

SUSTAINABILITY.



SHAW PARK IS A SIGNIFICANT URBAN OPEN SPACE DIRECTLY ADJACENT TO DOWNTOWN CLAYTON. IT ADDS GREATLY TO THE AMOUNT OF PERVIOUS SURFACE AVAILABLE TO MITIGATE STORMWATER RUNOFF AND IS ALSO AN AMENITY FOR ALL CLAYTON RESIDENTS.




CURRENT SUSTAINABILITY INITIATIVES

The City of Clayton has an ongoing tradition of supporting sustainability and environmental initiatives. In 1997, Clayton established an Ecology and Environmental Awareness Committee (EEAC) in response to recommendations in the City's Strategic Plan. Many of the initial goals of the EEAC were reiterated in the Vision 2013 Plan and have since been met. Some of the accomplishments in sustainability already made by Clayton include:

- In 2006, Mayor Ben Uchitelle signed onto the U.S. Mayors' Climate Protection Agreement
- In 2006, the Board of Aldermen added LEED certification to the public benefits criteria section in the Planned Unit Development (PUD) Projects guidelines.
- In 2006, Clayton became one of the first two cities in Missouri to adopt a LEED certification ordinance. The new ordinance requires all new construction and major renovation projects of 5,000 square feet or more that are owned, occupied or funded by the City of Clayton to be certified to the U.S. Green Building Council's LEED Silver level.
- The City has installed bike racks throughout the Clayton community. It has also recently completed a bicycle "Share the Road" sign project.
- Clayton businesses are encouraged to participate in the Partial Expense Reduction for Commuters (PERC), a program that promotes the use of MetroLink mass transit by offering benefits to businesses and their employees. Clayton, as an employer also directly participates in the program.
- Clayton encourages waste recycling. In March of every year, the City of Clayton teams with Web Innovations & Technology Services (WITS) to sponsor the annual electronic reuse and recycling event in Shaw Park.



FRAMEWORK FOR SUSTAINABILITY

-  PEDESTRIAN PRIORITY ZONE
-  PROPOSED TROLLEY ROUTE
-  EXISTING BICYCLE ROUTE

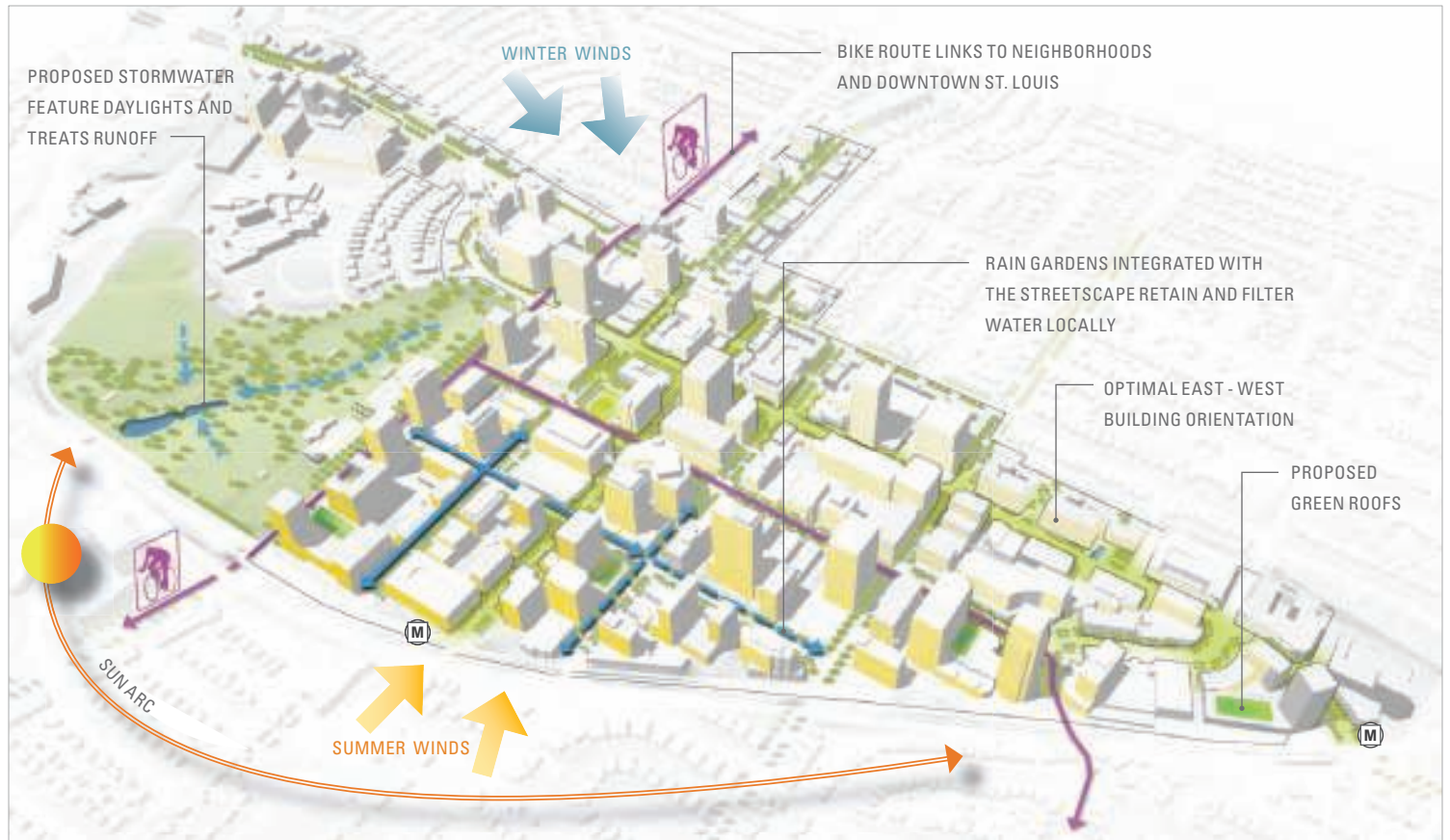
- The Clayton Public Works Department has begun adding provisions to project specifications requiring the recycling of asphalt and concrete that is removed as part of capital improvement projects.
- Clayton's Public Works staff has established guidelines for maintaining the City's urban forest. The Department of Parks & Recreation for the City of Clayton maintains over 80 acres of green space for its residents and visitors. Clayton has been named 'Tree City USA' every year since 1992.
- Clayton is the first City in St. Louis County to support the development of clean, local renewable energy through AmerenUE's Pure Power program.
- In May 2008, the EEAC approved the purchase of 33 renewable energy certificates that amount to 12 percent of electricity usage in city buildings during the following three months.

With this level of commitment, it is imperative that the Downtown Clayton Master Plan build upon these initiatives in a manner that is not only environmentally sustainable, but also socially and economically sustainable.

Framework for Sustainability

Sustainability is making decisions to meet the needs of the present without compromising the ability of future generations to meet their own needs - it is those actions that will preserve and enhance Clayton for your children and grandchildren. The fundamental elements of sustainability in the contemporary city are evolving. Complex patterns of land use, mixed-use districts, multi-use buildings and integrated public landscapes are replacing the finite delineations of land use and discrete parks of the past. This evolving urban model requires a plan that will address all aspects of sustainability

The Downtown Clayton Master Plan acknowledges the importance of sustainability in Downtown Clayton. This report provides the baseline for the preparation of a more comprehensive sustainability plan. The comprehensive sustainability plan should address all aspects of sustainability, including energy use, LEED certified buildings and renovations, water use and conservation management strategies, transportation and mobility strategies, and broader social and economically sustainable practices. This Master Plan suggests strategies and key starting points for increasing environmental, social and economic sustainability in Downtown Clayton to better position the city to compete in the future.



ENVIRONMENTAL SUSTAINABILITY

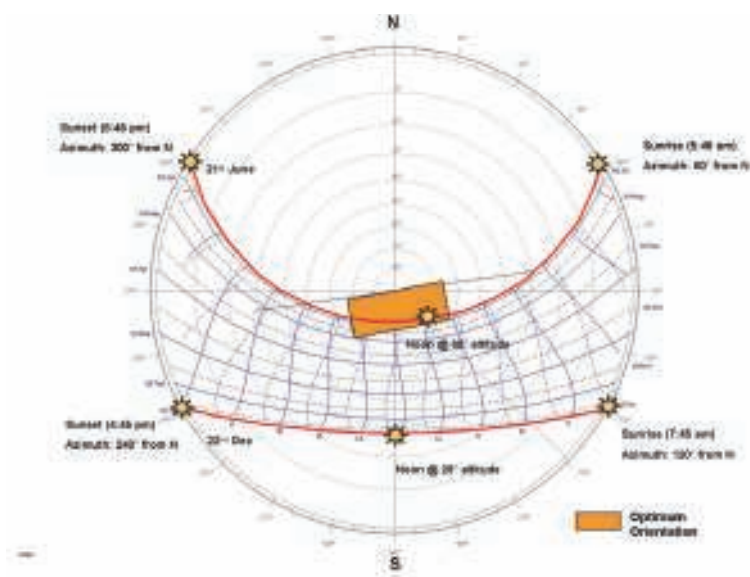
- EXISTING BICYCLE ROUTE
- PROPOSED RAIN GARDENS
- FUTURE RAIN GARDENS
- PEDESTRIAN PRIORITY ZONE (WITH PROPOSED STREETScape IMPROVEMENTS INCLUDE ADDITIONAL TREE PLANTINGS AND TREE MAINTENANCE)

Environmental Sustainability

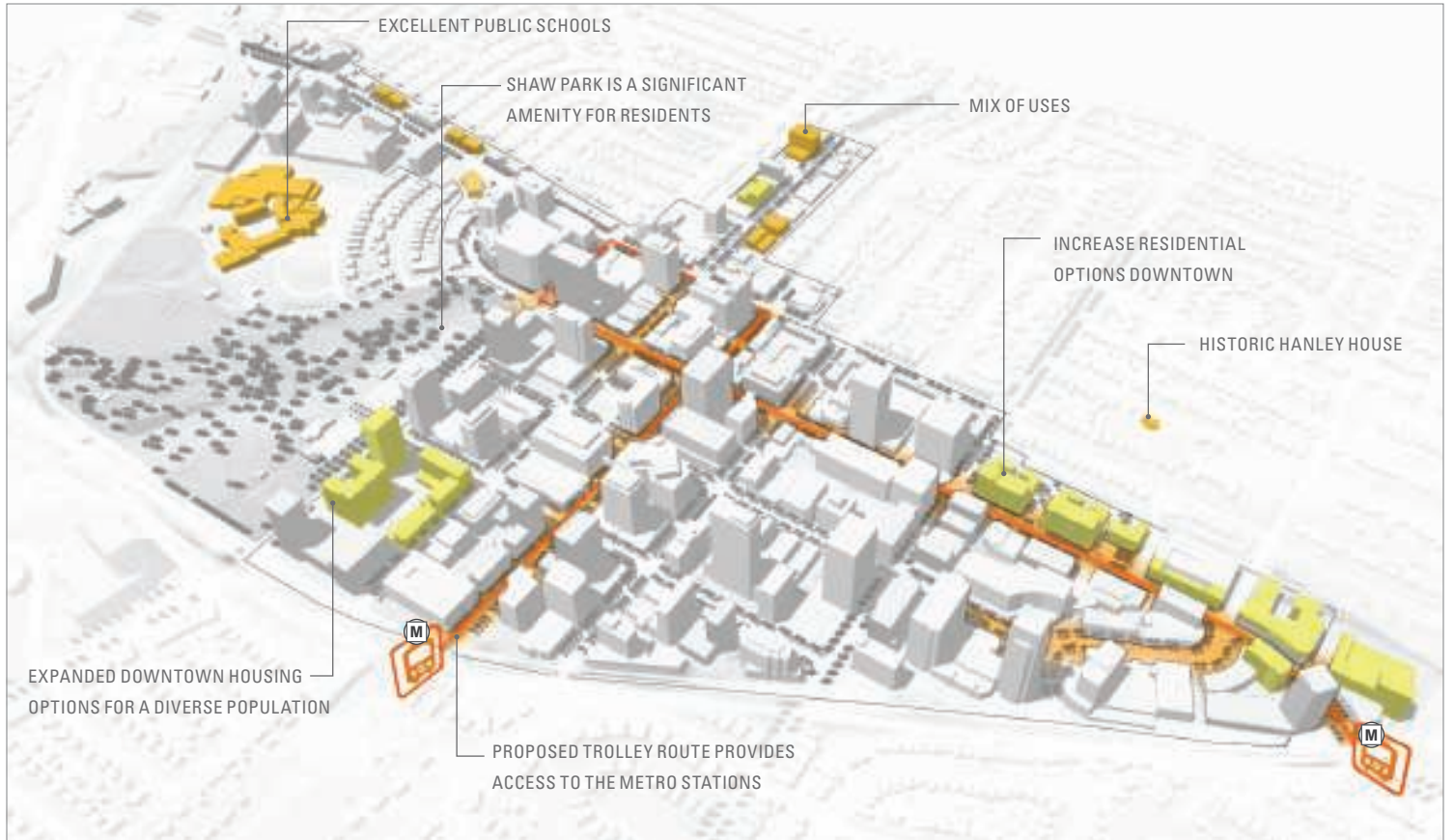
Environmental sustainability in the context of Downtown Clayton focuses on responding to the local climate, creating comfortable outdoor environments, reducing the non-renewable resources needed to operate the city, addressing stormwater management and encouraging integrated transportation.

