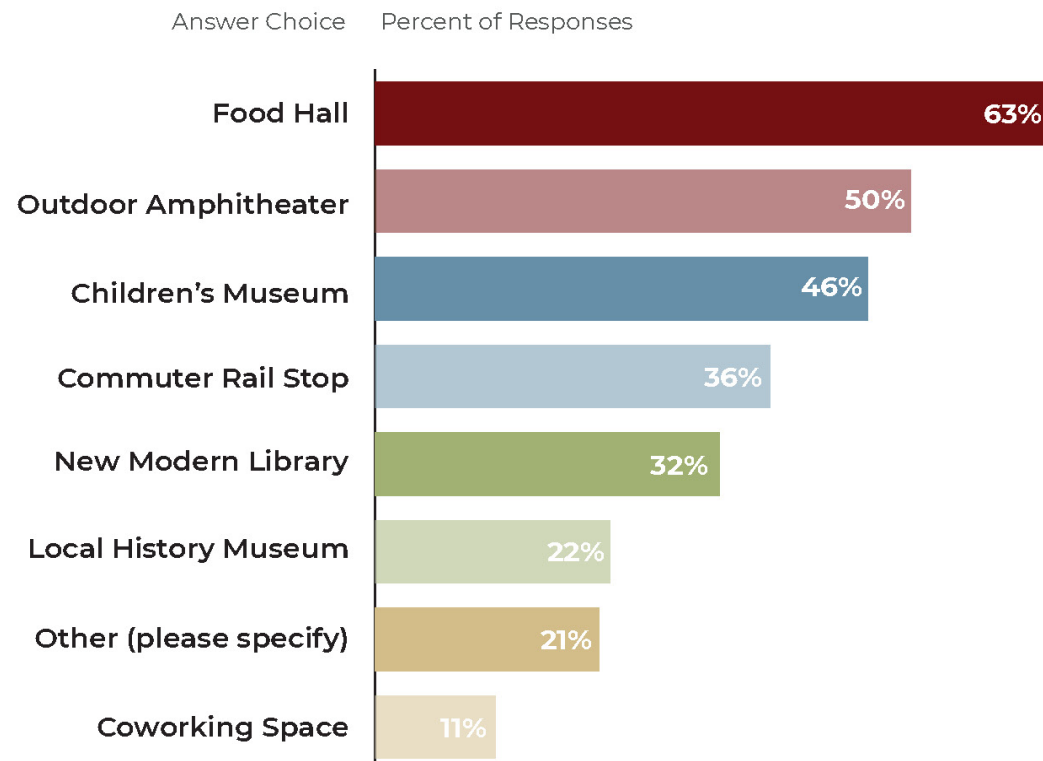
How often do you visit Downtown Clayton?



What are your primary reasons for visiting?



Are there other destinations that you would like to see located downtown?



What are your favorite and least favorite things about Downtown Clayton?

What is your favorite thing about Downtown?



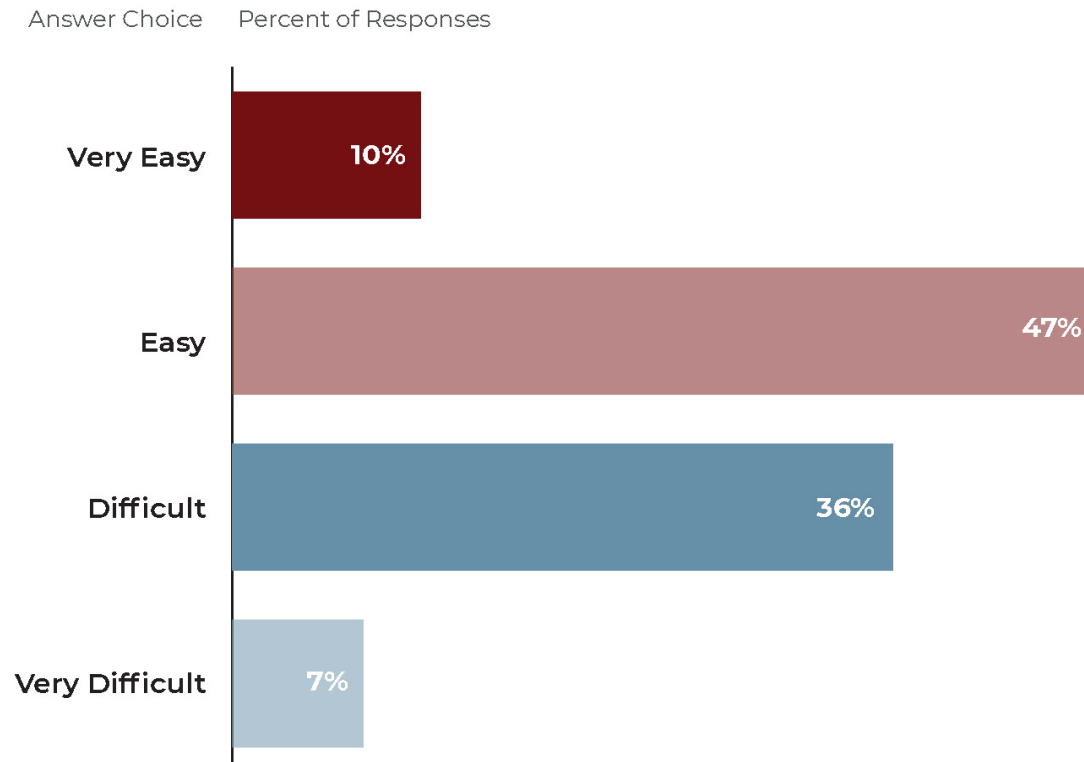
A word cloud visualization of responses to the question 'What is your favorite thing about Downtown?'. The words are arranged in a circular pattern, with 'Small Town Charm' being the largest and most central. Other prominent words include 'Restaurants and Bars', 'Shops and Businesses', 'Festivals and Events', 'Farmer's Market', and 'Ability to Walk Around'. Smaller words like 'Public Art and Decor', 'Boulevard West Coffee', 'Outdoor Spaces', 'Cleanliness/ Maintenance', 'Manning's', 'Beautiful', 'Feels Safe', 'Three Little Birds Market', 'Revival', and 'Historic Architecture' are also present.

Public Art and Decor
Boulevard West Coffee
Outdoor Spaces
Cleanliness/ Maintenance
Farmer's Market
Manning's
Beautiful
Feels Safe
Small Town Charm
Restaurants and Bars
Shops and Businesses
Three Little Birds Market
Ability to Walk Around
Revival
Historic Architecture
Festivals and Events

What is your least favorite thing about Downtown?



How easy or difficult is it for you to park downtown?

