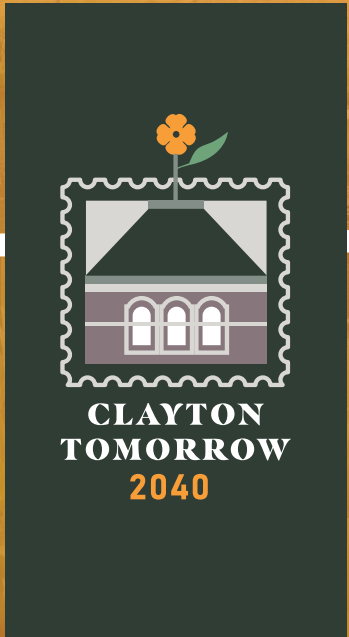


City of Clayton Comprehensive Plan 2040



Plan Commission adoption Resolution passed June 3, 2024
Board of Aldermen endorsement Resolution passed June 11, 2024



CONTENTS

INTRODUCTION

THE PROCESS

EXISTING CONDITIONS

MISSION & VISION

KEY OBJECTIVES

Housing & Neighborhoods

Commercial Development & Economy

Transportation & Connectivity

Community Character

FUTURE LAND USE

CHARACTER AREAS

IMPLEMENTATION MATRIX

APPENDIX

Engagement Summaries

Acknowledgments

City Staff

David Gipson, City Manager
Andrea Muskopf, Assistant City Manager
Anna Krane, Director of Planning and Development
Matt Malick, Director of Public Works
Gary Carter, Director of Economic Development
Larry Cawvey, Director of Technology Services
Toni Siering, Director of Parks and Recreation
Karen Dilber, Director of Finance
Ryan Helle, Planner
Hobie Kropp, Permit Technician
Gabrielle Macaluso, Communications Manager

Comprehensive Plan Steering Committee

Steve Lichtenfeld (Plan Commission)
Bob Denlow (Plan Commission)
Bridget McAndrew (Plan Commission/BOA)
John Brazeal (School District CFO)
Christine Schmiz (Community Equity Commission)
Jeff Leonard (Sustainability Advisory Committee)
Alex Berger (At-large community rep)
Abby Goldstein (At-large community rep)
Patty Heyda (At-large community rep)
Betsy Meyland-Smith (At-large community rep)

Plan Commission and Architectural Review Board

Steve Lichtenfeld, Chairman
David Gipson, City Manager
Bridget McAndrew, Aldermanic Representative
Carolyn Gaidis
Robert Denlow
Helen DiFate
Kami Waldman

Elected Officials

Michelle Harris, Mayor
Rick Hummell, Ward I Alderperson
Becky Patel, Ward I Alderperson
Ira Berkowitz, Former Ward II Alderperson
Jeff Yorg, Ward II Alderperson
Susan Buse, Ward II Alderperson
Bridget McAndrew, Ward III Alderperson
Gary Feder, Ward III Alderperson

Special thanks to all of the community members who completed a survey, participated in an interview, left an idea on the website, stopped by a table at an event, or attended the open house and ward meetings. We are grateful to the many youth who participated in various committees and gave insight into better reaching their peers!

Planning Team
PGAV Planners
WSP
Key Strategic Group

INTRODUCTION



Introduction

About the City

Clayton is an inner-ring suburb located just west of the City of St. Louis and is the seat of government for St. Louis County. The community is bounded by University City to the north, Ladue to the west, Richmond Heights to the south, and the City of St. Louis to the east. Interstate 170 runs through the western portion of the community. Other major roadways include principal arterials Forest Park Parkway, Hanley Road, and Brentwood Boulevard, and minor arterials, Big Bend Boulevard and Forsyth Boulevard. The City is located in the Central Corridor of St. Louis County and includes a robust Downtown that is a regional job center. Discussed further in this analysis, the City also includes several additional commercial nodes, ranging from small-scale neighborhood commercial on DeMun to large-scale commercial activity in Downtown. Land in the community is highly desirable due to the quality of housing, highly ranked school district, and regional proximity. Measuring just 2.5 square miles in land area, the City is considered a small-sized municipality in the St. Louis region, home to just over 17,000 residents. That being said, in 2019, more than 25,000 visited the community each day for work. This number continues to rebound. Today, the services and amenities in the City rank highly and provide services, jobs, and amenities to the broader region.