The Downtown Clayton Master Plan takes into account local climate, rainfall, and wind conditions in recommending effective strategies for environmentally sustainable development. Clayton is a city of four seasons, with heating and cooling demands that fluctuate throughout the year. Careful planning can help to reduce the heating needs during winter and the cooling needs during summer. Recommended building orientations and placement take into account the need to maximize shade during the summer and sun during the winter and also take advantage of the dominant wind patterns. Restaurants across from the proposed plaza at Forsyth Boulevard and Central Avenue are oriented to receive the cool summer breezes from the south and are sheltered from the cold winter winds from the northwest.

A relatively comfortable climate such as Clayton's also provides great opportunity to expand everyday activities from indoors to outdoors. For instance, the Master Plan encourages outdoor dining by recommending that sidewalks with southern exposure be about two feet wider than standard to better accommodate café tables and seating. The plan also identifies Pedestrian Priority Zones in each of the six Downtown districts—key streets, such as Forsyth Boulevard and Central Avenue, are envisioned as walkable and pedestrian-friendly. While these streets will still allow automobile traffic, certain measures such as planting more street trees, widening sidewalks, adding outdoor furniture and making sure there are windows and active uses in the street-level of buildings can make for a more pleasant, and pedestrian-scaled urban environment.



THE OPTIMAL BUILDING ORIENTATION IN CLAYTON HAS THE LONGER AXIS STRETCHED IN AN APPROXIMATELY EAST-WEST DIRECTION. THIS MAXIMIZES WINTER TIME SUN EXPOSURE TO THE SOUTH AND MINIMIZES WESTERN EXPOSURE AND DIRECT SOUTHERN EXPOSURE DURING THE SUMMER MONTHS..



SOCIAL SUSTAINABILITY

- FUTURE RESIDENTIAL
- MIXED USE AND CULTURAL BUILDINGS
- PEDESTRIAN PRIORITY ZONE
- PROPOSED TROLLEY ROUTE

Downtown Clayton is typical of urban environments in that a high percent of surfaces are impervious. The St. Louis area receives nearly 40 inches of rainfall annually. In Downtown Clayton, existing rain gardens will be supplemented by additional strategies to address on-site stormwater management, helping to reduce runoff. Green roofs are encouraged to increase the amount of pervious surfaces, and also to mitigate the urban heat island effect. Additional rain gardens are recommended to supplement the existing ones in filtering and reducing runoff.

The plan proposes an enhanced alternative transportation and mobility network to provide easy access to work, shopping, recreation, and community events. In particular, strengthening the connections to MetroLink stations, improving the pedestrian environment and integrating bicycle routes with the rest of the transportation network are all steps towards reducing automobile dependence. A rubber-wheeled circulator trolley is another option for helping people get around Downtown Clayton without their cars; the proposed route is shown in orange at left.

Social Sustainability

A socially sustainable community is characterized by an intergenerational and socio-economically diverse population, and by public services that equitably meet the needs of the entire population.

In Clayton, recreational facilities, civic facilities, community-based programs and events are intentionally designed to bring people together, as exemplified at The Center of Clayton. This plan proposes an enhanced network of Downtown civic spaces that will provide more places for both formal and informal gatherings. More sidewalk cafes will also help to bring people into semi-public spaces, enriching the shared experiences of Clayton residents and visitors.

Several elements of the Downtown Clayton Master Plan contribute towards a more intergenerational city. More open space and The Center of Clayton are both amenities that appeal to the older population, and having an expanded range of downtown housing options gives seniors the choice to live in the city center. Environments are designed to promote social enrichment through learning, healthy lifestyle options, and intergenerational activities.

Stronger connections to the MetroLink stations, including a circulator trolley linking the stations to all the Downtown districts, as well as more walkable streets also make Downtown life increasingly manageable for a wide range of ages. Municipal services including police, fire and education adequately cover Downtown Clayton. Public art, especially by local artists, creates an expression of the community and a forum for common dialogue.



ECONOMIC SUSTAINABILITY



Economic Sustainability

A city embodies economic sustainability by being a place with stable levels of economic growth and employment as well as with a diversified economic base to protect against sudden changes within individual sectors. Clayton, the seat of St. Louis County since 1877, has long been a center for the traditionally stable government sector. In addition, Downtown has a strong office sector that includes headquarters for a number of corporations as well as a number of legal and financial services firms. These varied places of employment all contribute towards Clayton's economic sustainability, which can be even further improved by broadening the use of Downtown.

Growing Downtown Clayton as a destination—a place to live, work, learn, and play—naturally broadens the economic base. At present, there are few residential options downtown and a limited supply of apartments. A key first step towards greater economic sustainability is introducing more housing choices to Downtown Clayton. Not only will this help to build the tax base, but it will also increase demand for small-scale retail and basic services such as grocery stores, markets, doctors, dentists and drugstores. These additional uses can supplement the existing office- and restaurant-dominated downtown. Furthermore, quality schools, healthcare services, renewable resources, benefits, and amenities attract families, businesses, and institutions that provide employment and also add to the economic foundation and tax base. The community thrives with a strong economic base that is market driven and serves future generations.

CLOCK WISE FROM TOP LEFT: SEVERAL AREAS WITHIN DOWNTOWN CLAYTON, SUCH AS CARONDELET VILLAGE AND THE SHOPS ON MARYLAND AVENUE HAVE HAD RECENT SUCCESS IN ESTABLISHING NEW RETAIL OFFERINGS. THIS MOMENTUM CAN BE BUILT UPON AS DOWNTOWN CONTINUES TO DIVERSIFY FROM ITS OFFICE-FOCUSED USES, PARTICULARLY BY OFFERING MORE RESIDENTIAL OPTIONS.



IMPLEMENTATION.



THE DOWNTOWN CLAYTON MASTER PLAN RECOMMENDS A COMBINATION OF ECONOMIC DEVELOPMENT, POLICY AND INFRASTRUCTURE INITIATIVES TO HELP GUIDE THE DEVELOPMENT OF THE DOWNTOWN TOWARDS THE VISION ILLUSTRATED HERE.

- EXISTING BUILDINGS
- PROPOSED DEVELOPMENT PROJECTS (AS OF APRIL 2010)
- POTENTIAL DEVELOPMENT PROJECTS

IMPLEMENTATION STRATEGY

Cities are not built by any one entity, but are the amalgamation of many actions by different sectors and involved stakeholders. For Downtown Clayton to be successful, the future will involve congruent actions by the private sector, the institutional and non-profit sectors, and the public sector. Since cities and regions are functioning in a highly competitive environment to attract investment, the concerted efforts of all involved must be focused on a broadly shared outcome. The Master Plan illustrates the potential of Clayton to reposition itself for the future, moving beyond a central business district to become a multi-dimensional, urbanistic, world class downtown. As a complex, vibrant place, Clayton will integrate multiple roles as a business center, urban neighborhood, and cultural and recreational destination. Achieving this will require a coordinated, phased effort by the business community and the city.

Downtown Implementation Initiatives

The following economic development, policy, and infrastructure initiatives broadly describe recommended changes to help Downtown Clayton become a vibrant, mixed-use district exhibiting the elements of great urbanism. The section below sets forth the strategy for accomplishing the master plan goals and vision, identifying both policy initiatives and project initiatives.

The **Economic Development Initiatives** are real estate strategies that will strengthen the Downtown Clayton economy in the near and long term. By protecting and diversifying Downtown, they will also benefit the region's economic development potential. The initiatives are sensitive to market cycles and should be priming the pump for likely private investment. In many cases the investment vehicles and structures can be established early to be ready to respond to private sector interest when the economy recovers. These initiatives are as follows:

- **Retail:** Target, recruit and provide incentives for boutique retail uses unique to Clayton to locate in Downtown in order to help differentiate Downtown Clayton from other retail destinations in the region. Unique retail stores provide more specialized, distinctive products and retail experiences.
- **Housing:** Increase the number of housing units in Downtown and offer a mix of housing types.
- **Office:** Strengthen and diversify the Downtown's office supply and demand by offering more professional office space in the selected infill areas.
- **Government:** Retain government uses in appropriate locations within Downtown. Encourage St. Louis County to lease space in new office and mixed use buildings owned by the private sector.

Two overarching **Policy Initiatives** are recommended to move Clayton forward. With a focus on policy changes, these efforts can begin immediately.

- **Zoning and Approval Processes:** Adjust the zoning and the design review process to establish a clearer framework for Downtown development. Promote a simplified and more flexible zoning approach that considers the entire Downtown and transitions to the neighborhoods.
- **Comprehensive Marketing and Recruitment:** Both a policy initiative and an economic development tool, developing a consistent and effective marketing strategy will benefit the private, public, and non-profit sectors alike.

To leverage private investment, the City will need to continue to pursue a number of **Infrastructure Initiatives**, improving streets and expanding and enhancing parks and civic space. These investments set the stage for private development. Since these are capital projects, their completion will be phased over time, with some tasks identified as higher priority than others.

- **Streetscape:** Invest in streetscape and intersection improvements that will change the perception of and improve the pedestrian experience throughout Downtown and provide better connections to transit. Narrow unnecessarily wide streets to promote walkability and an enhanced pedestrian environment.
- **Civic Open Space and Shaw Park:** Invest in an interconnected open space system that is visible and identifiable as part of the Downtown's identity. Enhance Shaw Park to create an active and inviting edge along Brentwood Boulevard with lively sports, entertainment and cultural venues.
- **Parking:** Undertake a comprehensive parking study to assess utilization and promote shared parking in key locations to facilitate infill and appropriately scaled downtown development. Pursue an overall parking management strategy and consider establishing a parking authority to coordinate efforts across the six Downtown Districts.
- **Mobility:** Create designated bicycle routes and invest in a rubber-wheeled trolley to reduce car-domination and encourage other modes of transportation.
- **Identity and Wayfinding:** Undertake a comprehensive signage and wayfinding study to unify the entire Downtown and highlight the districts. Consider formally changing the term "Clayton CBD" to "Downtown Clayton" to emphasize that the Central Business District is about more than just weekday businesses. This name change could be part of a larger identity and branding strategy that includes the economic development initiatives and retail strategy.

Retail Market Factors

Assuming reasonable sales productivity, spending power, capture rates and proximate retail/food & beverage offerings:

- Each new resident supports 4-7 sf of retail space
- Each new office worker supports 2-5 sf of retail space
- Each visitor supports 0.5 to 1.5 sf of retail space

ECONOMIC DEVELOPMENT INITIATIVES

Underlying any good plan is a comprehensive approach to economic development. The following economic development initiatives which should be considered on a case-by-case basis, address strategies for building the base of retail and housing, and sustaining the base of office and government uses in downtown

The implementation examples described in this section are all from projects, cities and programs that have worked in other locations. It is recommended that the legal implications of these proven programs under Missouri Law be investigated by City of Clayton staff to determine the specific approaches, techniques, requirements and development structures under which they might be implemented in Clayton.