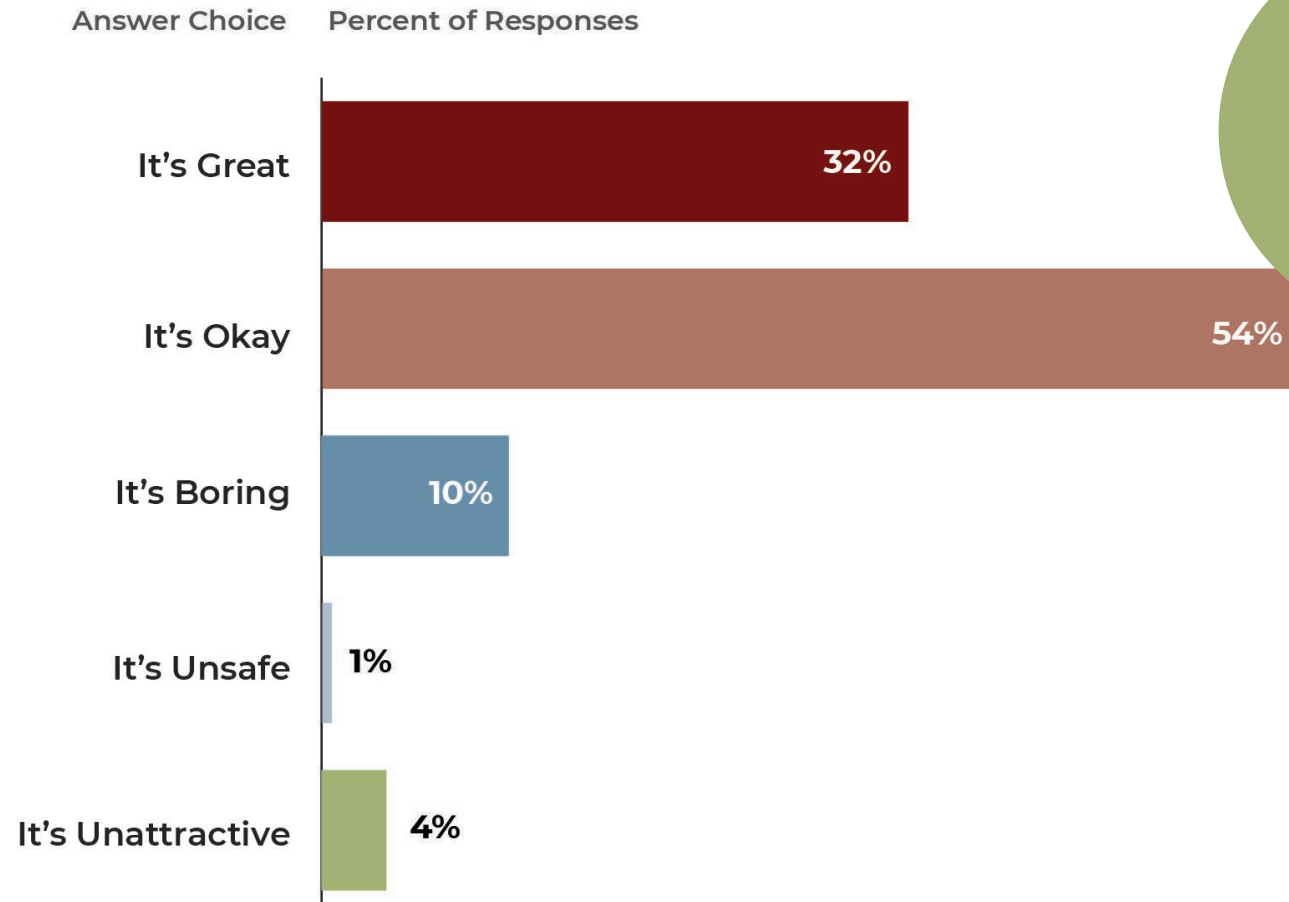


What would make you want to visit Downtown more often?

- More Restaurant Options
- More Shops / Businesses
- More Entertainment
- More Parking
- More Things for Kids to Do
- More Bars/Breweries/Drinking Establishments

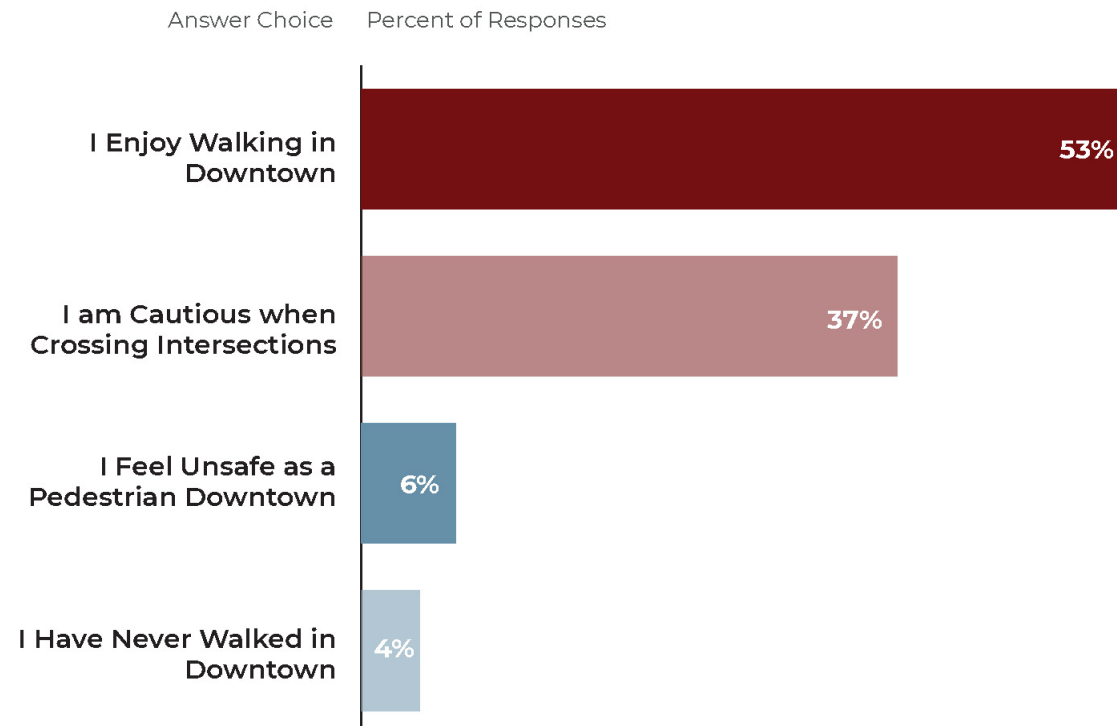


What is your overall perception of Downtown?

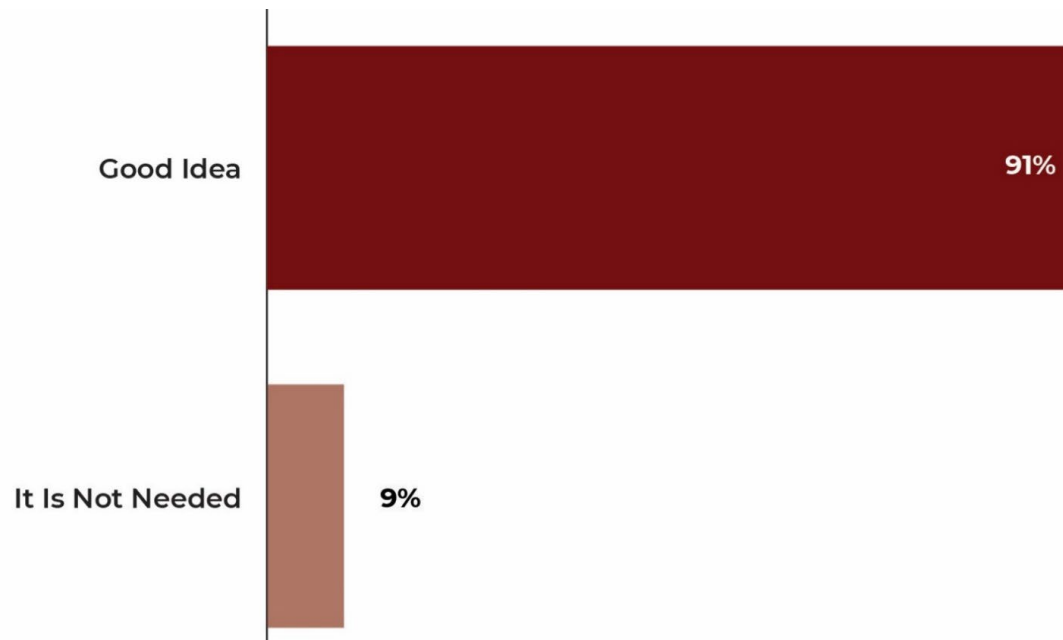


920
people have a
favorable
perception

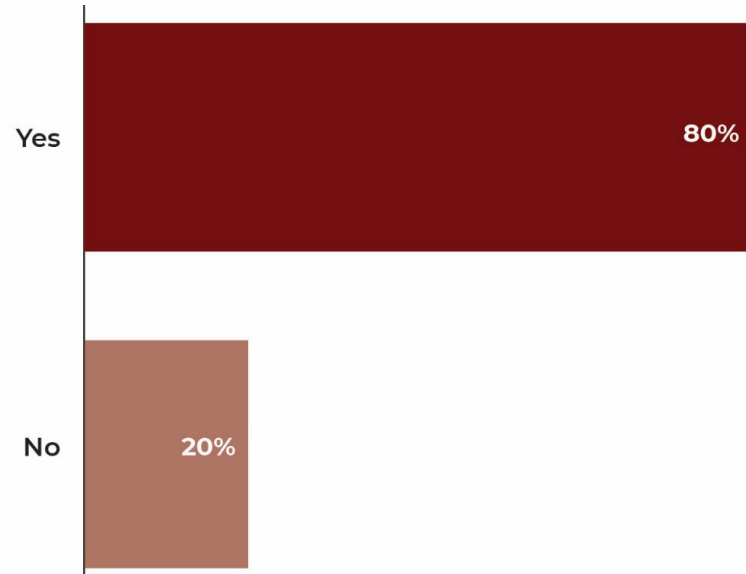
What is your experience as a pedestrian in downtown?



What do you think about paving sections of First Street and adding parking areas along the railroad corridor behind Main Street businesses?