Throughout the Comprehensive Plan, many of the statistics regarding Clayton have been compared to the adjacent 5-counties St. Louis City, St. Louis County, St. Charles County, Jefferson County, and Franklin County, collectively referred to as the 5-County Region.

City History

The City of Clayton was formally incorporated in 1913 after a public vote. In the two decades prior to its incorporation, population began moving west out of the City of St. Louis for more space and new housing. Clayton's open land and proximity to St. Louis City made it an attractive place for new residents. Between 1920 and 1935, the City grew rapidly, and

significant development began. Clayton transitioned from a sleepy suburb of St. Louis to a booming area with thousands of residents and a growing business environment. At this point, the central business district was established and Downtown Clayton began its development. The City has continued to grow and today is a fully built-out community surrounded by adjacent municipalities.

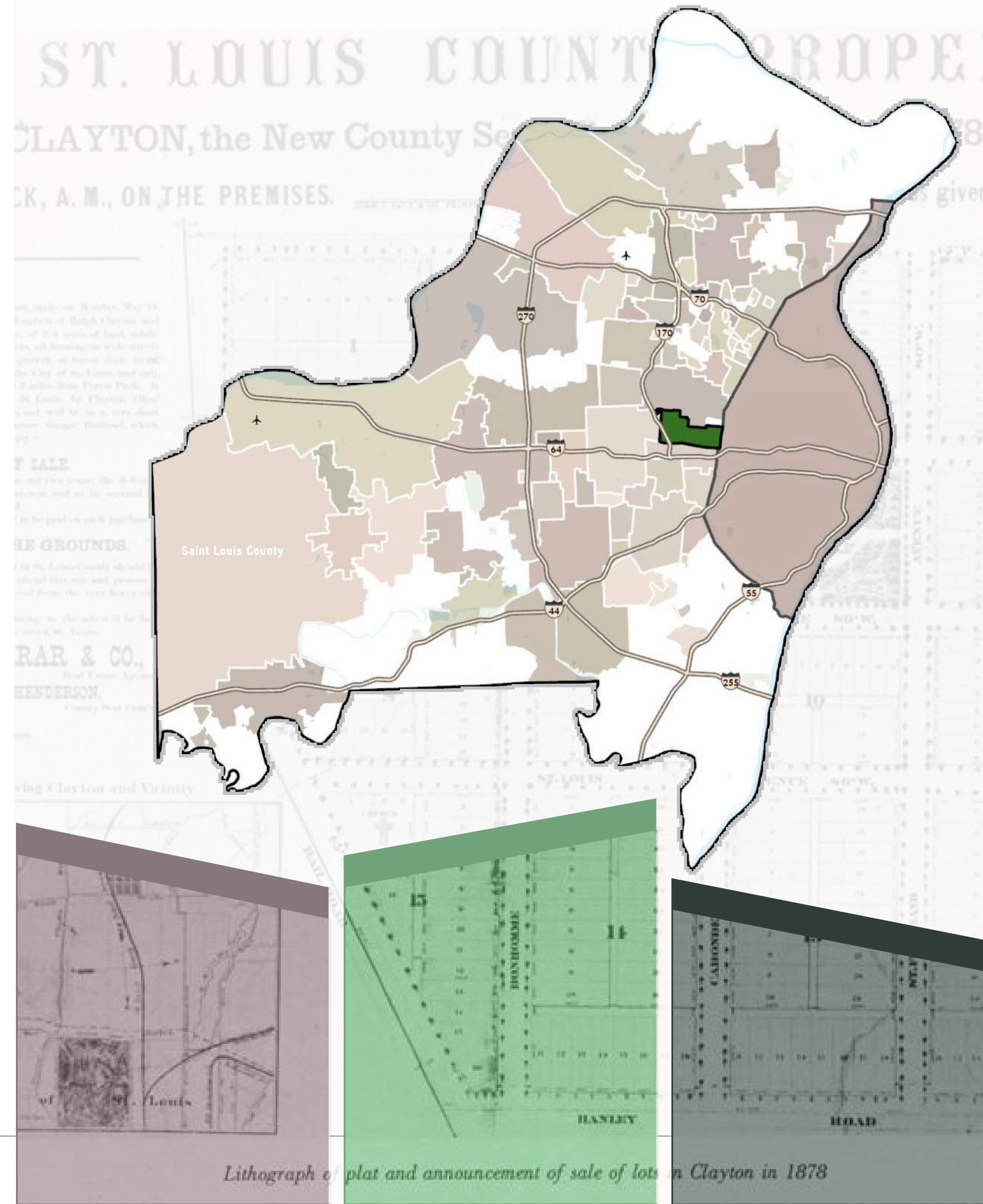
Previous Planning Efforts

The City has undergone several planning efforts since its founding more than 100 years ago. The 1958 Master Plan for the City of Clayton was produced by Harland Bartholomew and Associates, one of the leading authorities on city planning in the mid-twentieth century. This plan identified the City as primarily residential in nature, though acknowledged that the community had a central business district that was substantially larger than typical for its population and land area. The 1967 Revised Central Area Plan focused on the central business district of Clayton. The 1975 Master Plan was a departure from the plans conducted previously, with a more holistic view of the community and its assets. This plan identified six principal goals, several of which were focused on the environment, community services, and a balanced transportation system. In more recent history, several important plans were created, including:

- 1993 Central Business Districts Master Plan
- 2010 Downtown Master Plan Update
- 2012 C The Future Plan
- 2015 Housing Study
- 2015 Parking Study
- 2020 Economic Development Strategic Plan

The City of Clayton has a strong history of planning in the community. From their 1958 plan by one of the nation's most prolific planners to more recent efforts to plan intentionally for the community, the City has shown a commitment to the value of planning. The past planning efforts reveal several themes, including:

- Importance of the residential character
- Focus on the regional location as an asset
- Creating a robust mix of uses in Downtown