Retail

The caliber and character of downtown retail is often used as a measure of downtown vitality. A stable and dynamic retail and restaurant mix downtown offers a satisfying experience to the local residents and downtown employees, enhancing their quality of life. Such a mix can also be the basis for a memorable experience to the visitor and, as such, is an important economic development asset. To leverage downtown for economic development purposes requires that lifestyle amenities like a strong mix of unique retail and restaurant establishments is sustained downtown. The lack of concentrated retail or critical mass of shops coupled with the perception that Clayton is solely a place for dining is threatening downtown's function as a shopping destination and service center. With the many dining options in the area, a number of restaurant patrons already make their way downtown on a regular basis. Bringing in more specialty retail can build upon this base of locals and visitors, giving yet another reason to come downtown or encouraging them to stay downtown longer to take advantage of unique retail choices. Downtown Clayton has the potential to regain the recognition it enjoyed during the 1980s, albeit with a different tenant mix, if the retail strategy is carefully executed.

The retail inventory provided as part of the Master Plan illustrates where retail is located today, and can serve as the base for establishing/reinforcing connectivity along pedestrian-improved streets and blocks to link retail in downtown Clayton more effectively. The existing clusters on Maryland Avenue, on Central Avenue and along Carondelet Plaza near the Ritz-Carlton each have quality offerings and a level of critical mass, but they are also separated just enough to not function well together. The 'retail islands' character of these three areas can be resolved over time by prioritizing new retail locations in the spaces between these more established areas, by implementing more pedestrian-oriented streetscape improvements along the linking blocks and by working with new projects such as the Centene buildings to assure that an activated retail edge, if warranted, is created along the street level blocks. Financial incentives to strengthen downtown retail should be considered on a case by case basis.

There are a number of potential infill development sites that can be prioritized for re-use, more density, and infrastructure improvements to set the stage for future infill, re-zoning (as required) and other modifications. While the current economic downturn has slowed developer capacity and limited available capital, the City should be ready as the local market rebounds with a prioritized plan to encourage redevelopment on sites that will best meet both the planning and market opportunities identified in the Master Plan. Residential and mixed-use projects should be the initial priorities, as the office market will likely remain a build-to-suit market condition for the near term.

To realize the opportunity to bring in new, market supportable retail, the following steps are recommended as part of the Downtown Master Plan:

Retail Recruitment

The retail recruitment strategy and program for downtown Clayton needs to be formalized and carried out, with new retail and entertainment offerings clustered to reinforce current retail blocks, where possible and with property owner participation. To best understand the priorities, investment capacities, existing tenant obligations and interest in participating in the recruitment program, it is recommended that all of the property owners become engaged in the retail recruitment process; this would involve one-on-one meetings with each property owner, in order to determine their level of interest in attracting new retailers to downtown Clayton and their potential connections with other retailers who may be prospective expansion/relocation businesses as well as to understand how they fit into the overall downtown merchandise mix.



THE SHOPS AT THE CRESCENT WITH HOUSING ABOVE

Retail Retention

In addition to recruitment of retail to downtown Clayton, it will be equally important to address retention issues in order to keep as many of the existing businesses and current retailers as possible as the plan is implemented. Retail businesses relocate or close for a variety of reasons: their lease term has ended; they may need more (or less) space than their current location; owners wish to sell or retire, but there is no successor-operator from within a family-owned business and no mechanism to find an outside business purchaser; or, the operator is displaced by redevelopment and may not have an alternative location selected. With prior knowledge and information, each of these conditions can be manageable, but the alternative outcome is more common: retailers close and liquidate their inventories because they have not found a purchaser for the business. Not only is the operator gone, but so is the business, often in spite of the condition that there is a viable customer base who would have continued to patronize the operation if it were still open. This is particularly difficult if the specialty retailer or food service operator is part of the locally-owned business base that creates a distinctive character for a downtown area. In order to retain existing businesses, it is recommended that the same staff and programmatic requirements suggested for retail recruitment also be involved in retail retention efforts to keep businesses in Downtown Clayton, whether in their existing locations, or retained, but relocated. This suggests the following retention efforts:

- Build on the database of businesses completed as part of the retail inventory prepared for the Downtown Master Plan. A downtown management person (whether the Economic Developer or another development staff member) can expand the inventory database to include contact information for the business owner as well as the building owner to understand when leases are ending, whether the property owner wants to keep the current operator or has space into which a downtown Clayton retail business might relocate. Knowing when leases expire or where redevelopment projects might displace existing retail operations will also help to address the issue.
- Develop an overall leasing strategy based on retention of existing retailers as well as to fill in merchandising and retail offering 'gaps' to better meet the needs of Downtown Clayton shoppers. As a baseline, the strategy should protect and build upon existing retail clusters; the 'dining district' blocks on North Central Avenue and Forsyth Boulevard, specialty retail along Maryland Avenue in the Maryland Gateway subdistrict, and in/around Carondelet Circle. As a strategy to protect and retain the restaurant cluster on both sides of North Central, a conceptual plan was developed for the east side of the block in order to provide a design that could retain existing restaurants and historic buildings to a depth of 70 feet, while still providing for by-right density in redevelopment on the rest of the block. The test demonstrated that it is possible to do both, providing a "both/and" solution.

- Prepare a 'space availability' map which could be overlaid on the inventory to identify which spaces are available and which will become available within the next year (and updated as required). If possible, asking rents and other information could be included to expedite relocation of retained retailers, as necessary and possible.
- As part of the possible financial incentives program funding, consider provision of low interest loans or grant subsidies for relocation of existing retailers if they remain in Downtown Clayton. As with other financial incentives, the sources of funding would ideally include both public and private/charitable institution funds, and would leverage equal or greater match funds from the incentive recipients.
- Work with local financial institutions, business brokers and the Downtown Clayton economic development program to arrange "walk-out" sales of businesses (in which inventory, customer lists and other business-specific assets can be sold intact as part of a whole business sale, rather than resulting in liquidation of inventory and loss of the business, as well).
- Provide for retention and recruitment in new projects that are planned, under review or approved. New spaces should be available for existing/relocating businesses as well as for new retailers. Involve the local and regional commercial brokerage community to be sure they understand (and will contribute to) the retention/recruitment strategy for Downtown Clayton, as they will have the most complete information about who is seeking retail space.

Central Management

Because the retail and downtown Clayton renewal process is already a program of the City's Economic Development office, the City's Economic Developer is the logical place to centralize and coordinate design assistance, project management, incentive funding and long-range retail recruitment. Experience in other locations has shown that providing a "one-stop shopping" office that both advocates for a downtown renewal strategy and manages and implements the strategy is the most cost-effective way to carry out the process.

Housing

Resident households create 24-hour vibrancy downtown. Households demand goods and services and thus support downtown retail and service establishments. A mix of household types in terms of age, income, and housing tenure enriches the Downtown environment and makes it uniquely urban. Downtown should embody the environmental, social, and economic values associated with in-town living and working. A strong downtown residential base enlivens the streets, supports retail, and provides an additional source of tax revenue. Downtown Clayton has recently experienced some downtown residential development, including Maryland Walk and at Carondelet Plaza. A majority of this development, however, is high income households of one and two people. Housing opportunities for younger professionals and middle income family households are limited. High land values downtown coupled with high construction costs make reasonably priced housing development for these segments difficult.

Clayton is considered among the most desirable residential areas in the greater St. Louis region due to the City's central location (shortening commutes from outer suburbs), proximity to Washington University, the quality of schools, parks, recreational amenities and other features, and the availability of nearby goods and services (although not all located within Clayton's boundaries). As the national economy has slowed, housing prices have fallen across the country. St. Louis, already one of the more affordable housing markets among major U.S. cities declined as well. The more affluent suburbs in the St. Louis MSA also saw declines, including Clayton, but the relative rates of average price reductions have not been parallel. On an annualized basis, these average prices have been reduced about 3.9% per year. However, the average annualized reductions for housing in Ladue and Frontenac have dropped by over twice as much, or about 8.6% per year. The Clayton market, despite following national and regional trends, has been more stable and has not dropped as much as similar suburban residential areas in St. Louis.

In addition to the retail incentives described above, it is recommended that Clayton's policies be adapted as needed to encourage more downtown housing, both to increase the downtown customer base and to better support the new retail businesses recruited downtown. Similar in motivation to the recommended retail incentives, other housing-oriented economic development incentives can be used to incentivize developer interest and to reduce front-end costs for prospective developers. As with the retail programs, prospective infill sites for housing (as shown in the Master Plan) have been identified, and can be the focus of initial financial and policy incentives to encourage investment and redevelopment there first. The market factors currently affecting housing in Downtown Clayton include the following:

- High land costs and limited land availability
- Cost and availability of capital
- Cost of structured parking
- Lack of value generation for proximity to MetroLink stations
- Changing demographic
- High quality of the Clayton school system.

LAND COSTS AND AVAILABILITY—High land costs typically require more development density to meet developer financial objectives. As Clayton is largely built-out, there is limited land availability. This scarcity of available supply is one of the primary reasons for high commercial land prices in downtown Clayton. Other factors that influence land prices include the allowed uses and development densities such as floor-area ratios (FAR), lot coverage ratios and parking requirements, among others.

CAPITAL FOR HOUSING DEVELOPMENT—The instability of the capital markets has limited available funding across the country, even for economically viable projects. Until capital markets are more stabilized, this could affect the amount and cost of credit to prospective housing developers.

PARKING—As higher densities generate higher parking requirements, provision of structured parking on site can become a cost issue due to the cost per space for parking garages. Traditional suburban parking ratios, especially in areas with available transit, are being re-considered nationally. Conversely, most condominium purchasers will prefer to have one or more parking spaces per unit available, either as part of the purchase price, or as an additional purchase. For marketability purposes, provision of on-site, dedicated parking is generally expected in multi-story residential buildings. Providing incentives for (or fully paying for) structured parking is an established approach to reduce developer costs, as the parking is not capable of covering its costs. Through establishment of a parking management district, requirements for parking throughout downtown Clayton can be assessed and better managed, but it is not anticipated that a management district will eliminate the need for structured parking for new residential projects. It may become necessary that the City of Clayton consider the use of lower-cost public funding instruments (such as revenue or GO bonds) to help finance structured parking as a development incentive. However, this step would, by its nature, be project-specific and negotiated according to the characteristics of each residential project under consideration (density, unit types, location/proximity to transit, provision of other public amenities, etc.).



CHARLOTTE CTC ARENA TRANSIT STATION



CLAYTON METRO LINK

PROXIMITY TO TRANSIT—Proximity to MetroLink has not yet generated value for adjoining properties and the system’s ridership has not reached the volume that will support Transit Oriented Development (TOD) projects. There often is a significant lag time between creation of transit systems and realization of their roles as development catalysts. For example, the Washington DC Metro extension through Northern Virginia—the Ballston-Roslyn Orange Line—took 25 years from the time the Metro was constructed to the point that market forces justified the 22 story residential and office towers that were initially zoned along the Metro Corridor. However, after the new residential density along the transit corridor was completed, the mode-split (number of residents requiring a car for commuting) resulted in higher transit ridership, and lower needs for on-site parking. This pattern has been repeated (at varying stages of development) for transit systems in San Francisco and Portland, and can be a likely indicator of the future potential for the MetroLink in greater St. Louis.

CHANGING DEMOGRAPHIC—This profile suggests that there is unmet market demand for new types of housing products that do not exist in great numbers today, particularly to address the need for high quality multi-family residential development oriented toward young professional couples. This segment, most likely childless, for purposes of public school impacts represents an affluent, well educated group who would choose to live in Clayton, but who cannot yet afford single-family detached houses that are the most prevalent housing type in the City. Providing higher density housing for the young professionals market (as well as for a segment of the empty-nester market of older Clayton residents who want to reduce the maintenance requirements of a single-family house but do not want to leave Clayton) will bring new residents without causing major impacts on schools, will provide incremental market support for retail and professional/consumer services and further activate the streets, as residents are around in the evenings and on weekends when Downtown Clayton’s employees are not in their offices. As the current population ages and the younger professional market increases in this part of the city, Clayton can capture sales and rentals from both of these groups, while sustaining the vitality and mix of residents today.