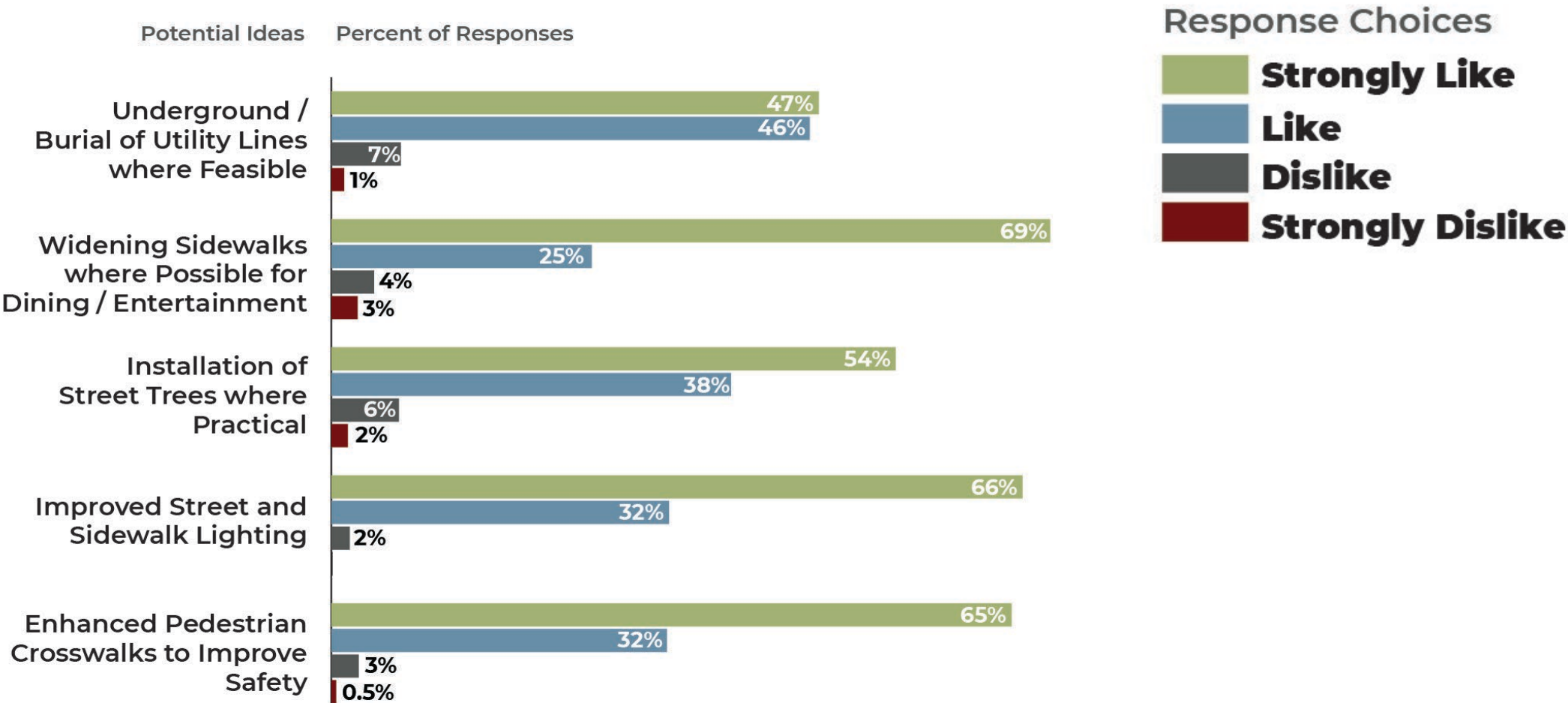


Would you support the creation of a Social District in the Downtown Clayton business district?



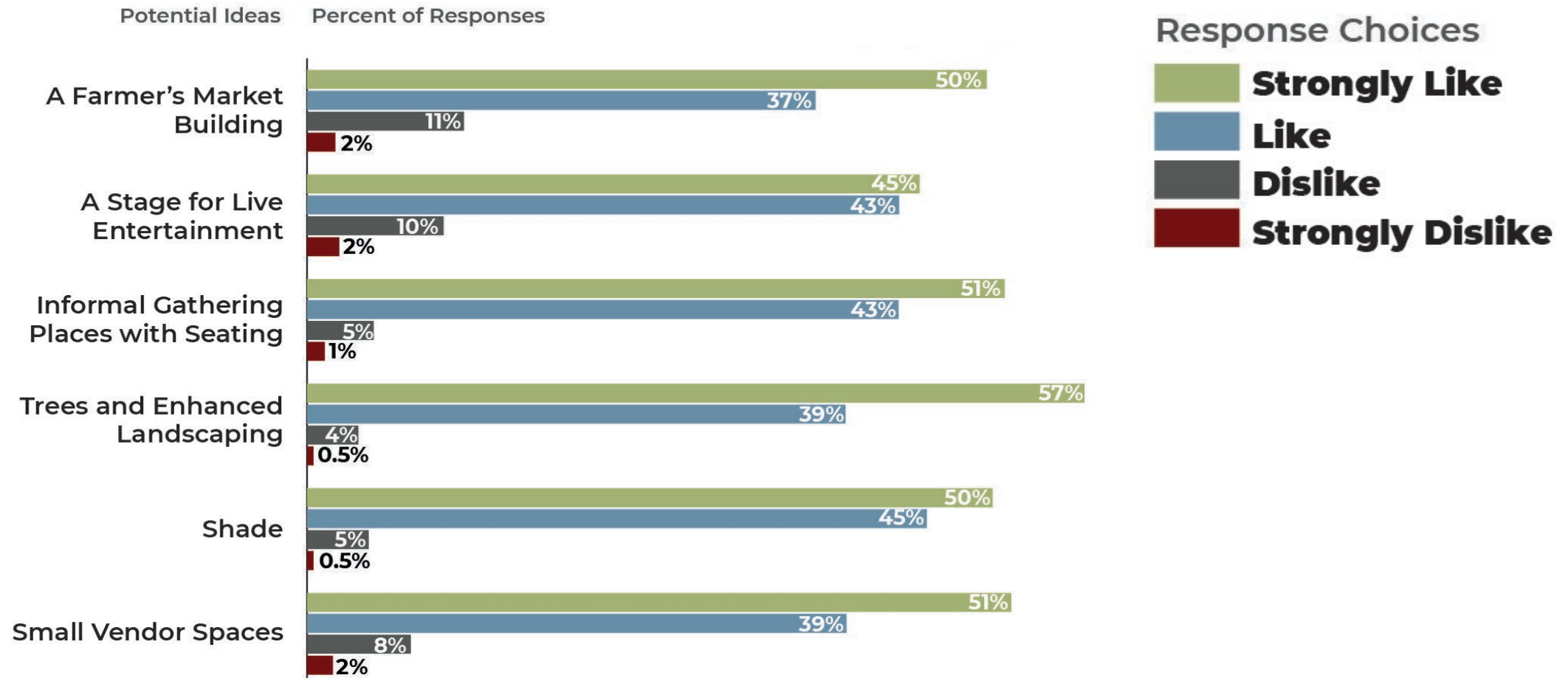
Please tell us your preference for the following potential ideas for Main Street.

Preferences for Main Street:



**Please tell us your preference for
improvements to public spaces.**

Preferences for public spaces:



CLAYTON, NC

DOWNTOWN MASTER PLAN UPDATE
REAL ESTATE & ECONOMIC DEVELOPMENT ASSESSMENT
2010 - 2022



OUR PROCESS



STEP I = REVIEW PRIOR/CURRENT PLANS



Economic Development Strategic Plan Summary

Goal: Grow jobs for Clayton through recruitment, existing business development, and small business and entrepreneurial support

- Work with allies to advance new business recruitment to Clayton
- Identify and position available sites and buildings for potential investors or employers
- Support Entrepreneurship and Small Business Growth
- Connect with existing business to promote growth and investment

Goal: Build on a charming and historic downtown through redevelopment and placemaking

- Continue to position Downtown as the heart of placemaking, the heart of Clayton
- Identify and prioritize properties for development and redevelopment
- Address parking capacity through research and communication

Goal: Build Clayton's sense of community and quality of life with amenities, placemaking, branding

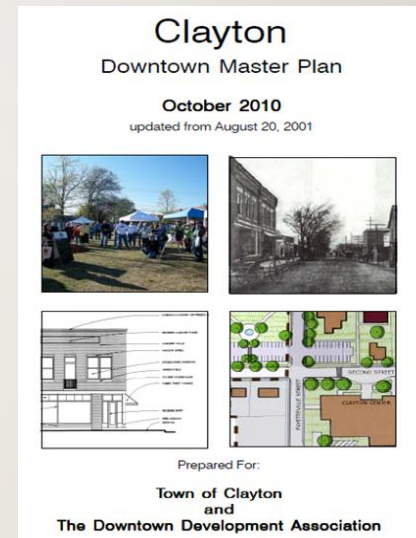
- Use wayfinding, collaterals, and signage for attractive, cohesive visuals to create sense of place and extend the Clayton brand
- Identify and cultivate community champions
- Communicate current information during the COVID crisis
- Tell Clayton's story. Use multiple media channels to create and distribute positive messages and keep residents informed.

Goal: Develop the infrastructure necessary to improve quality of life in Clayton and facilitate continued business growth

- Address safety and congestion issues by building the transportation network of the future including highway expansion, commuter rail, and BRT
- Expand non-motorized network of trails, greenways and open space
- Grow pre-K-20 educational capacity to meet the workforce needs of the future
- Ensure utility and broadband capacity exists to facilitate continued industrial, commercial and residential growth

Town of Clayton Strategic Plan

3



“Downtown Clayton is a regional center for artistic expression and a destination where people, businesses, and the arts thrive.”