- Strong City services and community assets



THE PROCESS



Introduction

Led by local urban planning firm PGAV and a team of sub-consultants, the Clayton Tomorrow 2040 planning process officially launched in April of 2023. The planning process was designed to be facilitated over a 12-month period in four distinct phases:

Phase 1 (April - July 2023): Existing Conditions Analysis

- *Analysis of previous plans, existing conditions, market and land use.*
- *Establish working relationship with Steering Committee, Plan Commission and Board of Aldermen*
- *Launch project website and data dashboard*

Phase 2 (August - November 2023): Engagement

- *Open house and pop-up event engagement opportunities*
- *Launch online survey*
- *Continued interaction with committees and stakeholders*
- *Establish 3D models and begin scenario analysis*

Phase 3 (November 2023 - February 2024): Draft Plan and Review

- *Continued engagement and committee interaction*
- *Refine land use scenarios*
- *Review of draft plan*
- *Evaluate goals and implementation strategies*

Phase 4 (February - May 2024): Final Plan

- *Steering Committee meeting to review full draft*
- *Presentation to Board of Aldermen*
- *Presentation to Planning Commission*
- *Adoption process of Plan*

In an effort to ensure a representative process, the City of Clayton formed a Steering Committee made up of representatives of members of City Commissions and Committees, elected officials, and residents at large that served to guide the process and provide feedback along the way.

“It’s so exciting to see the City stop for a moment and plan for its future in an intentional way!”

- Community Member

The Importance of Community Engagement

Community engagement is a critical component in the development of a Comprehensive Plan for a city, acting as a tool to make sure that everyone's voice is heard in the planning process. Engaging with the community helps planners understand what is most important to residents. Through methods like surveys, interviews and public meetings, planners can identify and prioritize the needs, aspirations, and challenges that matter most to the community.

Building Trust and Transparency

Open communication and community engagement build trust between residents and planners. When people feel that their opinions matter, it fosters a sense of transparency and cooperation, crucial for gaining community support and acceptance of the Comprehensive Plan. By hosting open meetings and providing multiple avenues for all members of the community to connect with the planning process, conversations about priorities are held collectively rather than in silos.