Office Market Factors

- Proximity to similar office tenants (financial services, law firms, corporate headquarters) will bring others
- Amenities, safety and commuting convenience all create perceived value
- Parking costs may require subsidy or favorable financing to make projects viable
- Infill existing office sites within the Master Plan; obsolete buildings are redeveloped and uses are mixed

CLAYTON SCHOOL SYSTEM—The high quality of schools is a strong incentive for families with children to move to Clayton. However, our experience in other downtown resident markets suggests that the most likely new resident groups are both young professionals and empty-nesters, older local residents who want to remain in Clayton but who no longer need or want to take care of houses and yards. Both of these groups tend to have higher disposable income levels because neither has children at home—young professionals have not yet had children and empty nesters’ children have grown and live on their own. From a budget and educational planning standpoint, introduction of new residents to a community sometimes creates pressures on local school systems for classrooms, teachers and capital investment in facilities. In downtown settings, the young professional and empty nester markets have traditionally had a disproportionately low impact on schools.

Recommendations for ways to increase housing in Downtown include:

- Using Clayton’s planning policies to encourage more downtown housing to expand customer base and support new retail.
- Reducing front-end developer costs through land write-downs, ground leases, joint ventures, property tax incentives and (last resort) subsidies for parking, etc.
- Identifying in-fill sites and focusing incentives there first.

Office

Clayton is regarded as a major Class A office destination within the greater St. Louis area, with a concentration of corporate headquarters, financial institutions and major law firms, many of which have moved from downtown St. Louis or choose Clayton above other parts of the metropolitan area when they move to St. Louis. Clayton has approximately 10.4 million square feet of office space, which represents about 8% of total office inventory in the region (as of the 4th quarter of 2009). The amount of Class A space (which produces the highest level of commercial office rents) totals about 5.6 million square feet of Clayton’s total, second only to downtown St. Louis, which has 10.8 million square feet of Class A space. However, the quoted rental rates for Class A office space in Clayton are about \$26.60 per square foot in a full service building, almost 40% higher than for comparable Class A, full service space in downtown St. Louis and vacancy rates in Clayton (at 9.4%) are also lower than downtown St. Louis (at 11.8%). This is an indication that Clayton’s position in the regional market is strengthening. Although downtown office workers do not spend as much per capita on food and retail/consumer goods as do downtown residents, the reported 35,000 office workers who work in downtown Clayton represent a major part of the retail market for downtown.

The Downtown Clayton office market can therefore be considered disproportionately successful for the population size of the city, and has sustained strengths in concentrations of banks and financial services, corporate headquarters and law firms/legal services. These commercial office concentrations, combined with the County and Federal government workers in downtown

Clayton form a diversified and stable office worker market that provides a tax and employment base that supports Clayton's economic base. Factors which influence the office market include:

- Synergy between office uses (for example, financial services) and supporting services (legal, accounting, etc.)
- Ease of commuting (an advantage for Clayton workers who commute from nearby suburbs), as opposed to getting into/out of downtown St. Louis.
- Supporting retail and food services, hotels and access to transportation is strong in the Clayton area (particularly with the Galleria and the Boulevard just across I 170) and the proximity to Lambert St. Louis International Airport, ten minutes away.
- A range of available office product, from Class A and A- to B+ and B, plus some Class C space. This allows all business sectors to co-exist in downtown Clayton, but also indicates that some office buildings may be considered obsolete and will need to be replaced in the future.
- There is willingness to re-zone and infill new projects as warranted by market support and corporate commitments—Carondelet Plaza and the Centene Headquarters buildings provide indications of corporate commitment to downtown Clayton.

While Downtown Clayton's office sector already has a reputation as a premier, Class A office location in the St. Louis region, one of this plan's major tenets is to build upon the existing strengths of Downtown. Retail and housing initiatives can complement office uses and even increase demand for office space in Downtown Clayton.

The following are suggestions for ways to further increase the value of and demand for Downtown's office offerings:

- Balancing Downtown Clayton's appeal for Class A office, headquarters and legal/financial services with housing development through planning and zoning policies.
- Selectively encouraging active uses such as amenities, services and retail at street level of buildings to create a lively pedestrian atmosphere. Concentrating retail in pre-determined locations rather than spreading it among all office locations is an important strategy to address actual retail market support.
- Maintaining Clayton's dominant Class A office role in the St. Louis region using the momentum that is already in place.

Leveraging Strategies for Downtown Mixed-Use, Housing and Office

To best leverage benefits to the City and participation in the vision and concepts developed for the Downtown Clayton Master Plan, the City of Clayton is in a good position to structure a variety of deal structures with developers to get projects implemented in a manner consistent with the objectives of the plan (assuming that market support is present and financing is available on reasonable terms):

- **GROUND LEASES**—For land owned by the City of Clayton, by St. Louis County, or by non-profit/institutional owners, favorable ground leases can be negotiated to ‘lower’ the price per surface foot in order to leverage inclusion of less commercially oriented components. As an example, in discussions regarding Clayton’s Downtown Master Plan, St. Louis County representatives suggested that the County would consider long-term ground leases for commercial housing on County-owned properties near the Clayton MetroLink station, assuming that the scale of the projects and the market segments served would achieve some beneficial objective (such as development of multi-family, transit-friendly housing for young professionals). Since ground leases are negotiated, the public sector is in a position to reduce the ‘market value’ of publicly owned land, reducing the developer’s cost/debt obligations/risk in exchange for some other benefit. Public ground leases are often very long term (up to 50 to 99 years or beyond) but sometimes result in public ownership of privately funded improvements/buildings at the end of the ground lease term.
- **JOINT VENTURES**—Public property owners can also reduce their costs by participating in joint ventures, in which the equity ownership by the public sector can be used to reduce rent/occupancy costs in new space. For example, St. Louis County could commit its equity in land toward construction of a build-to-suit County office building. Because the land is contributed to the overall deal, it is possible to reduce the rent in a future office building for St. Louis County in exchange for a value established against the County’s equity. Additionally, a public client is desirable in the credit markets as a ‘financeable’/credit tenant that could help to secure the developer’s financing.
- **PUBLIC-PRIVATE PARTNERSHIPS**—Public-private partnerships are similar to ground leases and joint ventures in that the public sector negotiates some form of participation for completion of a project. This could be a promise to lease space for 25 years or more (to secure financing) in a commercially-constructed building or complex of buildings, construction of a project with the public sector funding the non-commercial components (such as a parking structure), blending the use of public financing mechanisms (such as publicly issued bonds) with private debt and equity to reduce overall financing costs to developers. These and other public-private arrangements are effective and proven tools to encourage private development to be implemented in particular ways that will provide some type of public benefit and can assist in accelerating implementation of the Clayton Downtown Master Plan.

POLICY INITIATIVES

The two Policy Initiatives underlie all other public and private projects downtown. They address the fundamental issue of leadership, advocacy, and clarity of direction. Downtowns are complex places with many different interests. A central and focused entity can become the cheerleader and the advocate for all things related to the geography of downtown, coordinating with other entities and becoming a clearing house for ideas and actions. Of all cities, Clayton has much to market, but this information must be broadcast both widely and in a very targeted manner to attract investment from outside the region. The approval processes then become the tools by which the downtown leaders attract, direct, and shape the investment to achieve the best long term goals of the community.

Comprehensive Marketing and Recruitment Recommendations

Retail recruitment is already part of the City of Clayton's Economic Development Program and is part of the responsibilities of the City's Economic Developer. This is a strong advantage, in that it represents the City's commitment to both time and funding for business and retail recruitment going into the Master Plan implementation program. While the Master Plan can establish target zones and design standards for retail development, the implementation of tenant recruitment and retention of businesses and stores will be an ongoing effort as the downtown evolves. Much like shopping centers, which have full-time management and business recruitment staffs and resources (and which are paid for out of management budgets), downtown areas will need ongoing attention to tenant mix, expiring leases and tenant rollovers. The other advantage of centralizing retail and business recruitment is that there is an advocate and coordinator for an overall merchandising concept, just as there is in the shopping mall. Unlike the mall, however, downtown areas like Clayton do not have central property control and leaseholds, which allow the mall operators to control and manipulate tenant locations, co-tenancies and development of critical mass by structuring specific tenant categories in clusters. Downtown Clayton has a restaurant cluster along Central today; this dining destination area is a strong advantage for downtown Clayton in that it brings customers from the City as well as from the surrounding region. In our view, the dining cluster is Clayton's greatest retail advantage at this time; the specialty retail/apparel/accessories and shoes categories are less well represented in Clayton's retail mix and should be one of the next two major category targets for recruitment in Downtown Clayton, the other being arts and galleries to reinforce Clayton's reputation as an arts center created by the annual St. Louis Art Fair. Galleries traditionally pay lower rents (and should therefore be located in less prominent retail locations or as initial tenants in emerging retail districts); they also benefit from cluster effect and are very complimentary with nearby food and beverage operations.



EXISTING LOCAL RETAIL

Funding for the business and retail recruitment program should be considered part of the Annual Special Taxing District Revenues, which currently generate about \$235,000 per year for the City. While a stable funding base is a significant advantage, our experience suggests that additional funding will be required, as most of the annual funding is already committed. In order to fund an additional part-time staff position to assist the Economic Developer, an increase in the Special Taxing District rate may be determined necessary. We suggest that the increment be fully dedicated to business and retail recruitment efforts as a means to focus attention on Downtown Clayton and to bring in new restaurants, retail stores, galleries and studios and consumer service businesses targeted to priority retail streets and blocks.

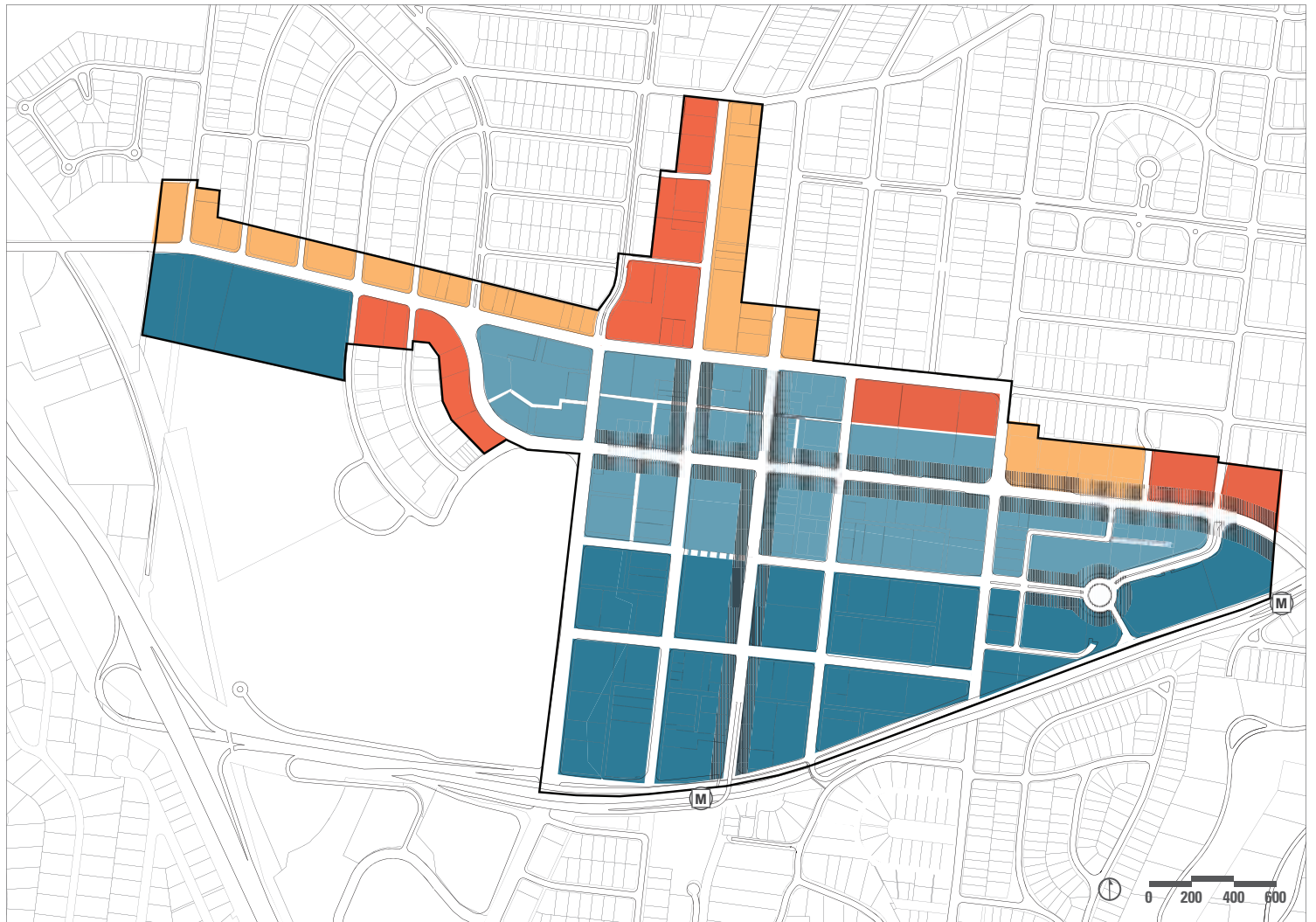
While we recognize that national chain-affiliated retailers are considered desirable by property owners (as they are more 'financeable' than less known, locally owned businesses—it is not without reason that chain retailers are also known as 'credit tenants'), we believe that a selected small number of national tenants (such as Clayton's successful Starbucks Coffee) should be reinforced by a greater percentage of small, locally and regionally-owned retailers. These retailers are not generally as well capitalized as chain-affiliated retail operations, but