~ Downtown Clayton: Vision 2025

CLAYTON CURRENT PLANS - 2021

VISION

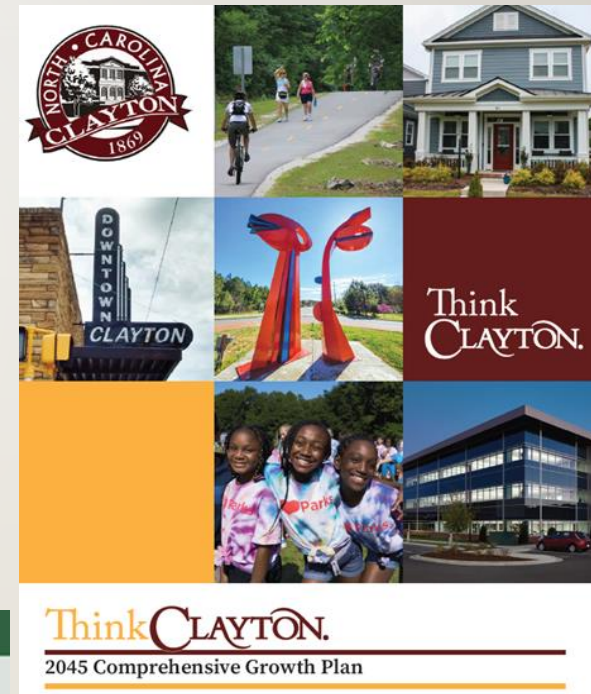
"Clayton is a thriving, diverse community with a small town ambiance that is home to individuals and families seeking choices in quality housing with easy access to shopping, dining, parks, recreation and schools, anchored by a vibrant downtown, and with growing businesses that value locating and investing in a connected community."



Preserve History & Character

Downtown

- D-1: Promote quality adaptive re-use and infill development projects Downtown while preserving historic character.
- D-2: Protect and preserve Downtown Clayton's historic character.
- D-3: Make access to and movement within Downtown safer and more efficient for all users.

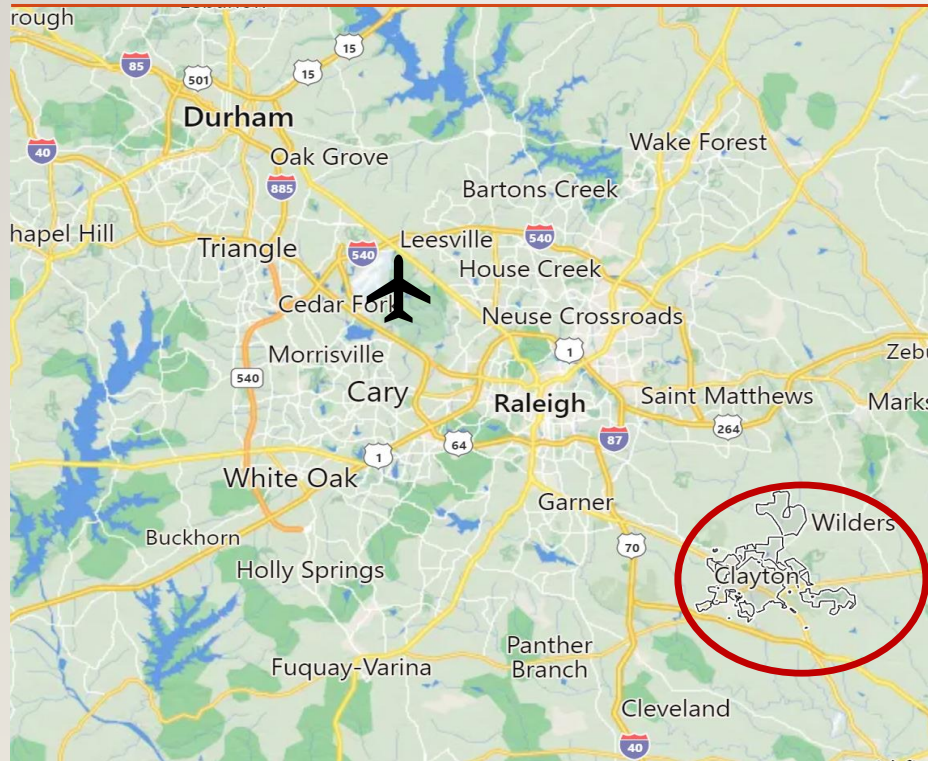


STEP 2 = STAKEHOLDER CONVERSATIONS

- Initial Stakeholder meetings provide insight into the Clayton Culture
- A primary focus on preservation of small town and historic character
- Clayton is “well studied” - multiple studies & plans
- Clayton residents & stakeholders may have engagement fatigue
- Traffic, parking and pedestrian safety are top concerns for downtown
- Clayton is challenged with implementing recommendations & strategies

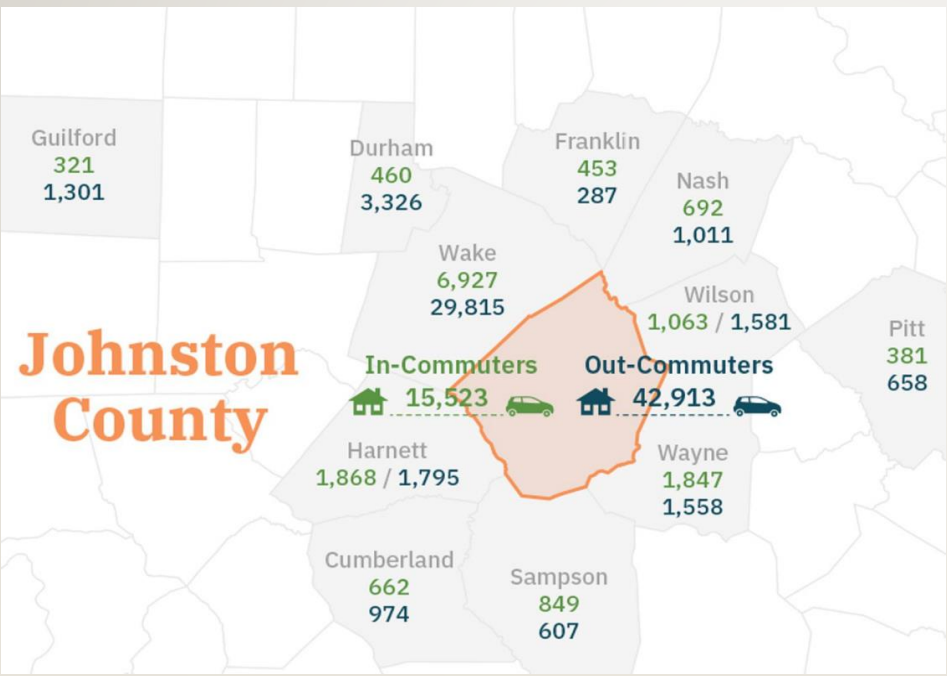


STEP 3 = LOCATIONAL ANALYSIS



- Strategically located with good transportation access.
- Strong growth as suburb of Raleigh.

COMMUTING



Johnston County Commuting Report, Private Primary Jobs 2019

OVERALL INFLOW/OUTFLOW ANALYSIS

Resident Flow (Live/Work in Johnston County)	Jobs
Resident Live/Work in Johnston County	16,394
Worker inflow	24,291
Resident Outflow	54,273
Net Flow	-29,982

Source: JoCo EDC, NC Commerce

STEP 4 = DISCOVERY: DEMOGRAPHICS/ECONOMICS

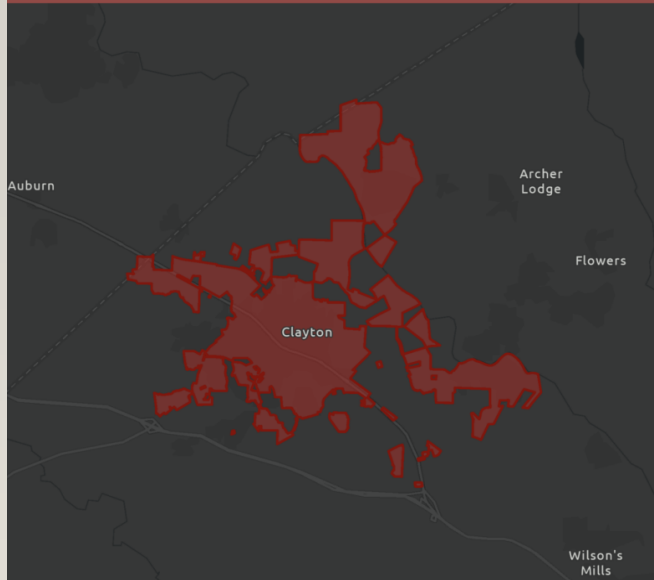
Geography	2010 Population	2022 Population	% Growth
Johnston County	168,874	229,474	36%
Town of Clayton	17,385	27,678	59%
Downtown Clayton	1,711	2,593	52%