Enhanced Decision Quality

Including community input results in better decision-making. Just like any complex project benefits from different ideas, a Comprehensive Plan benefits from the collective knowledge and insights of the community, leading to a higher quality plan and more innovative solutions.

Social and Environmental Equity

Engaging community members across a spectrum of locations, backgrounds and identities helps address social and environmental fairness. It ensures that benefits are distributed not only fairly, but equitably and that the plan considers the needs of vulnerable or under-served populations.

Intentional community engagement guarantees that the Comprehensive Plan reflects the diverse voices of the community, solves real problems, and builds a stronger, more inclusive city for everyone. By actively involving residents in the decision-making process, the plan is able to truly align with the vision and needs of the entire community.

Methods of Engagement

The planning process employed a variety of outreach methods to allow for multiple touch points for community stakeholders to learn about the process and provide their perspectives on planning priorities.

Steering Committee: 10 members; 9 meetings

Planning Website: 2,776 site visits; 266 contributions

Online & Paper Surveys: 766 responses

Public Open Houses: 3 events; 300+ total attendees

Ward Meetings: 3 events; 55-80 attendees at each event

Pop-Up Tabling Events: 8 events; 400+ total people reached

Coloring Contest: coloring sheets at all events

Clayton Committee & Commission Conversations:
Mayor's Youth Advisory Council
Sustainability Committee
Equity Commission
Plan Commission
Board of Alderman

Stakeholder Meetings & Interviews: 25 discussions

(see appendix for full list of engagements)

Steering Committee

The Steering Committee served as an important guide to the planning process, helping share upcoming events, shaping the content of surveys and open house structures, and providing important context in engagement findings. The group met for a total of ten times, nine of those with the consulting team. Each meeting was recorded and open to the public.

Planning Website & Surveys

The City of Clayton launched www.engageclayton.com to house a centralized location for all city engagement processes. The Clayton Tomorrow 2040 project had a dedicated page with an events calendar, public idea board, comprehensive survey, status updates, a virtual open house and an interactive data dashboard that showcased the findings from the existing conditions report. The project page for the Comprehensive Plan had nearly 3,000 site visits throughout the process, engaging more than 250 contributors who left comments, completed a survey, or reviewed site content. In addition to the initial public survey, a second survey was hosted that captured feedback on draft recommendations. Another survey targeted towards Clayton's youth was distributed through the public school system.

Open Houses

Rather than host public presentations of progress, the Planning Team organized public open houses designed as come-and-go events to capture feedback

from residents. The events were held on a weeknight at the Center of Clayton between 4:00pm and 7:00pm, allowing for those interested to participate at a time and pace that worked best for them. Each event had a section for children to participate with coloring sheets and visioning questions.

Open House #1

This open house focused on sharing findings from the existing conditions report and the initial visioning for the plan.

Open House #2

This open house was hosted jointly with the Livable Community Planning Team. Participants were engaged in a variety of feedback and voting activities at stations focused on public realm assets, transportation, green space, commercial development and residential development.

Open House #3

Another joint event with the Livable Community Planning Team, the third open house encouraged participants to provide feedback on draft recommendations for both plans as they reached their final stages.

Ward Meetings

Ward-specific meetings were planned to get more tailored feedback on key issues that were unique to each ward. The events were structured with a short presentation of the planning process followed by facilitated small-group discussions.