are almost always more specialized, provide more distinctive products and retail presentations (known as a ‘point of view’ in the retail industry) and demonstrate an alternative to the more predictable mix of chain stores in the nearby malls. It is also a reality that the proximity and scale of the St. Louis Galleria, Boulevard St. Louis and other shopping centers near Clayton have already captured many of the lead national tenants that would have otherwise been a good fit into downtown Clayton’s merchandise mix (such as Crate & Barrel and the Apple Store). A retail leasing requirement called a radius restriction (which limits the ability of a chain store to open another location within a prescribed radius of an existing operation on the premise that a second location would not increase sales overall, but would poach sales from the first location) would restrict Clayton’s ability to attract these tenants. However, Clayton’s reputation as a dining destination, the potential to introduce other clusters of specialty retail along priority blocks identified in the Master Plan, and the generally lower rents available downtown (when compared to the Galleria and other nearby malls) can all be leveraged as recruitment points when reaching out to prospective tenants.

In order to ‘prospect’ for potential retailers in downtown Clayton, we suggest that several locations be targeted:

- Within the greater St. Louis area, there are a number of upscale shopping areas in which distinctive locally owned retail and dining establishments are located. We would suggest that operations with two existing locations are preferred, as the expansion from two to three locations is easier for operators than expansion from one site to two.
- Kansas City (the Country Club Plaza area in particular), suburban Chicago (including areas such as Highland Park and Evanston), Dallas (Park Cities and in-town mixed use areas such as Greenville Avenue), Minneapolis and selected smaller markets with ‘creative/educational’ communities such as Columbia MO, Madison WI and Manhattan KS. These types of cities also foster innovative retail start-ups that complement affluent, creative and/or well-educated consumers.

Retail recruitment visits (supported by marketing and demographic materials about Clayton) can be scheduled (preferably not during the fourth quarter, as smaller retailers are frequently busiest around the holiday sales season) to introduce prospective operators to the Clayton market and space opportunities there. The recruitment process does not in any way replace the retail brokerage role—brokers will still be required to execute leases and collect fees. The difference is that the recruitment effort will be based on a clear merchandising strategy; brokerage decisions are most often based on potential transactions, not on an overall strategy. It will be implementation of a merchandising strategy that will optimize complementary tenancies, create ‘critical mass’ clusters and focus retail attention for property owners.



- LOW RISE TRANSITION
- MID RISE TRANSITION
- DOWNTOWN
- DOWNTOWN INCENTIVE
- PEDESTRIAN PRIORITY ZONE

Zoning Recommendations

Economic Development Initiatives such as direct funding, as laid out in the Retail Strategy, are not the only options available to encourage appropriate retail development and renovation; adding value through policy decisions is another alternative. Through zoning policy, the City of Clayton can provide incentives by allowing bonus densities for new projects/re-zoning and renovation projects to provide more economic activity and revenue to developers. While the value of bonus density awards can vary depending upon the market, bonus density allowances can also be a cost effective way to add developer value without having to provide direct financial assistance.

The recommendations below come out of stakeholder requests for a simplified zoning code. The existing zoning for Downtown Clayton includes nine base zoning districts, four overlay zones, eight planned unit developments, and one special development district. Combined, these create a complex patchwork pattern of land-use regulations that, on the one hand, allow for a more nuanced response to individual development proposals; but on the other hand, create a condition where development controls are hard to predict.

In contrast, the proposed zoning defines four base zoning districts and one overlay zone. With fewer possible permutations of land use control, developers can be more certain about the potential profit from their investments, and thus more likely to go ahead with a project. The suggested zoning reflects the differences in urban form that also helped to define the six Downtown Districts:

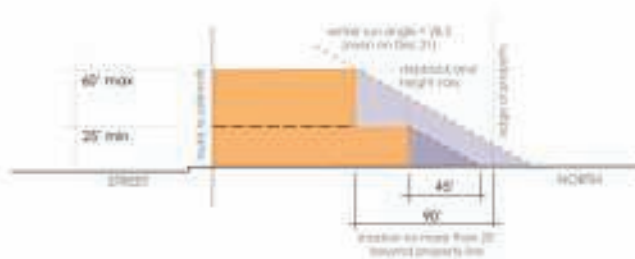
- **LOW-RISE TRANSITION (Light orange)**
Two- to four-story buildings along gateway streets. Important opportunity to step down to abutting residential areas.
- **MID-RISE TRANSITION (Orange)**
Two- to eight-story buildings along gateway streets. Slightly more height allowed than Low-rise because adjacent uses are commercial or open space rather than residential.
- **DOWNTOWN (Light blue; dark blue indicates areas with additional density incentives)**
Buildings at minimum two-stories, but no maximum. Areas of existing office development and areas intended for future office and mixed-use development. Dense, transit-oriented development near the MetroLink stations may be incentivized (darker blue).
- **PEDESTRIAN PRIORITY ZONE OVERLAY (Gray hatch)**
Areas along sections of Forsyth Boulevard, Central Avenue, Meramec Avenue and Carondelet Circle where particular efforts towards being pedestrian-friendly will be made. May include requirements for building setbacks, landscaping, sidewalks, or first-floor activities.

All of the zones are recommended to require minimum building heights of 25 feet, or about two stories. Suggested height maximums and basic setback requirements are outlined in the table below.

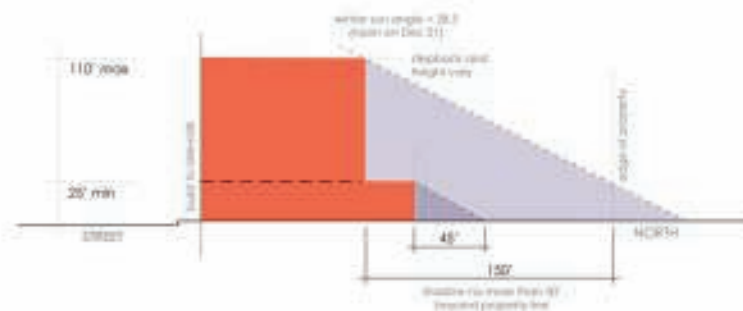
	MINIMUM HEIGHT	MAXIMUM HEIGHT	
LOW-RISE TRANSITION	25'	60'	STEPDOWN TOWARDS RESIDENTIAL NEIGHBORHOOD SETBACK FROM RESIDENTIAL NEIGHBORHOOD-SHADOW DISTANCE FROM PROPERTY LINE
MID-RISE TRANSITION	25'	110'	STEPDOWN TOWARDS RESIDENTIAL NEIGHBORHOOD SETBACK FROM RESIDENTIAL NEIGHBORHOOD-SHADOW DISTANCE FROM PROPERTY LINE
DOWNTOWN / DOWNTOWN INCENTIVES	25'	NONE	NO LIMIT ON FAR
PEDESTRIAN PRIORITY	PEDESTRIAN SCALED DESIGN FOR FIRST 25' FROM GROUND (APPROXIMATELY 2 STORIES) SUCH AS FIRST FLOOR RETAIL, RESIDENTIAL STOOPS, BREAKS IN FAÇADE, BUILDING STEPBACKS.		

The height and setback requirements for the proposed zones are explained visually in the diagrammatic building sections that follow. Within the Low-rise and Mid-rise Transition Zones, building height and placement are ultimately controlled by the desire to minimize the impact of shadows on neighboring property. In the regular Downtown Zone, the desire for greater density and development drives the decision not to cap building height.

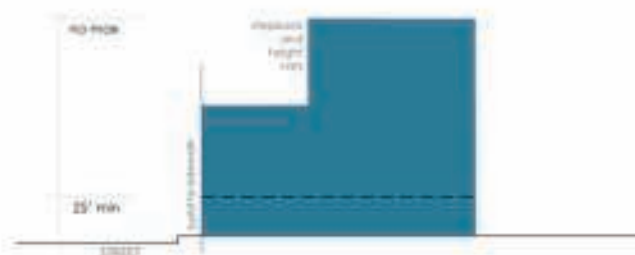
LOW RISE TRANSITION

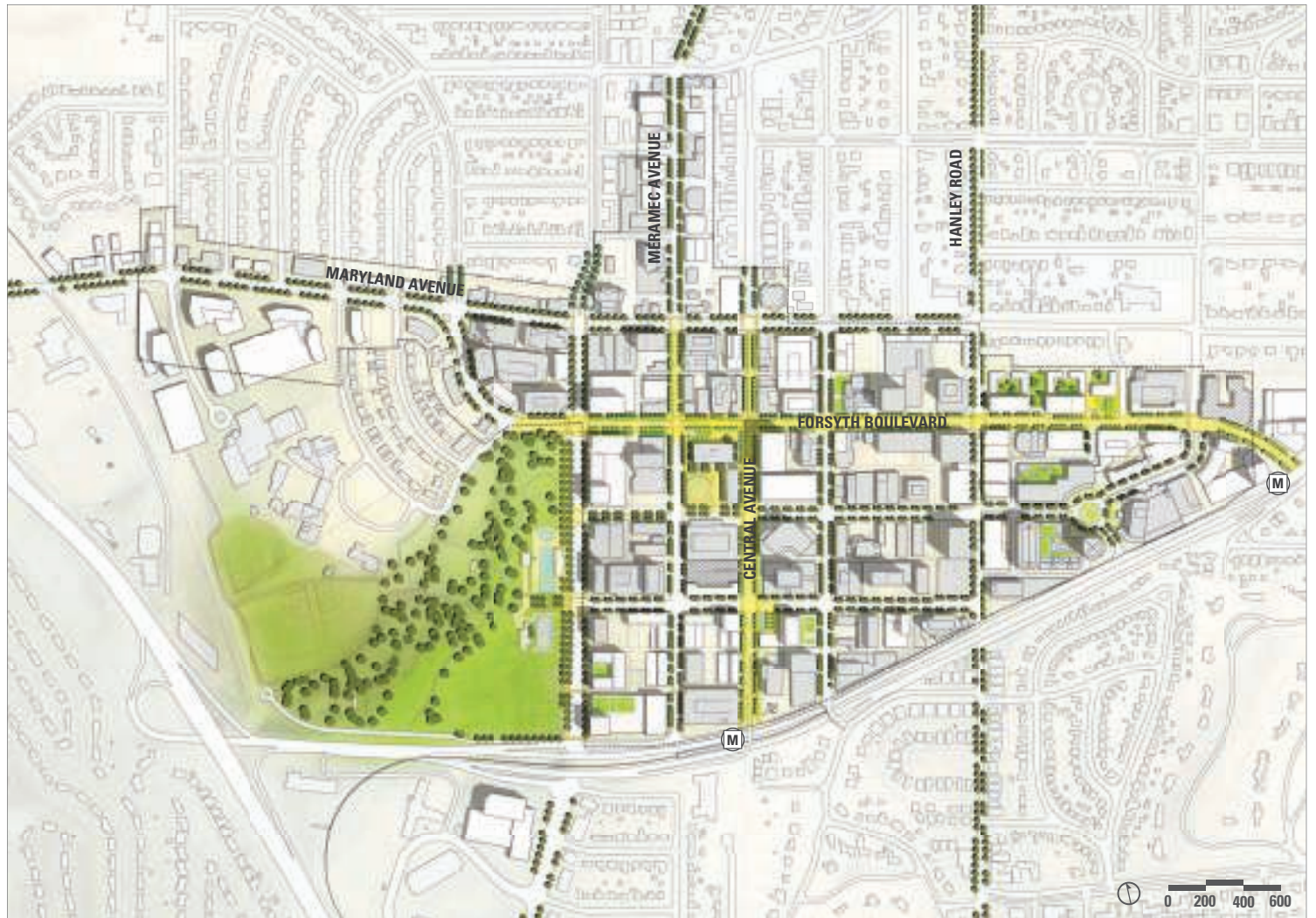


MID RISE TRANSITION



DOWNTOWN
DOWNTOWN INCENTIVE





STREETSCAPE AND CIVIC OPEN SPACE INITIATIVES ARE SHOWN ON THE CIVIC REALM PLAN

- EXISTING BUILDINGS
- PROPOSED BUILDINGS
- PEDESTRIAN PRIORITY AREA
- PARK

INFRASTRUCTURE INITIATIVES

Infrastructure is a primary responsibility of the public sector and can be used effectively to leverage private development. The cost of new streetscape, parks, transit, and other civic infrastructure should be viewed as a long-term public investment, which will bring a return in the form of private investment that over time generates a larger tax base for the City. Some forms of public infrastructure can generate direct revenues, such as transit fares and park licensing fees. While this offset is useful, it does not change the fundamental role of infrastructure as a public service that catalyzes private development.