Source: ESRI, Rose Associates

According to the 2020 US Census, Johnston County is the fastest growing county in NC over the last decade. It ranked 12th in population among 100 NC Counties. It grew by 27.9% from 2010 to 2020 (215,999). Since then, the population has grown by 13,475, or 6.24%

DEMOGRAPHIC PROFILE

Clayton Town, NC



This infographic contains data provided by Esri.
The vintage of the data is 2022, 2027
© 2022 Esri

EDUCATION

7%

No High School Diploma



25%
High School Graduate



39%
Some College



29%
Bachelor's/Grad /Prof Degree

EMPLOYMENT



White Collar

66.3%



Blue Collar

21.0%



Services

12.6%

3.7%

Unemployment Rate

KEY FACTS

27,678

Population

37.3

Median Age

10,509

Households

\$58,760

Median Disposable Income

INCOME



\$74,843

Median Household Income



\$37,906

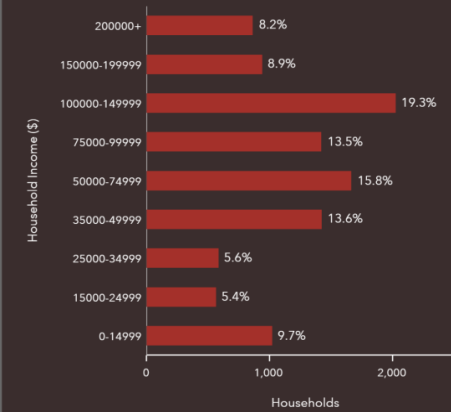
Per Capita Income



\$144,697

Median Net Worth

HOUSEHOLD INCOME (\$)



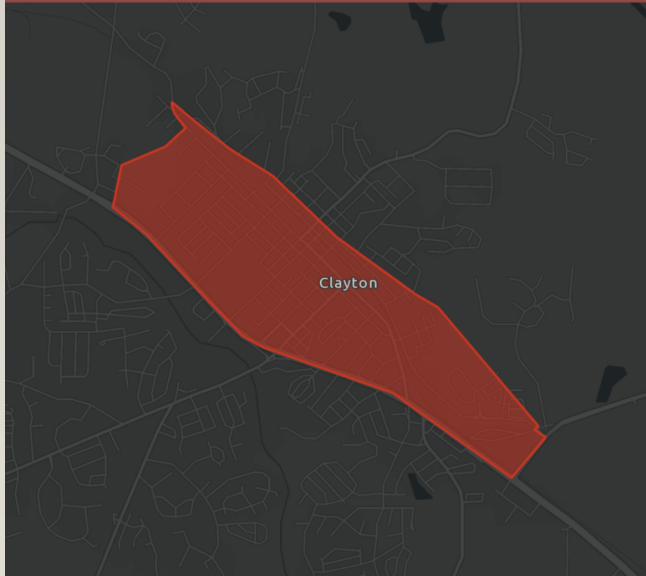
Total Businesses: 1,049



Total Employees: 8,156

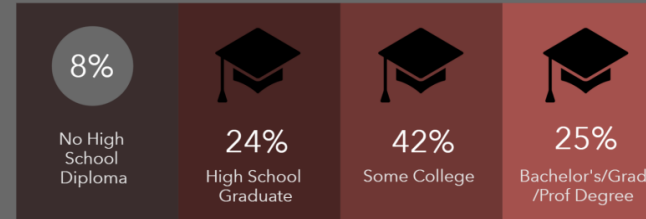
DEMOGRAPHIC PROFILE

Downtown Core

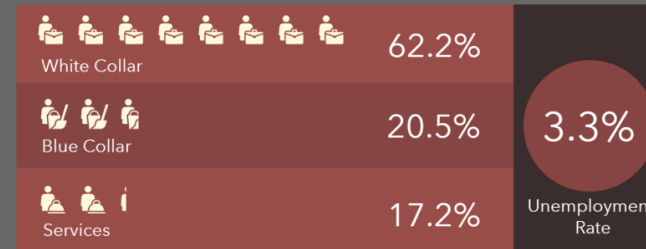


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© 2022 Esri

EDUCATION



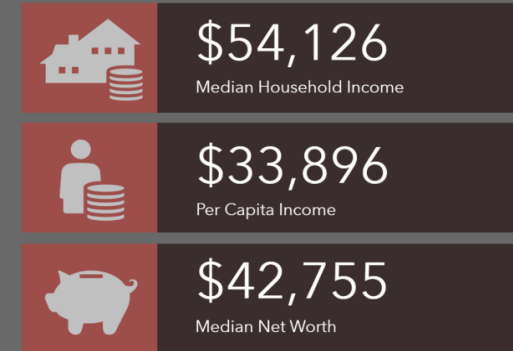
EMPLOYMENT



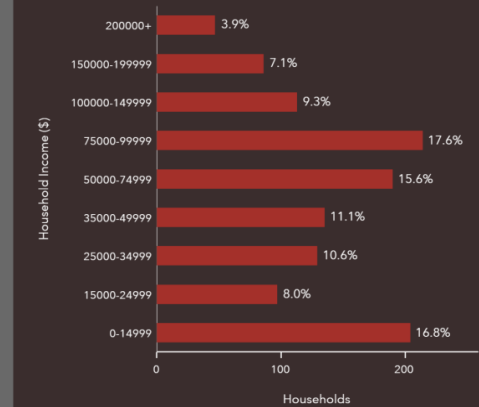
KEY FACTS



INCOME



HOUSEHOLD INCOME (\$)