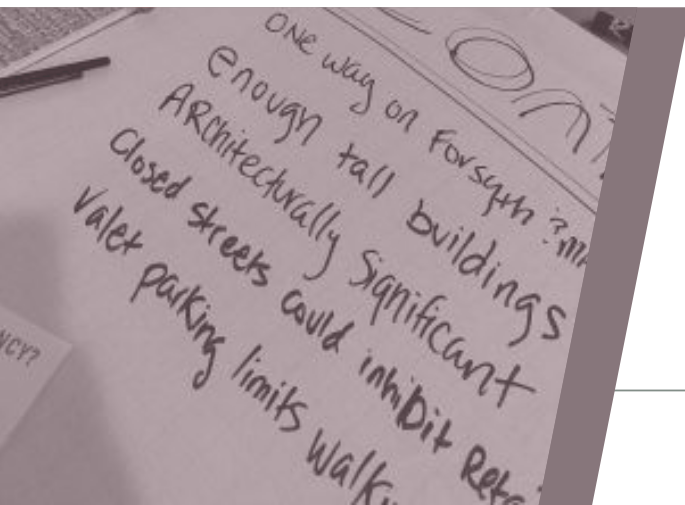


Each group discussed current conflicts with land use, opportunities for change, sustainability priorities, and residential use priorities. Between 65 and 85 participants were at each meeting, holding conversations in small groups of 10-15 people facilitated by a Planning Team member.

Pop-Up Tabling Events

Armed with idea boards, Clayton-branded Koozies, coloring sheets, and information cards, members of the Planning Team and City Staff attended pop-up events to raise awareness about the plan and gather feedback. These events included:

- *Parties in the Park*
- *St. Louis Art Fair*
- *Clayton School District PTO Event*
- *Musical Nights in Oak Knoll Park (2x)*
- *Blues Home Opener Lunch Downtown*
- *DeMun Playground After School*
- *Center of Clayton Saturday Morning*
- *Clayton Chamber of Commerce Best of Clayton*
- *Cardinals Home Opener Lunch Downtown*



Coloring Contest

A coloring sheet was designed to capture vision statements from Clayton's youngest residents. The sheets were available at all events, allowing those children who were interested to share their ideal visions of Clayton. Completed sheets were emailed to the Planning Team or left at the Center of Clayton. Each participating child was entered to win a gift card to Clementine's Naughty and Nice Creamery.

Committee Conversations

In addition to regular meetings with the Steering Committee, the Planning Team met twice with the Clayton Equity Commission, as well as the Sustainability Committee, The Mayor's Youth Council, and regularly presented to the Plan Commission and Board of Aldermen. These conversations consisted of updates on the process, insights on data found to date, and guidance on the next steps.

Stakeholder Meetings and Interviews

The Planning Team conducted a series of interviews and group meetings with a cross-section of community stakeholders including local education institutions, small businesses, faith leaders, large corporate employers, real estate developers, and local nonprofits and foundations. These interviews were used to provide greater context on specific industry and location-related opportunities and challenges within Clayton.

Key Themes & Results

Throughout the planning process, several key themes emerged from the wide array of engagement events and activities that were completed. Through surveys, open houses, pop-up events, online feedback, and stakeholder meetings, the community has provided valuable insights into various aspects of life in Clayton. This section outlines both the strengths that make Clayton a desirable place to live and the areas where improvement is sought. From the exemplary school system to the abundant amenities and picturesque neighborhoods, Clayton boasts numerous assets. However, challenges such as connectivity, business development, diversity and inclusion, and the high cost of living have been highlighted as areas for attention. Additionally, the community has outlined priorities for residential and commercial development, emphasized the importance of sustainability and green infrastructure, and articulated a vision for fostering an overall vibrant, engaged community. The themes outlined here serve as a reflection of the community's input, guiding the comprehensive planning process to ensure Clayton continues to evolve as a place where all can thrive and flourish.

Overall Strengths

The Clayton School System

Across all engagement methods, the Clayton School District was overwhelmingly named as a top strength for the City. Residents value the quality of education delivered and the consistently high levels of academic achievement for high school students. Current trends in enrollment show an increase in kindergarten students, indicating future growth potential for the district.

Proximity to Amenities & Business

Business stakeholders consistently recognized Clayton as the nicest office market in the region with a concentration of Class A office space and a variety of options for businesses. Stakeholders foresee Clayton becoming the central business district for the region as a hub for government centers, legal activities, and financial institutions. It was emphasized as the focal point of the region for business headquarters in contrast to the more entertainment leaning development focus in Downtown St. Louis City. Clayton is particularly attractive to law firms because of its proximity to the St. Louis County Courthouse and related businesses that have also chosen to locate in Clayton. At least one law firm interviewed had moved from Downtown St. Louis to Clayton due to this proximity and the desirable and available office stock.