The section below identifies the key projects and priorities organized under streetscape, civic open space and parks, parking, mobility, and identity and wayfinding.

Streetscape

The investment in infrastructure is an ongoing enterprise that improves and maintains the civic spaces of downtown. Gracious streets create value for adjacent real estate and influence positive attributes of certain “addresses” within a district or on a street. Focusing on streetscape and intersection improvements will change the perception and improve the pedestrian experience throughout Downtown and provide better connections to transit.

Overall, the creation of a network of urban city streets, rather than wide suburban roads, will extend the pedestrian environment beyond Shaw Park and North Central. Many streets and intersections are dominated by vehicles, which limits the extent of the pedestrian environment and detracts from the real estate address of these locations.

In order to promote walkability and an enhanced pedestrian environment, the following streetscape priorities are proposed:

- **NORTH CENTRAL BETWEEN MARYLAND AVENUE AND FORSYTH BOULEVARD**—Narrow the street section, maintaining one lane in each direction and parallel parking on both sides. Widen sidewalks to accommodate outdoor dining and trees as well as a sufficient pedestrian walkway.

- **FORSYTH BOULEVARD BETWEEN FOREST PARK PARKWAY AND PARKSIDE DRIVE (EXCLUDING THE BLOCK BETWEEN BEMISTON AVENUE AND HANLEY ROAD)**—Narrow the street section, maintaining one lane in each direction with a common turn lane (will not significantly decrease volume of traffic) and parallel parking on both sides (except on south side in front of County Police Building). Widen sidewalks to accommodate outdoor dining and trees as well as sufficient pedestrian walkway. Leave block with fire station between Bemiston Avenue and Hanley Road as it is.
- **BRENTWOOD BOULEVARD**—Improve pedestrian crossings at every intersection along Brentwood through use of a traffic table/raised pedestrian crossing, bump outs, or paving materials. Improve pedestrian condition along parkside to include promenade, plantings, and active uses.

Civic Open Space and Shaw Park

Parks and open space are another means to create value for adjacent real estate while also providing a civic amenity for all residents and appealing to visitors. Shaw Park is a prime example of public investment that should be leveraging private development. In order to make this parkland more of an amenity, enhance Shaw Park to create an active and inviting edge along Brentwood Boulevard with lively sports, entertainment and cultural venues. Invest in an interconnected open space system that is visible and identifiable as part of the Downtown’s identity. The new parks would reinforce the identity of Clayton as a “green” downtown. Each of the new districts should have a civic space that creates focus and identity.

Street Festivals and Events: One of the key purposes of these temporal events is to attract people to underutilized areas. Since Shaw Park already has numerous events, consideration should be given to moving these events on to other streets that lack activity at night and on the weekend, such as Central Avenue and Forsyth Boulevard. Existing businesses would then be able to benefit from the general foot traffic at these off peak times.

District Parks: Within several of the districts, a combination of private and public efforts need to focus on creating small pocket parks and civic spaces that provide an identity appropriate to the district. Examples would be:

- A civic plaza with active programming in front of the County Police Building at Forsyth Boulevard and Central Avenue.
- An intense urban pocket park at Bonhomme Avenue and Central Avenue.
- A larger pocket park on Forsyth Boulevard near the transit station.

Parking

Undertake a comprehensive parking study to assess utilization, increase use of existing parking supply, and promote shared parking in key locations to facilitate infill and appropriately scaled downtown development. Pursue an overall parking management strategy and a parking authority to coordinate efforts across the six Downtown districts.

While the Master Plan did not include a specific parking analysis, it appears that there is a significant amount of parking in Clayton today, but it could be used more efficiently, particularly as the spaces used for office/employee parking in the daytime can provide parking for shopping/dining/entertainment consumers in the evening. To best address the parking opportunity, it is recommended that a parking management district be explored. In other locations, parking management districts have implemented parking sign systems that show where (and how many) parking spaces are available in off street/structured parking locations, have centralized parking enforcement programs to provide the flexibility to deal with the parking behaviors during different parts of the day, and have encouraged coordinated programs for valet parking in dining districts. Underutilized parking capacity in Clayton can be better used if organized under a parking management district as a joint public/private effort by the City.

The parking garages and decks arrayed throughout Downtown are well located and can adequately serve the next wave of downtown revitalization. Efforts should be made to encourage the public to use them, and pricing should be part of that effort. Other measures should be taken as well: the City should seek to improve the image of the garages, through cosmetic upgrades, advertising, and other promotion. Consideration should be given to charging for the most desirable curb spaces on primary streets and providing an incentive for short-term parking in the nearby garages.

Mobility

Well-run, efficient, and connected transit systems provide a basic service to residents and workers. The location of routes, and in particular fixed rail, will influence investment decisions. Transit stations should become the focus of higher density transit oriented development. The recent investment in the MetroLink as well as the potential for a rubber-wheeled trolley system that links these stations with destinations in the Downtown, can create a state-of-the art transit system that puts Clayton well ahead of its peers. Well established and designated bicycle routes will reduce car-domination and encourage other modes of transportation. Undertaking a comprehensive mobility study would be a strong next step in bringing these opportunities to fruition.



WAYFINDING DOWNTOWN BATON ROUGE

Identity and Wayfinding

It is important to have a clear message to express the core values of Downtown Clayton—a message that is consistent, unique and memorable, resonating with a wide audience. The development of the Downtown brand will distill words, images, and symbols into a compelling graphic statement. The brand should be communicated throughout the Downtown by a coordinated signage program—an information system that guides and directs—to create a sense of place. Developing the core brand image is the best first step—and one that will provide consistency and clarity of message for the partnership, the intended audience, and the general public. As a part of the branding, consideration should be given to changing the term “Clayton CBD” to “Downtown Clayton” to emphasize that the CBD is about more than just weekday businesses. The wayfinding and identity signage will translate the brand vision into the physical environment in clear, consistent and memorable fashion.

The logo, typography, color and naming developed should serve as the foundation for use in all media, ensuring consistency of message and image for print, websites and mobile communications, for local and national outreach, for investor relations, and specifically, as the basis for the design of a distinctive district signage system. Combining the graphic identity developed with the functional requirements for clear orientation and wayfinding will create a family of signage elements. These elements could include District gateway/markers, vehicular guide signs, public parking signage, pedestrian visitor kiosks, and banners. The signage system should be consistent in design and imagery, clearly differentiating different districts, while unifying the entire Downtown. This “kit of parts” can be implemented in phases as each District evolves, and can provide interim identity for sites lacking physical improvements.

NEXT STEPS

The success of any plan is ultimately determined by how it is implemented. This Downtown Clayton Master Plan is being issued at a time of great opportunity for planning while the economy recovers. Timely action is required to achieve the full potential of these policy, economic development, and infrastructure initiatives to be prepared to capitalize on development once the economy rebounds. To achieve this potential requires both leadership and understanding—we urge the principal stakeholders to embrace the concepts incorporated in this plan and to formally incorporate them into their own plans and actions in the coming years.

DOWNTOWN CLAYTON ACTION PLAN

Having a plan reach its full potential requires a deep understanding of the many actions the plan incorporates, as well as a great deal of organization and cross-departmental coordination throughout the implementation process. To help facilitate this, the following table summarizes the implementation strategy by laying out the many action items within the Downtown Clayton Master Plan Update and Retail Strategy. The table is structured to align with the earlier sections of this chapter—economic development, policy, and infrastructure—breaking each into multiple categories and then presenting the overarching strategies for each. The many actions incorporated in the plan are further specified for each of the six Downtown Districts in order to give a detailed and context-sensitive set of next steps for the city.

In the following section, recommended action items are organized into tables that list the items by category for each of the six Downtown Districts.

DISTRICTS: *North Central*
Forsyth Village
Park View
Central Station
Maryland Gateway
Meramec Gateway

CATEGORIES: *Economic Development*
Policy
Infrastructure



Economic Development-North Central

REALM	STRATEGY	NORTH CENTRAL	
		Action	Responsible Party
Retail	Target, recruit and provide incentives for retail uses unique to Clayton to locate in Downtown in order to help differentiate Downtown Clayton from other retail destinations in the region.	Focus on retail and restaurants. Recruit unique retailers to locate in close proximity to the already strong restaurant core. Focus new retail along Maryland Avenue to help connect existing retail nodes.	Office of Economic Development
Housing	Increase the number of housing units Downtown and offer a mix of housing types.	Prioritize mixed-use infill development that combines residential and retail uses. Provide density bonuses for mixed-use projects that include residential uses.	Planning Department, Office of Economic Development
Office	Strengthen and diversify the Downtown's office supply and demand by offering more professional office space in the selected infill areas.	Indirectly encourage the development (or redevelopment) of professional office space by improving nearby amenities such as the proposed civic plaza at Central Avenue and Forsyth Boulevard, or expanded retail choices.	Office of Economic Development
Government	Retain government uses in appropriate locations within the Downtown. Encourage St. Louis County to lease space in new office and mixed use buildings owned by the private sector and consolidate their underutilized sites to create opportunities for higher density development.	Encourage selected small-scale government offices to locate in privately owned office buildings to continue diversifying the mixed use character of the district. However, large government office space users should focus growth in Central Station rather than North Central.	Office of Economic Development and Mayor



Economic Development-Forsyth Village

REALM	STRATEGY	FORSYTH VILLAGE	
		Action	Responsible Party
Retail	Target, recruit and provide incentives for retail uses unique to Clayton to locate in Downtown in order to help differentiate Downtown Clayton from other retail destinations in the region.	Provide density bonuses and reduced parking requirements to encourage transit use / facilitate TOD.	Planning Department
Housing	Increase the number of housing units Downtown and offer a mix of housing types.	Provide density bonuses and reduced parking requirements to encourage transit use / facilitate TOD.	Planning Department
Office	Strengthen and diversify the Downtown's office supply and demand by offering more professional office space in the selected infill areas.	Provide density bonuses and reduced parking requirements to encourage transit use / facilitate TOD.	Planning Department
Government	Retain government uses in appropriate locations within the Downtown. Encourage St. Louis County to lease space in new office and mixed use buildings owned by the private sector and consolidate their underutilized sites to create opportunities for higher density development.	Forsyth Village is not a focus area for government uses.	n/a