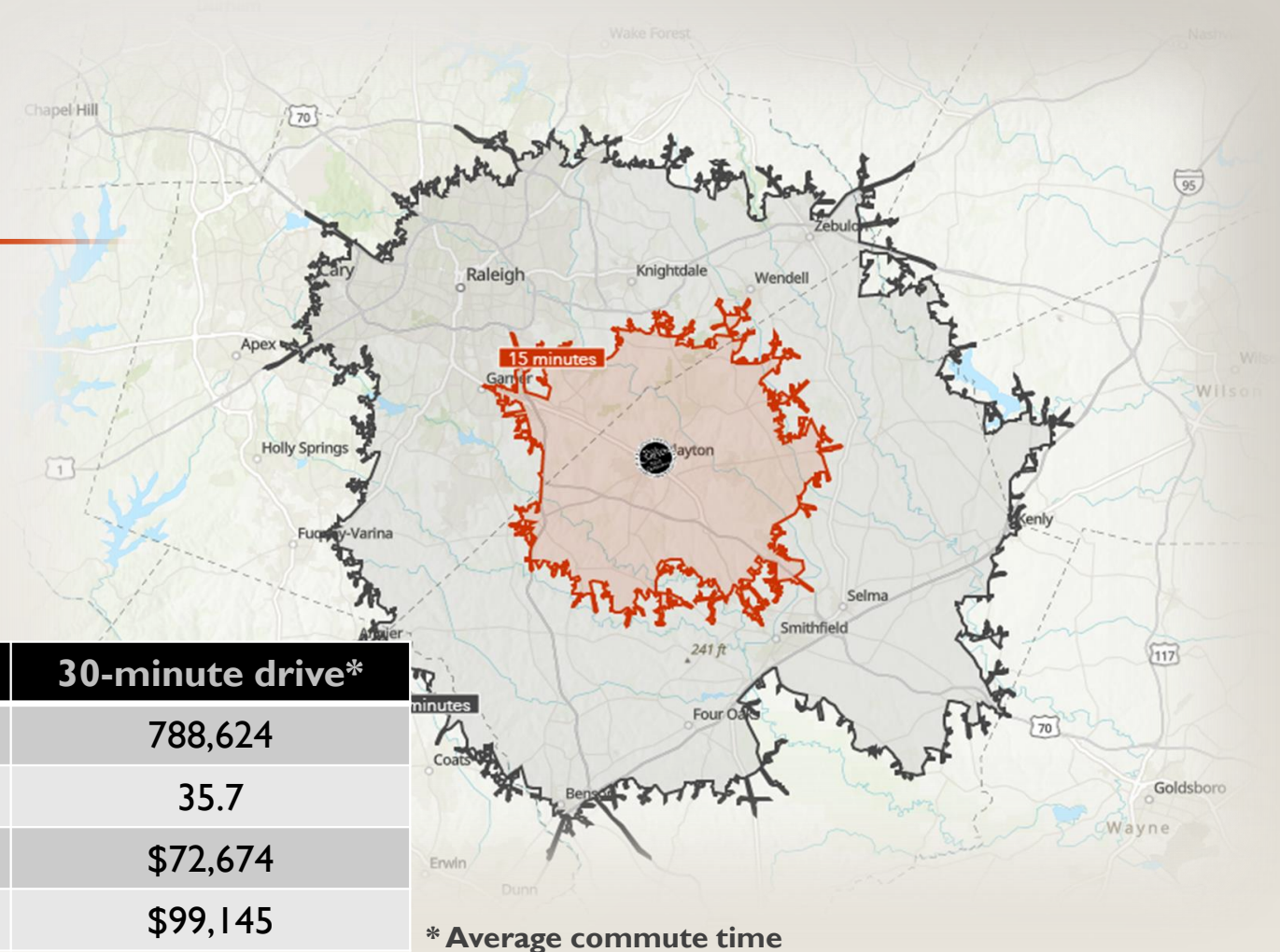


Total Businesses: 388



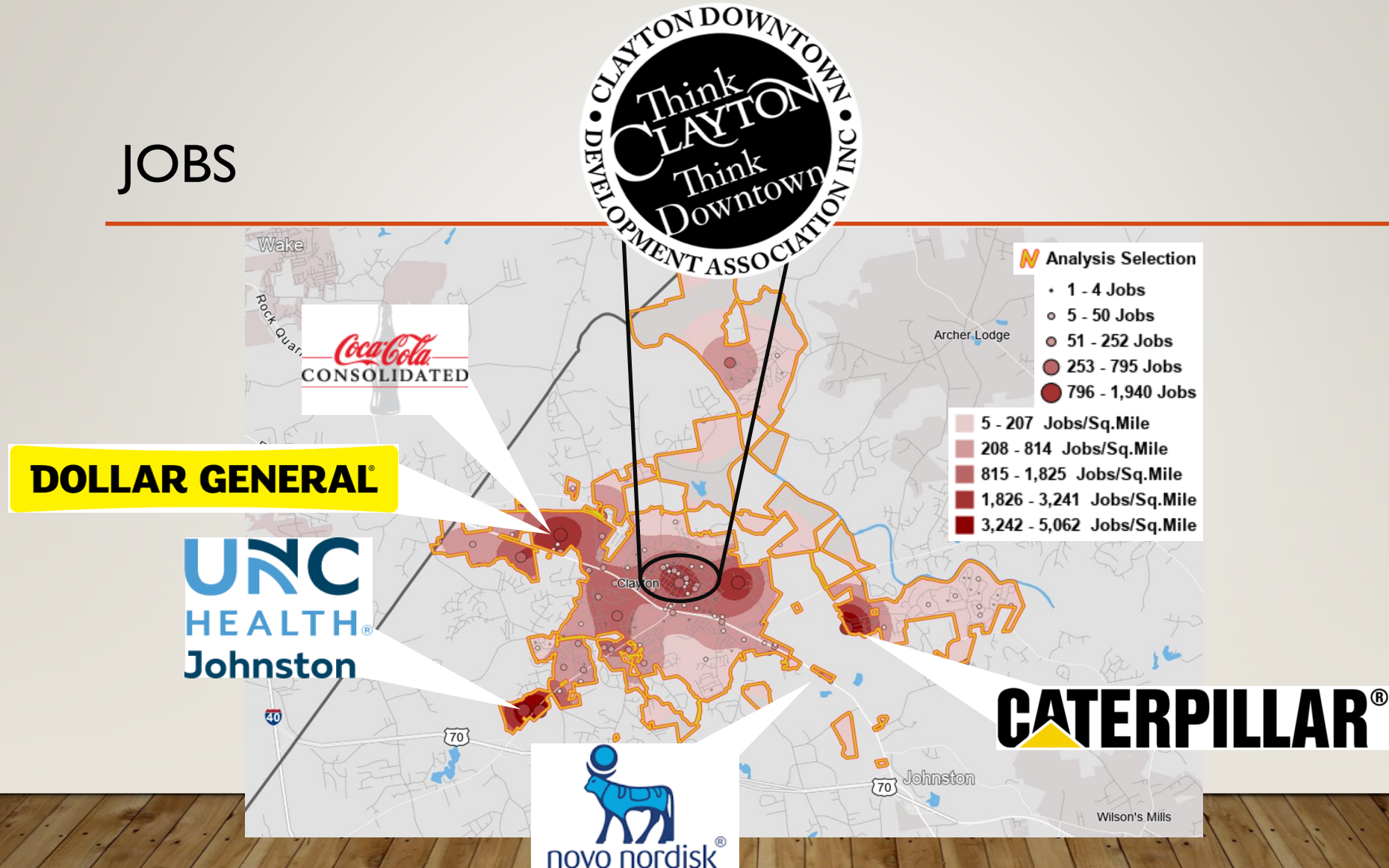
Total Employees: 3,003

CLAYTON'S REACH



2022 Data	15-minute drive	30-minute drive*
Population	127,685	788,624
Median Age	36.8	35.7
Median HH Income	\$82,204	\$72,674
Average HH Income	\$105,266	\$99,145

JOBS



STEP 5 = MARKET DEMAND

SEPTEMBER 2022 (YOY COMPARISON)

Metrics	Johnston County Submarket	Southeast/South Submarket	Northeast/East Submarket	Clayton Submarket	CoStar Raleigh Market
Multifamily Inventory	3,400 units	5,438 units	5,865 units	2,934 units (+4.5%)	112,463 units
Multifamily Vacancy	6.7% (+2.3%)	4% (+1.1%)	8.4% (+6.5%)	4.6% (+0.2%)	6.5% (+1.5%)
Multifamily Market Rent	\$1,426 (+6.9%)	\$1,467 (+8.0%)	\$1,571 (+13.1%)	\$1,351 (+6.5%)	\$1,574/unit (+9.2%)
Office Inventory	2,470,000 SF	2,048,000 SF	1,239,000 SF	971,000 SF (1.3+)	77,210,000 SF (+1.1%)
Office Vacancy	2.2% (-2.1%)	2.2% (+0.1%)	2.7% (+0.2%)	1.0% (-5.3%)	8.5% (+0.1%)
Office Market Rent	\$20.74 (+1.9%)	\$23.76 (+2.8%)	\$23.66 (+2.7%)	\$22.81 (+2.7%)	\$28.16 (+3.0%)
Retail Inventory	8,833,000 SF	5,594,000 SF	6,300,000 SF	2,300,000 SF (+7.3%)	77,159,000 SF (+1.0%)
Retail Vacancy	2% (-0.4%)	1.0% (-3.7%)	4.1% (+0.7%)	1.2% (-0.7%)	2.6% (-0.9%)
Retail Market Rent	19.19 (+8.6%)	\$23.06 (+9.0%)	\$19 (+9.3%)	\$19.93 (+7.9%)	\$24.35 (+9.7%)

Source: CoStar, Rose Associates

STEP 5 = DOWNTOWN MARKET DEMAND

BASED ON 10-YR. TARGETED COUNTY CAPTURE



Office/Flex Space
77,260 +/- SF



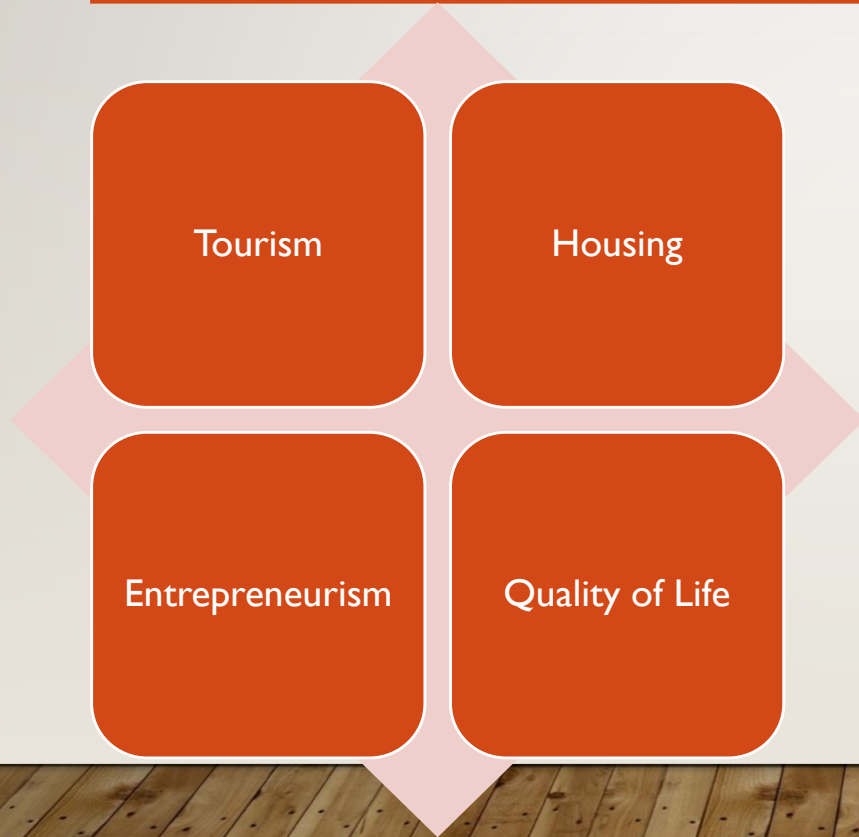
Housing
50-100 +/- Units



Retail/Entertainment
160,769 +/- SF



STEP 6 = DEFINE MARKET & ECONOMIC TOPICS



TOURISM



- **Destination Highlights:**

- Clayton Center
- Library
- Sculpture Trail
- Deep River Brewery
- Greenway / Riverwalk on the Neuse