The City's central location, proximity to the airport, and its status as a business travel hub were also emphasized. It is easy to walk to restaurants, retail and other amenities located downtown. In general, the City's services are perceived as well-managed and high-quality, especially compared to experiences in other areas within the region.

Beautiful Neighborhoods & High Quality Housing

Clayton is well-known throughout the St. Louis region for its high-quality and varied housing stock. Residents love the tree lined streets and historic housing in the older neighborhoods and envision this as a priority for protection in the future. The ability to walk to neighborhood commercial districts and local parks enhances the community feel and provides opportunities for neighbors to connect with each other. Though sometimes limited by affordability constraints, conversations highlighted that the mix of options from apartment living to high-rise condos to senior housing and single family homes allowed for greater opportunities to move within Clayton as lifestyle changes were needed. In general public right of ways are well-maintained contributing to the cleanliness and beauty of the community.

Safety

The general sense of public safety in Clayton was brought up as a top reason that residents, organizations and businesses alike choose to call Clayton home. The community holds the local police and fire departments in high regard. In several instances, stories were shared about the ease of working with public safety officers and departments to address any concerns. In a community that values walkability where many children often walk to school, the residents appreciate the level of neighborly community concern and connectivity that also plays a role in overall safety.

Parks & Greenspace

When asked what is working well in Clayton, residents and visitors alike brought up the local parks and greenspaces. Shaw Park is a highly-valued asset in Clayton, providing space for recreation, entertainment, and relaxation. The swimming pool at Shaw Park is viewed as one of the region's best, if not the best, public outdoor pools. In addition to city-owned parks, the Clayton community values publicly-accessible green spaces such as the Concordia campus. Public playgrounds provide opportunities for children of all ability levels to play, allowing for a high level of accessibility.

Despite the overwhelming strengths of the local parks, some feedback on opportunities for improvement in recreation options were shared, including:

- *Provide more recreational options, including basketball courts for kids and proper pickleball courts.*
- *Outdoor basketball courts would be a welcome addition as they are hard to access in the region*
- *More fitness classes should be offered at the Center of Clayton*

General Areas for Improvement

Connectivity & Walkability

At each engagement touch point, walkability and connectivity emerged as both a strength of Clayton and a clear opportunity where changes could be made. The most common suggestion for increasing walkability throughout the city was to widen sidewalks, particularly in locations where outdoor dining was prevalent. In the DeMun neighborhood commercial corridor for example, residents appreciated the ease of access to walk to restaurants and shops. However, many residents expressed concern with outdoor dining limiting access for pedestrians, especially those with strollers or who use wheelchairs or other mobility aids. There is a desire to understand how to accommodate both outdoor gathering space, greenspace, and pedestrian access along the same routes.

In addition to sidewalk improvements, the residents on the east side of Clayton noted that they often felt cut off from the amenities and services in Downtown. This was especially true for high school students who bike to school and other activities. Several suggestions were also made to introduce circulator buses or shuttles to improve connections from MetroLink stops to other key locations within Clayton.

Pedestrian & Bike Safety

A key component to strengthening connectivity across Clayton is pedestrian and bike safety. Residents are looking for ways to travel through town without the need to drive. This is especially true for younger residents and students. Major safety concerns for pedestrians are centered on high-traffic routes such as Big Bend, Hanley, Brentwood, Forsyth, and Wydown. There is an opportunity to rethink bike and pedestrian infrastructure and traffic calming to provide greater connectivity while still allowing for safe vehicular traffic. The bike lanes on Maryland Avenue are both an appreciated attempt at increasing bike pathways and a frustration for businesses and drivers who view them as safety issues as currently designed.