Economic Development-Park View

REALM	STRATEGY	PARK VIEW	
		Action	Responsible Party
Retail	Target, recruit and provide incentives for retail uses unique to Clayton to locate in Downtown in order to help differentiate Downtown Clayton from other retail destinations in the region.	<p>Recruit small retail establishments to help support residential and office uses.</p> <p>Add restaurants and kiosks along the Brentwood Boulevard edge of Shaw Park.</p>	Office of Economic Development, Planning Department
Housing	Increase the number of housing units Downtown and offer a mix of housing types.	<p>In the long term, consider higher density residential or office on underutilized parcels.</p> <p>Focus residential development along the edges of Shaw Park.</p>	Planning Department
Office	Strengthen and diversify the Downtown's office supply and demand by offering more professional office space in the selected infill areas.	In the long term, consider higher density residential or office on underutilized parcels.	Planning Department
Government	Retain government uses in appropriate locations within the Downtown. Encourage St. Louis County to lease space in new office and mixed use buildings owned by the private sector and consolidate their underutilized sites to create opportunities for higher density development.	Discourage additional spillover government uses from the adjacent Central Station district, and instead focus development in this area on residential uses.	Planning Department



Economic Development-Central Station

REALM	STRATEGY	CENTRAL STATION	
		Action	Responsible Party
Retail	Target, recruit and provide incentives for retail uses unique to Clayton to locate in Downtown in order to help differentiate Downtown Clayton from other retail destinations in the region.	Recruit small retail establishments to support residential and office uses.	Planning Department
Housing	Increase the number of housing units Downtown and offer a mix of housing types.	<p>Consolidate underutilized sites to create opportunities for higher density development.</p> <p>Provide regulatory incentives to increase residential uses for market rate rental housing.</p> <p>Reduce on-site parking requirements for new multi-family residential near the MetroLink station.</p>	Planning Department
Office	Strengthen and diversify the Downtown's office supply and demand by offering more professional office space in the selected infill areas.	Consolidate underutilized sites to create opportunities for higher density development.	Planning Department
Government	Retain government uses in appropriate locations within the Downtown. Encourage St. Louis County to lease space in new office and mixed use buildings owned by the private sector and consolidate their underutilized sites to create opportunities for higher density development.	<p>Provide a mix of amenities to encourage additional government uses.</p> <p>Consolidate underutilized sites to create opportunities for higher density development.</p>	Planning Department, Office of Economic Development



Economic Development-Maryland Gateway

REALM		STRATEGY	MARYLAND GATEWAY	
			Action	Responsible Party
Retail	Target, recruit and provide incentives for retail uses unique to Clayton to locate in Downtown in order to help differentiate Downtown Clayton from other retail destinations in the region.		Support and enhance existing retail development along Maryland Avenue.	Office of Economic Development
Housing	Increase the number of housing units Downtown and offer a mix of housing types.		Consider providing incentives for mixed-use development in this area in order to introduce more residential development that can smooth the transition to adjacent neighborhoods.	Planning Department, Office of Economic Development
Office	Strengthen and diversify the Downtown's office supply and demand by offering more professional office space in the selected infill areas.		Consider providing incentives for mixed-use development that incorporates some small-scale professional offices in keeping with the nearby residential areas.	Planning Department
Government	Retain government uses in appropriate locations within the Downtown. Encourage St. Louis County to lease space in new office and mixed use buildings owned by the private sector and consolidate their underutilized sites to create opportunities for higher density development.		Maryland Gateway is not a focus area for government uses.	n/a



Economic Development-Meramec Gateway

REALM	STRATEGY	MERAMEC GATEWAY	
		Action	Responsible Party
Retail	Target, recruit and provide incentives for retail uses unique to Clayton to locate in Downtown in order to help differentiate Downtown Clayton from other retail destinations in the region.	Any retail development should be directed towards Meramec Avenue as it approaches the southern boundary of the district and to Maryland Avenue in order to help connect existing retail nodes.	Planning Department
Housing	Increase the number of housing units Downtown and offer a mix of housing types.	Encourage development of multi-family housing, with some directed specifically towards young professionals and “empty nesters.”	Planning Department
Office	Strengthen and diversify the Downtown’s office supply and demand by offering more professional office space in the selected infill areas.	Incorporate professional offices into future mixed-use development in this area.	Planning Department
Government	Retain government uses in appropriate locations within the Downtown. Encourage St. Louis County to lease space in new office and mixed use buildings owned by the private sector and consolidate their underutilized sites to create opportunities for higher density development.	Meramec Gateway is not a focus area for government uses.	n/a



Policy-North Central

REALM	STRATEGY	NORTH CENTRAL	
		Action	Responsible Party
Zoning and Approval	Adjust the zoning and the design review process to establish a clearer framework for Downtown development. Promote a simplified and more flexible zoning approach that considers the entire Downtown and transitions to the neighborhoods.	Re-zone North Central to be a combination of Downtown and Mid-Rise Transition uses, with nearly all streets included in the Pedestrian Priority Zone.	Planning Department, Plan Commission
Comprehensive Marketing and Recruitment	Both a policy initiative and an economic development tool, developing a consistent and effective marketing strategy will benefit the private, public, and non profit sectors alike.	Focus marketing for North Central on the retail uses and civic gathering spaces that can be additional stopping places for visitors already heading downtown for a restaurant meal.	Office of Economic Development, Planning Department



Policy-Forsyth Village

REALM	STRATEGY	FORSYTH VILLAGE	
		Action	Responsible Party
Zoning and Approval	Adjust the zoning and the design review process to establish a clearer framework for Downtown development. Promote a simplified and more flexible zoning approach that considers the entire Downtown and transitions to the neighborhoods.	<p>Encourage development of the several vacant lots and underutilized buildings, particularly along Forsyth Boulevard.</p> <p>Re-zone Forsyth Village for Downtown uses south of Forsyth Boulevard, and to be a combination of Low-Rise and Mid-Rise Transition uses in the blocks adjacent to residential development north of Forsyth.</p> <p>Forsyth Boulevard and Carondelet Plaza should be included in the Pedestrian Priority Zone.</p> <p>Provide density bonuses and reduced parking requirements to encourage transit use / facilitate TOD.</p>	Planning Department, Plan Commission
Comprehensive Marketing and Recruitment	Both a policy initiative and an economic development tool, developing a consistent and effective marketing strategy will benefit the private, public, and non profit sectors alike.	Forsyth Village can be marketed as a mixed-use, Transit Oriented Development that is an ideal place for Downtown living.	Office of Economic Development, Planning Department



Policy-Park View

REALM	STRATEGY	PARK VIEW	
		Action	Responsible Party
Zoning and Approval	Adjust the zoning and the design review process to establish a clearer framework for Downtown development. Promote a simplified and more flexible zoning approach that considers the entire Downtown and transitions to the neighborhoods.	Re-zone Park View for Downtown uses, allowing for height along the park.	Planning Department, Plan Commission
Comprehensive Marketing and Recruitment	Both a policy initiative and an economic development tool, developing a consistent and effective marketing strategy will benefit the private, public, and non profit sectors alike.	Marketing efforts for Park View can focus on it being a premier residential destination in the St. Louis metro region, given its proximity to Shaw Park and other amenities as well as the convenience of being close to the Clayton MetroLink Station.	Office of Economic Development, Planning Department

Policy-Central Station

REALM	STRATEGY	CENTRAL STATION	
		Action	Responsible Party
Zoning and Approval	Adjust the zoning and the design review process to establish a clearer framework for Downtown development. Promote a simplified and more flexible zoning approach that considers the entire Downtown and transitions to the neighborhoods.	<p>Re-zone Central Station for Downtown uses.</p> <p>Central Avenue should be included in the Pedestrian-Priority zone.</p> <p>Provide regulatory incentives to increase residential uses for market rate rental housing.</p>	Planning Department, Plan Commission
Comprehensive Marketing and Recruitment	Both a policy initiative and an economic development tool, developing a consistent and effective marketing strategy will benefit the private, public, and non profit sectors alike.	<p>Central Station can be marketed as an ideal office location, with the convenience of easy access to the MetroLink and the benefits of a number of nearby amenities such as Shaw Park.</p> <p>Marketing should emphasize that Central Station is not just a 9 to 5 place. Mixed use, infill development has helped to transform it into a vibrant urban district even at times without the presence of office workers.</p>	Office of Economic Development, Planning Department



Policy-Maryland Gateway

REALM	STRATEGY	MARYLAND GATEWAY	
		Action	Responsible Party
Zoning and Approval	Adjust the zoning and the design review process to establish a clearer framework for Downtown development. Promote a simplified and more flexible zoning approach that considers the entire Downtown and transitions to the neighborhoods.	Re-zone Maryland Gateway as a combination of Low-Rise and Mid-Rise Transition areas, with small sections of Downtown.	Planning Department, Plan Commission
Comprehensive Marketing and Recruitment	Both a policy initiative and an economic development tool, developing a consistent and effective marketing strategy will benefit the private, public, and non profit sectors alike.	Marketing efforts for Maryland Gateway can highlight the visibility and easy access to retail establishments in this area.	Office of Economic Development, Planning Department



Policy-Meramec Gateway

REALM	STRATEGY	MERAMEC GATEWAY	
		Action	Responsible Party
Zoning and Approval	Adjust the zoning and the design review process to establish a clearer framework for Downtown development. Promote a simplified and more flexible zoning approach that considers the entire Downtown and transitions to the neighborhoods.	Re-zone Meramec Gateway as a combination of Low-Rise Transition to the east of Central Avenue and Mid-Rise Transition to the west of Central Avenue.	Planning Department, Plan Commission
Comprehensive Marketing and Recruitment	Both a policy initiative and an economic development tool, developing a consistent and effective marketing strategy will benefit the private, public, and non profit sectors alike.	Meramec Gateway can be described as a convenient residential location, in easy walking distance to many downtown restaurants and offices yet at a smaller scale than other parts of Downtown.	Office of Economic Development, Planning Department



Infrastructure-North Central

REALM	STRATEGY	NORTH CENTRAL	
		Action	Responsible Party
Streetscape and Building Height	Invest in streetscape and intersection improvements that will change the perception and improve the pedestrian experience throughout Downtown and provide better connections to transit. Narrow unnecessarily wide streets to promote walkability and an enhanced pedestrian environment. Prioritize improvements for those areas identified as Pedestrian Priority Zones.	<p>Consider incentives to preserve smaller-scale buildings on pedestrian streets.</p> <p>Modify street sections and consider regulatory adjustments for outdoor dining as necessary.</p> <p>Stepback larger scale development from the Pedestrian Priority Zones along Forsyth Boulevard, Central Avenue and Meramec Avenue.</p> <p>Consider new approaches to managing deliveries and loading that are realistic and feasible.</p>	Planning Department, Public Works
Civic Open Space and Shaw Park	Invest in an interconnected open space system that is visible and identifiable as part of the Downtown's identity. Enhance Shaw Park to create an active and inviting edge along Brentwood Boulevard with lively sports, entertainment and cultural venues.	<p>Make plaza at Forsyth Boulevard and Central Avenue a new key civic space and the symbolic heart of downtown; support with kiosk and programming.</p> <p>Work with existing art organizations to create a landmark sculptural element to mark the heart of Downtown at Forsyth Boulevard and North Central Avenue.</p>	Planning Department, Parks Department, Clayton Century Foundation
Parking	Undertake a comprehensive parking study to assess utilization and promote shared parking in key locations to facilitate infill and appropriately scaled downtown development. Pursue an overall parking management strategy and a parking authority to coordinate efforts across the six Downtown districts.	<p>Create curbside parking along Forsyth Boulevard at off-peak hours.</p> <p>Discourage surface parking lots except behind buildings.</p>	Planning Department, Public Works
Mobility	Create designated bicycle routes and invest in a rubber-wheeled trolley to reduce car domination and encourage other modes of transportation.	<p>Consider a rubber-wheeled trolley circulator route that goes along Forsyth Boulevard before connecting to other Downtown districts.</p> <p>Add bike sharrows to Forsyth Boulevard.</p>	Planning Department, Public Works
Identity and Wayfinding	Undertake a comprehensive signage and wayfinding study to unify the entire Downtown and highlight the districts. Consider formally changing the term "Clayton CBD" to "Downtown Clayton" to emphasize that the CBD is about more than just weekday businesses. This name change could be part of a larger identity and branding strategy that includes the economic development initiatives and retail strategy.	Introduce strong wayfinding elements that highlight North Central as the historic core of Downtown.	Planning Department, Office of Economic Development