- **Events**

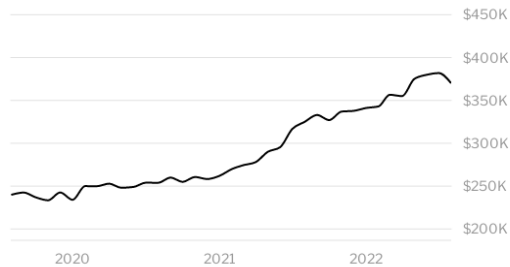
- Clayton Harvest Festival
- Christmas Jubilee/Village
- Concert Series & Family Nights



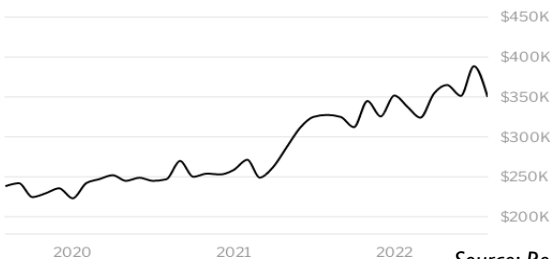
- Johnston County ranks 28th in 2021 total visitor spending (\$255m)
- **3% Rooms Tax @ County Level**
- **2% Rooms Tax @ Town Level ~ Clayton not a beneficiary (req. legislative action)**
- **One hotel and a Bed & Breakfast in Clayton, though others tout “Clayton” as location**
- **Clayton attracts over 100,000 visitors annually!!**

RESIDENTIAL HOUSING SUPPLY

Johnston County, NC Median Sale Price



Clayton, NC Median Sale Price



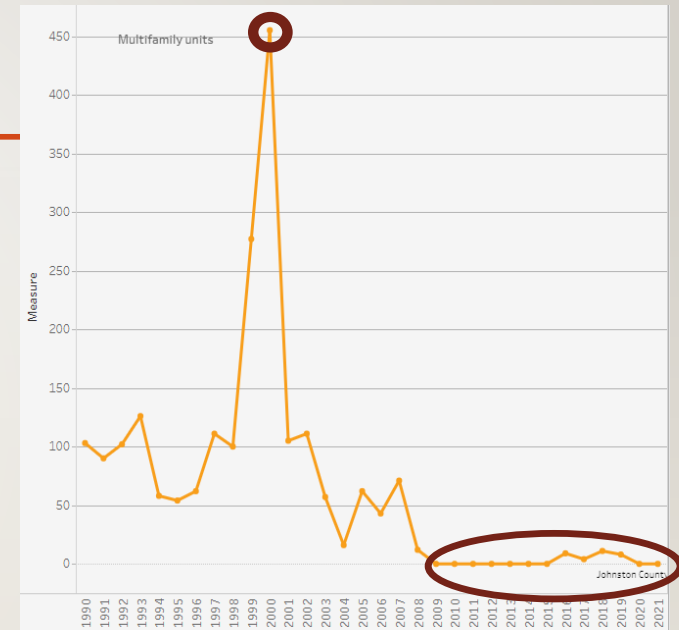
Source: Redfin

In August 2022, Johnston County home prices were up **13.8%** compared to last year, selling for a median price of **\$370K**.

Clayton home prices were up **6.9%** compared to last year, selling for a median price of **\$350K**.

Clayton continues to be an affordable option within the Raleigh Metro region

Multifamily apartment units peaked in 2000, flat apartment growth in the county since 2008.



0 Multifamily permits issued for Johnston County in 2022
~HUD (Preliminary)

Johnston County: 2,080 Building Permits Issued for Single Family Homes from January – August 2022 ~HUD (Preliminary)

RESIDENTIAL HOUSING – DEMAND



Employment to Resident Housing Summary	Johnston County	Downtown Core
Total Businesses:	5,954	388
Total Employees:	52,285	3,003
Total Resident Population:	229,474	2,593
Employee/Resident Population Ratio:	0.23	1.16
Annual Estimated Average Employment Growth	2,044	117
Average Annual Estimated Housing Demand	1,635	94

Estimated Population Growth to Resident Housing	Johnston County	Downtown Core
2022 Total Population	229,474	2,593
2027 Estimated Total Population	250,964	3,142
Projected Added Population	21,490	549
2022 - 2027 Average HH Size	2.71	2.13
Estimated Housing Unit Demand (2022 – 2027)	7,930	258
Average Annual Estimated Housing Demand	1,586	52

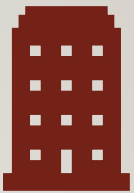
Source: ESRI, Rose Associates

A measure that economists and economic geographers use to measure how tight the housing supply is, or when demand outpaces supply is the ratio of the number of "Housing Units" to the number of "Households."

The national average is a ratio of 1.14. A number of 1.00 to 1.10 equates to a fairly tight housing supply in relation to demand. Conversely, a number of 1.20 or 1.25 and above equates to a housing supply that is less constrained.

2022 Downtown Core Ratio: 1.09

ENTREPRENEURISM = WORKSPACE



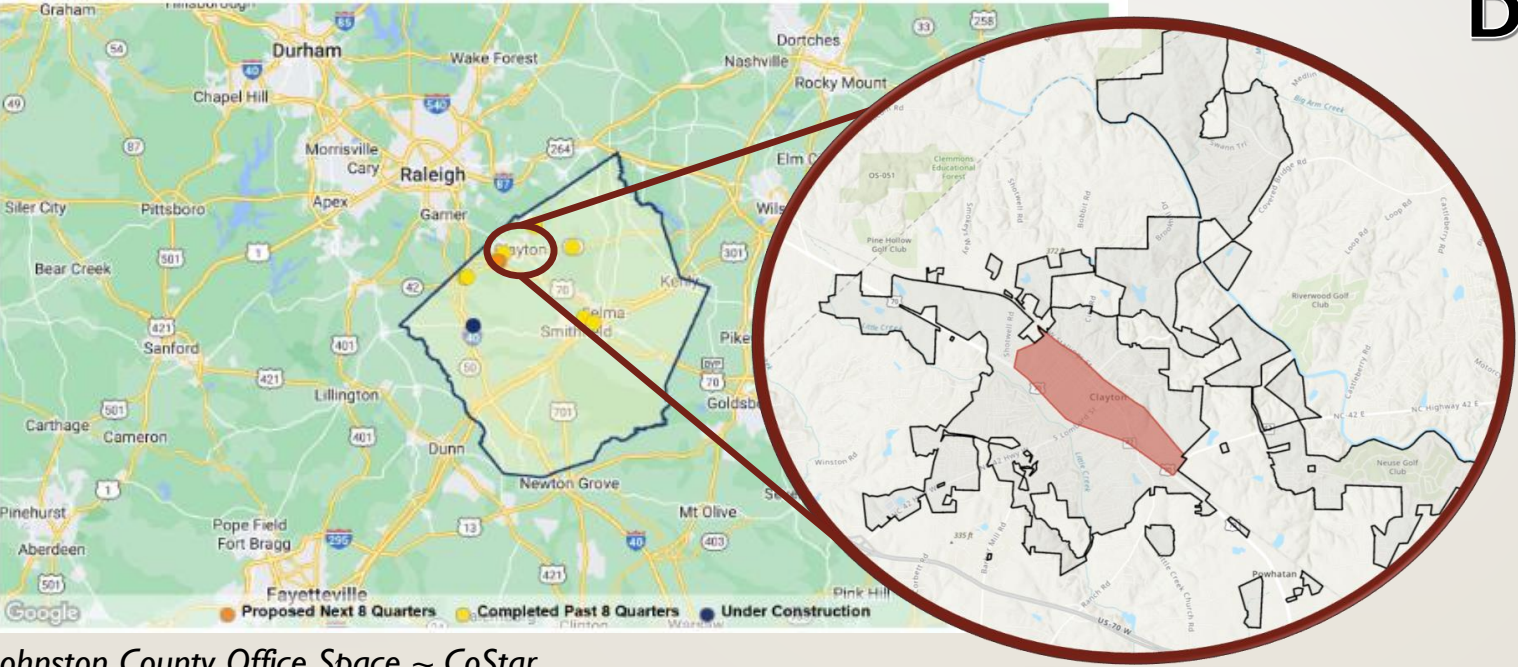
**Downtown Office
Demand: 77,260 S.F**

**(Over 10-year period based on 25%
Downtown Core capture rate)**



All-Time Annual Avg. Square Feet	Delivered Square Feet Past 8 Qtrs	Delivered Square Feet Next 8 Qtrs	Proposed Square Feet Next 8 Qtrs
39,696	64,945	7,500	55,000