Some suggestions made include incorporating pedestrian bridges over major roadways, separate and protected bike paths, and in general, structured crossing points across major roads and intersections. Increased lighting along popular pedestrian routes was also named as a priority. Several comments regarding pedestrian safety were also shared on the EngageClayton.com idea board:

- *Prioritize pedestrian safety, especially in Downtown Clayton, by addressing malfunctioning crosswalks and timers that prioritize cars.*
- *Propose closing Central Avenue from Forsyth to Bonhomme for pedestrian traffic in front of the courthouse.*
- *Consider unique traffic solutions like making cars stop for pedestrians with no traffic lights.*

Zoning, Permitting & Code Enforcement

In general the City of Clayton is viewed as accessible and relatively easy to work with. Points of opportunity exist in refining and clarifying development processes including permitting, code enforcement, and zoning. Development stakeholders shared they would appreciate streamlined processes that still allow for reasonable yet time-limited public input periods. While the current community engagement process involving neighborhood meetings is appreciated, it can be cumbersome and create unnecessary delays. Streamlining the process and effectively managing neighborhood concerns is crucial. Many developers would like to see updates to zoning codes to more easily allow for increased density where appropriate.

Hotel Development: Because of the proximity to the airport and business headquarters, Clayton is able to sustain a healthy hotel population. New hotel developments enjoy healthy occupancy. Guests typically favor ride sharing and taxis over renting cars or using public transit. It was noted that the existing code requirements for parking exceed actual demand from hotel guests because of this preference for ride sharing. This creates unnecessary development costs.



Equity, Diversity & Inclusion

Existing efforts from Clayton's Equity Commission were reviewed as part of the planning process and the commission was represented on the Steering Committee. The commission communicated their priorities of continuing to review policies and practices in policing, housing, and equitable wayfinding. Many of these same priorities were echoed in community conversations and in the survey.

Like the Equity Commission, the Clayton School District has set goals around diversity, equity and inclusion with a particular interest in maintaining a diverse student population. Demographics of the community are viewed as lopsided with an increasing number of residents identifying as White. This is an ongoing discussion within the District.

When speaking with business stakeholders, Clayton's lack of diversity in terms of age, race, and housing options was noted as a concern. More specifically, concern around the lack of youth in Clayton was mentioned, noting that there are few activities for children outside of the parks. Attracting a wider range of residents and businesses is seen as a key for contributing to a more vibrant and inclusive community.

High Cost of Living

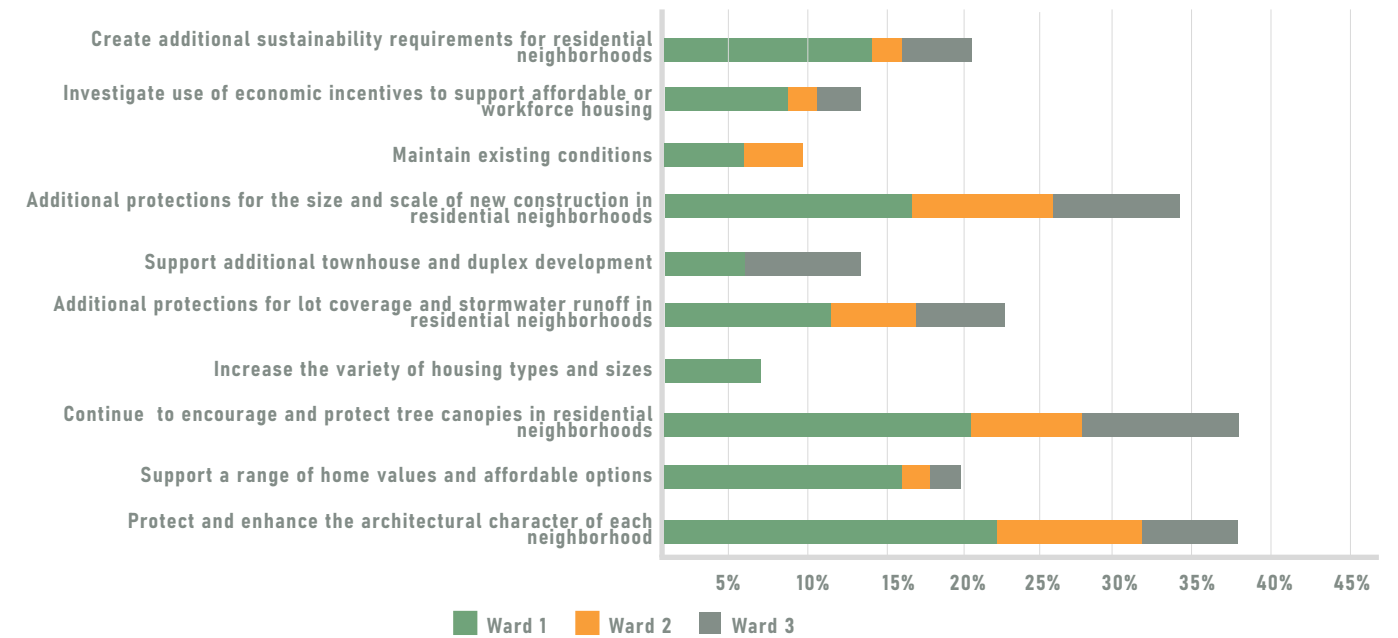
While many stakeholders applauded Clayton's housing diversification efforts, the lack of affordable