Infrastructure-Forsyth Village

REALM	STRATEGY	FORSYTH VILLAGE	
		Action	Responsible Party
Streetscape and Building Height	Invest in streetscape and intersection improvements that will change the perception and improve the pedestrian experience throughout Downtown and provide better connections to transit. Narrow unnecessarily wide streets to promote walkability and an enhanced pedestrian environment. Prioritize improvements for those areas identified as Pedestrian Priority Zones.	<p>Consider strategies to rehabilitate/ reuse Famous Barr building (i.e. residential with street level retail).</p> <p>Orient height along Forsyth Boulevard.</p> <p>Stepdown height as it approaches residential areas to the north.</p> <p>Reinforce street edge and sidewalk by building to the ROW with a generous sidewalk zone (15'- 20').</p> <p>Discourage blank walls in Pedestrian Priority Zones.</p>	Planning Department, Public Works
Civic Open Space and Shaw Park	Invest in an interconnected open space system that is visible and identifiable as part of the Downtown's identity. Enhance Shaw Park to create an active and inviting edge along Brentwood Boulevard with lively sports, entertainment and cultural venues.	Create a small park at the corner of Forsyth Boulevard and Lyle Avenue to allow pedestrians to step off the street for a moment and to provide a small civic space for the district.	Planning Department, Parks Department
Parking	Undertake a comprehensive parking study to assess utilization and promote shared parking in key locations to facilitate infill and appropriately scaled downtown development. Pursue an overall parking management strategy and a parking authority to coordinate efforts across the six Downtown districts.	Prohibit parking garages from fronting on key streets.	Planning Department, Public Works
Mobility	Create designated bicycle routes and invest in a rubber-wheeled trolley to reduce car domination and encourage other modes of transportation.	<p>Consider a rubber-wheeled trolley circulator route that goes along Forsyth Boulevard before connecting to other Downtown districts.</p> <p>Add bike sharrows to Forsyth Boulevard.</p>	Planning Department, Public Works
Identity and Wayfinding	Undertake a comprehensive signage and wayfinding study to unify the entire Downtown and highlight the districts. Consider formally changing the term "Clayton CBD" to "Downtown Clayton" to emphasize that the CBD is about more than just weekday businesses. This name change could be part of a larger identity and branding strategy that includes the economic development initiatives and retail strategy.	Develop integrated wayfinding and signage system that helps visitors arriving at Forsyth Station orient themselves and locate their destination.	Planning Department, Office of Economic Development



Infrastructure-Park View

REALM	STRATEGY	PARK VIEW	
		Action	Responsible Party
Streetscape and Building Height	Invest in streetscape and intersection improvements that will change the perception and improve the pedestrian experience throughout Downtown and provide better connections to transit. Narrow unnecessarily wide streets to promote walkability and an enhanced pedestrian environment. Prioritize improvements for those areas identified as Pedestrian Priority Zones.	Consider regulatory incentives for taller buildings across from the park, especially near Clayton Station.	Planning Department, Office of Economic Development
Civic Open Space and Shaw Park	Invest in an interconnected open space system that is visible and identifiable as part of the Downtown's identity. Enhance Shaw Park to create an active and inviting edge along Brentwood Boulevard with lively sports, entertainment and cultural venues.	<p>Consider adapting the land form at the north end of the park for smaller events.</p> <p>Activate the Brentwood Boulevard edge. If there is a future opportunity to relocate the tennis courts the City should consider creating a more inviting entrance to the park.</p> <p>Use the natural features of the park to create a rainwater storage pond at the lowest point.</p>	Planning Department, Parks Department, Public Works
Parking	Undertake a comprehensive parking study to assess utilization and promote shared parking in key locations to facilitate infill and appropriately scaled downtown development. Pursue an overall parking management strategy and a parking authority to coordinate efforts across the six Downtown districts.	<p>Allow on-street parking along Brentwood Boulevard to help provide a buffer between moving traffic and pedestrians.</p> <p>Prohibit parking garages from fronting on Brentwood Boulevard.</p> <p>Reduce parking requirements in southern part of Park View given its proximity to the MetroLink.</p>	Planning Department, Public Works
Mobility	Create designated bicycle routes and invest in a rubber-wheeled trolley to reduce car domination and encourage other modes of transportation.	<p>Consider a rubber-wheeled trolley circulator that makes stops at Forsyth Station and other points within the area.</p> <p>Add sharrows to clearly identify the designated bicycle route along Brentwood Boulevard.</p>	Public Works
Identity and Wayfinding	Undertake a comprehensive signage and wayfinding study to unify the entire Downtown and highlight the districts. Consider formally changing the term "Clayton CBD" to "Downtown Clayton" to emphasize that the CBD is about more than just weekday businesses. This name change could be part of a larger identity and branding strategy that includes the economic development initiatives and retail strategy.	Provide clear direction from Central Station to Shaw Park for visitors attending outdoor events.	Planning Department



Infrastructure-Central Station

REALM	STRATEGY	CENTRAL STATION	
		Action	Responsible Party
Streetscape and Building Height	Invest in streetscape and intersection improvements that will change the perception and improve the pedestrian experience throughout Downtown and provide better connections to transit. Narrow unnecessarily wide streets to promote walkability and an enhanced pedestrian environment. Prioritize improvements for those areas identified as Pedestrian Priority Zones.	<p>Undertake streetscape improvements along South Central Avenue to connect the Clayton MetroLink Station to nearby government buildings and to the North Central area of Downtown.</p> <p>Consider incentives to encourage dense development, particularly of office buildings, in the blocks closest to Central Station.</p> <p>Stepback larger scale development from the Pedestrian Priority Zone along Central Avenue.</p>	Planning Department, Office of Economic Development
Civic Open Space and Shaw Park	Invest in an interconnected open space system that is visible and identifiable as part of the Downtown's identity. Enhance Shaw Park to create an active and inviting edge along Brentwood Boulevard with lively sports, entertainment and cultural venues.	Create a small park at the corner of Central Avenue and Bonhomme Avenue to allow pedestrians to step off the street for a moment and to provide a small civic space for the district.	Planning Department, Parks Department, Public Works
Parking	Undertake a comprehensive parking study to assess utilization and promote shared parking in key locations to facilitate infill and appropriately scaled downtown development. Pursue an overall parking management strategy and a parking authority to coordinate efforts across the six Downtown districts.	<p>Prohibit parking garages and blank walls from fronting on key pedestrian streets.</p> <p>Create a building façade and build on top of the county parking garage to add more development and create a better walking environment.</p>	Planning Department, Public Works
Mobility	Create designated bicycle routes and invest in a rubber-wheeled trolley to reduce car domination and encourage other modes of transportation.	<p>Consider a rubber-wheeled trolley circulator route that goes along Central Avenue and connects to the other Downtown districts.</p> <p>Add sharrows to clearly identify the designated bicycle route along Carondelet Avenue.</p>	Planning Department, Public Works
Identity and Wayfinding	Undertake a comprehensive signage and wayfinding study to unify the entire Downtown and highlight the districts. Consider formally changing the term "Clayton CBD" to "Downtown Clayton" to emphasize that the CBD is about more than just weekday businesses. This name change could be part of a larger identity and branding strategy that includes the economic development initiatives and retail strategy.	Develop integrated wayfinding and signage system that helps visitors arriving at Central Station orient themselves and locate their destination.	Planning Department



Infrastructure-Maryland Gateway

REALM	STRATEGY	MARYLAND GATEWAY	
		Action	Responsible Party
Streetscape and Building Height	Invest in streetscape and intersection improvements that will change the perception and improve the pedestrian experience throughout Downtown and provide better connections to transit. Narrow unnecessarily wide streets to promote walkability and an enhanced pedestrian environment. Prioritize improvements for those areas identified as Pedestrian Priority Zones.	<p>Redesign Maryland Avenue as a boulevard or frontage road with street trees to balance traffic and walkability.</p> <p>Orient front doors along and align buildings to address Maryland Avenue.</p> <p>Parcels to north of Maryland Avenue should transition to lower height towards neighborhood.</p> <p>Parcels to south of Maryland Avenue can accommodate greater building heights, further from the neighborhoods.</p>	Planning Department, Public Works
Civic Open Space and Shaw Park	Invest in an interconnected open space system that is visible and identifiable as part of the Downtown's identity. Enhance Shaw Park to create an active and inviting edge along Brentwood Boulevard with lively sports, entertainment and cultural venues.	Reinforce streetscape connections to Shaw Park.	Planning Department, Parks Department, Public Works
Parking	Undertake a comprehensive parking study to assess utilization and promote shared parking in key locations to facilitate infill and appropriately scaled downtown development. Pursue an overall parking management strategy and a parking authority to coordinate efforts across the six Downtown districts.	<p>Allow on-street parking along frontage lane of redesigned boulevard.</p> <p>Prohibit parking garages and surface lots along Maryland Avenue.</p>	Planning Department, Public Works
Mobility	Create designated bicycle routes and invest in a rubber-wheeled trolley to reduce car domination and encourage other modes of transportation.	<p>Consider a rubber-wheeled trolley circulator that makes stops at various points within the area.</p> <p>Identify methods for incorporating bicycle safety into the redesign of Maryland Avenue.</p> <p>Add sharrows to clearly identify the designated bicycle route along Brentwood Boulevard.</p>	Planning Department, Public Works
Identity and Wayfinding	Undertake a comprehensive signage and wayfinding study to unify the entire Downtown and highlight the districts. Consider formally changing the term "Clayton CBD" to "Downtown Clayton" to emphasize that the CBD is about more than just weekday businesses. This name change could be part of a larger identity and branding strategy that includes the economic development initiatives and retail strategy.	Integrate the Downtown wayfinding and signage system in order to emphasize Maryland Avenue as an entrance to the district.	Planning Department



Infrastructure-Meramec Gateway

REALM	STRATEGY	MERAMEC GATEWAY	
		Action	Responsible Party
Streetscape and Building Height	Invest in streetscape and intersection improvements that will change the perception and improve the pedestrian experience throughout Downtown and provide better connections to transit. Narrow unnecessarily wide streets to promote walkability and an enhanced pedestrian environment. Prioritize improvements for those areas identified as Pedestrian Priority Zones.	<p>Create unified landscape identity along Meramec Avenue from Kingsbury Boulevard to Maryland Avenue.</p> <p>Provide an enhanced traffic table (raised pedestrian crossing) at the intersection of Maryland Avenue and Meramec Avenue to better connect to North Central through street treatment and stop light timing.</p>	Planning Department, Public Works
Civic Open Space and Shaw Park	Invest in an interconnected open space system that is visible and identifiable as part of the Downtown's identity. Enhance Shaw Park to create an active and inviting edge along Brentwood Boulevard with lively sports, entertainment and cultural venues.	Reinforce pedestrian connections across Maryland Avenue to the North Central District and the proposed plaza at Forsyth Boulevard between Meramec Avenue and Central Avenue.	Planning Department, Parks Department, Public Works
Parking	Undertake a comprehensive parking study to assess utilization and promote shared parking in key locations to facilitate infill and appropriately scaled downtown development. Pursue an overall parking management strategy and a parking authority to coordinate efforts across the six Downtown districts.	<p>Discourage surface parking lots with frontage on primary streets; encourage surface parking lots behind buildings.</p> <p>Prohibit parking garages and surface lots along Meramec Avenue.</p>	Planning Department
Mobility	Create designated bicycle routes and invest in a rubber-wheeled trolley to reduce car domination and encourage other modes of transportation.	<p>Consider a rubber-wheeled trolley circulator that makes stops at various points within the area.</p> <p>Consider changing stop light timing to better accommodate pedestrians and bicycles.</p> <p>Add sharrows to clearly identify the designated bicycle route along Brentwood Boulevard.</p>	Public Works
Identity and Wayfinding	Undertake a comprehensive signage and wayfinding study to unify the entire Downtown and highlight the districts. Consider formally changing the term "Clayton CBD" to "Downtown Clayton" to emphasize that the CBD is about more than just weekday businesses. This name change could be part of a larger identity and branding strategy that includes the economic development initiatives and retail strategy.	Integrate the Downtown wayfinding and signage system in order to better incorporate Maryland Avenue as an entrance to the district.	Planning Department

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