PAST 8 QUARTERS DELIVERIES, UNDER CONSTRUCTION, & PROPOSED



Johnston County Office Space ~ CoStar

QUALITY OF LIFE =

SHOPPING, DINING, ARTS & ENTERTAINMENT, RECREATION



Economic Prosperity



Health & Well Being



Education & Opportunity



Arts & Culture



DOWNTOWN RETAIL DEMAND

- **Retail Demand: 160,769 S.F**
(Over 10-year period based on 25% Downtown Core capture rate)



Primary Topics	Issues	Opportunities
Tourism	No hotel occupancy tax revenue received	- Revenue opportunity that doesn't impact owners/businesses/residents - Visitor is future resident/business owner
Housing	Substantial # of planned units	Create alternative housing choices
Entrepreneurism	JoCo focused on manufacturing and highlights mainly Smithfield Home Johnston County Economic Development (growwithjoco.com)	- Tap into intellectual capital and trends in flexible workspaces & WFH - Economic Gardening
Quality of Life	- Copper District can either enhance or compete with downtown - Transportation planning key in supporting businesses and commuters	- Market Clayton as a main player in the Johnston County story ~ promote assets - Promote Clayton's authentic downtown that highlights history, arts & culture

JOB #1 ~ BRANDING & MARKETING

- Create and build the **Brand** for “my” downtown Clayton – beyond a logo
- Feature Clayton’s place in the region.
- Highlight Destinations in one marketing document/plan.
- Create a comprehensive marketing plan (print, digital, social).
- QOL is its marketing proposition!



“Last year, Americans spent an average of 489 minutes a day on digital media, or more than eight hours.”

~Statista

MAKING THE CONNECTION

COMPARING TO THE COMPREHENSIVE PLAN



Destination Downtown – the amenity for all of Clayton. Visitors, residents & employees *all* drive demand



Arts & Culture are key **Economic Drivers** for downtown



Focus on **Entrepreneurs & Tourism**. Create an “18-hour place” from coffee to cocktails and after dinner events, including infrastructure & policies to support it



Connect Greenways, Parks & Open Space to the downtown



Provide **Alternative Housing** options in downtown ~ beyond single family homes or apartments (e.g. townhomes, condos, ADUs)



Improve Mobility for all modes ~ auto, bikes & pedestrians.

NEXT STEPS

- Public Workshops
- Catalyst Sites – Highest & Best Use
- Final Report Recommendations
- Key Performance Indicators – Building Return on Investment

LISTENING SESSIONS SUMMARY

KEY ISSUES

Public Facilities

- Outgrown Public Facilities – City Hall and Library
- Public Space Design – Squares Could Be Better
- Farmer's Market Growth and Need for Covered Building
- Permanent Festival Infrastructure is Needed – Stages, Bathrooms etc.

LISTENING SESSIONS SUMMARY

KEY ISSUES

Transportation

- Pedestrian Safety / New Streetscape on Main Street
- Reroute Truck Traffic around Downtown
- Commuter Rail Station Downtown?
- Better Connections to Adjacent Neighborhoods – Greenways, Sidewalks
- Improve Major Entryways into Downtown – New Wayfinding

LISTENING SESSIONS SUMMARY

KEY ISSUES

Parking

- Spaces on Main Occupied by Employees and Owners All Day
- Need More Public Lots - Investigate the Rail ROW for parking?
- Employee Parking Areas are Needed

LISTENING SESSIONS SUMMARY

KEY ISSUES

Housing

- Need More Housing Density in Downtown - Apartments
- Need More Single Family Options Close to Downtown
- Housing Above Shops/Retail

LISTENING SESSIONS SUMMARY

KEY ISSUES

Infrastructure

- Stormwater Compliance Costs
- Older Systems in Place – Sewer and Water

Downtown Management

- More Focused Organization and Management of Downtown – MSD/BID?
- Regulatory Reform – Signage, Fire Districts, Outdoor Cafes, Parking, Zoning

LISTENING SESSIONS SUMMARY

KEY THEMES

- ***Prepare for Rapid Growth*** – Population Projections
- ***Update Public Facilities*** – Library, City Hall, Bathrooms, Farmers Market
- ***Improve the Public Realm*** – Renvision the Squares and Main Street
- ***More Folks Living Downtown*** – Existing and Planned Apartments
- ***Commuter Rail*** – Where Can Best ROI be Delivered?
- ***Direction of Future Growth*** – 2nd Street, East / West
- ***Regulatory Reform*** – Make it easy to develop, open a business or plan an event in Downtown

TABLE BREAKOUT SESSIONS

List and Rank the 5 Biggest Challenges and Opportunities in Downtown

- **Brainstorm** Each – Challenges and Opportunities - 10 minutes
- **Rank** them from Highest to Lowest Priority/Importance - 5 Minutes

Define Your Vision for Downtown - 5 – 7 minutes each

- **Is downtown a neighborhood?** Who lives here and why?
- **Is downtown a destination?** What attracts people to come here?
- **Who works downtown?** What are the types of new businesses/jobs in downtown?
- **How is downtown linked to the city and region?** How do people get here?

DOWNTOWN STUDY AREA

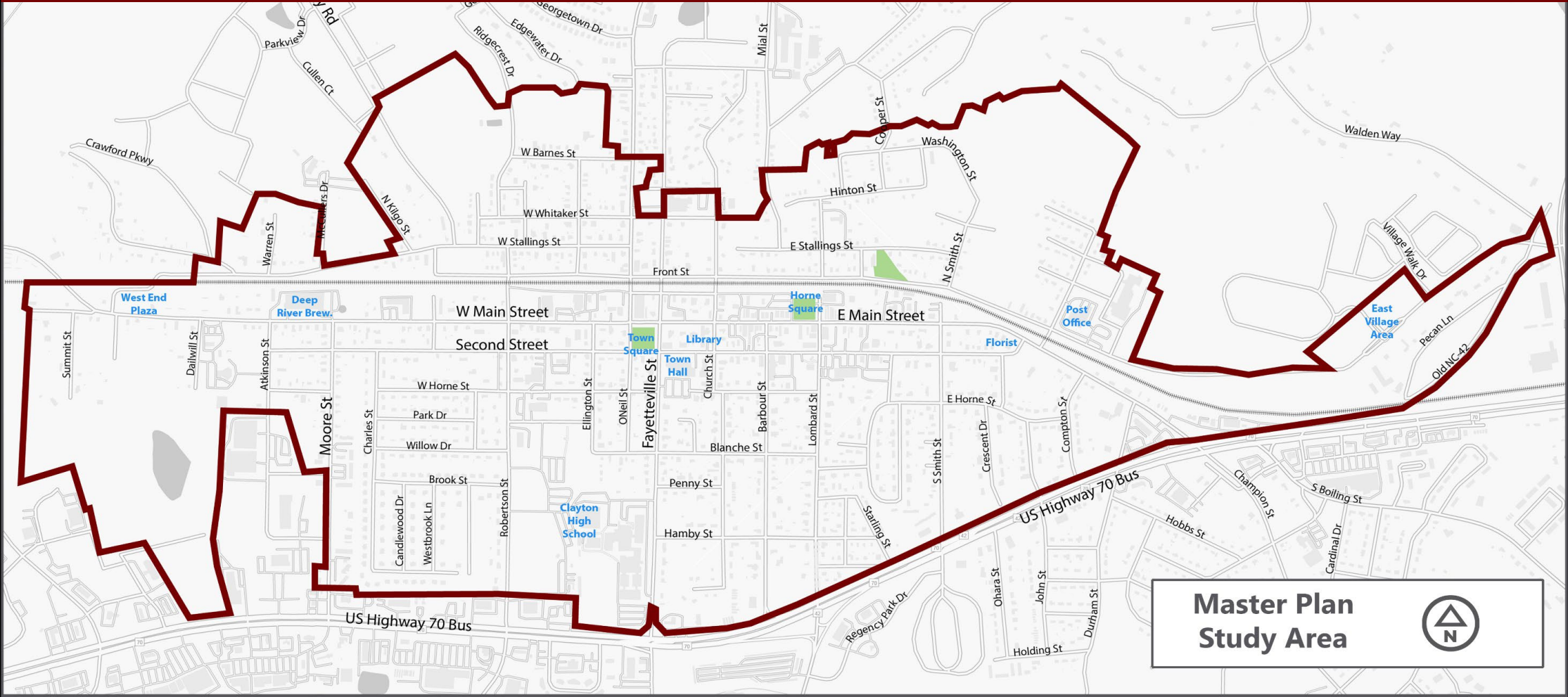


TABLE BREAKOUT SESSIONS

Directions for each table

1. Pick a note taker to document your discussion
2. Have a time keeper to keep the discussion moving and on schedule
3. Give everybody a chance to add their thoughts – no one dominates the discussion
4. Pick a reporter to present your work to the larger group
5. A map, tablet and markers are on each table.



Clayton Downtown Master Plan

Downtown Workshop #1

December 14, 2022