options for mid-range earners making \$70,000 or less is a major concern for some of the City's larger employers. Expanding affordable options is seen as crucial to attract and retain workforce talent, as well as increasing the diversity of residents in Clayton.

Similar concerns about housing costs were shared by residents and faith leaders who viewed it as increasingly difficult for younger families, recent graduates, and seniors alike to break into the Clayton housing market. While some more affordable options do exist with older multi-family developments, those options are not necessarily meeting the needs of families, especially those with multiple children.

The chart on the following page depicts feedback received from residents during the three ward meetings held during the planning process.

Residential Neighborhood Development Priorities



Priorities for Residential Development

Overall, the community voiced a desire for diverse housing options, including housing that is attainable to a wider spectrum of incomes and new mixed-use developments, though this sentiment varied by ward. Recommendations emphasize the importance of careful assessment regarding the impact of new construction on existing residential neighborhoods, ensuring the coexistence of new developments with the City's historical fabric. Residents in Ward 1 and Ward 3 were most receptive to increased density and new multi-family residential development. Residents in Ward 2 were open to the consideration of some forms of increased density, such as accessory dwelling units, but were more focused on how to ensure new development fits in with the existing character of the neighborhoods.

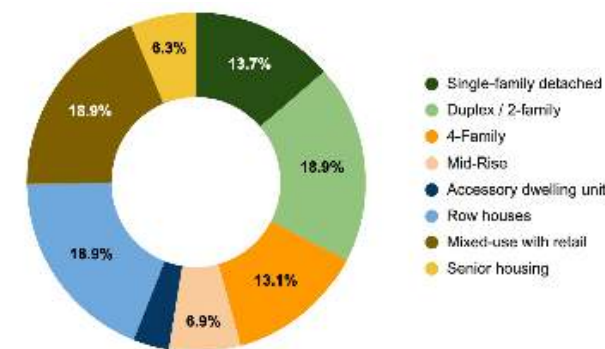
Residential Housing Types

When asked what types of housing that stakeholders would like to see more of in Clayton at the second Open House event, row houses, mixed-use with retail, and duplexes tied for the most votes followed by four-family developments and single family detached homes. This follows the trends from the Ward meetings where residents were generally open to medium density development options to provide a greater mix of affordability in the areas of Clayton where new development could feasibly occur. In conversations throughout the planning process, stakeholders were receptive to reducing lot size minimums in order to accommodate this level of density where possible.

Regulatory Controls

Residents, particularly in Ward 1, expressed a desire to examine the code enforcement process for residential units as a way to hold landlords accountable to providing quality housing. Additionally, some local zoning codes that require certain materials be used largely for aesthetic preferences which often increases the cost of housing development and maintenance. It was suggested that these requirements be adjusted in certain areas so that maintaining the existing historic housing in Clayton is more feasible and high costs are less likely to pass on to renters through increased rental fees.

What types of housing would you like to see more of in Clayton?



Live, Work, Play Ecosystem

Creating a complete “live, work, play” environment with more residential units, entertainment venues, and diverse retail is seen as essential for long-term success. This would make Clayton more attractive to all age groups and demographics.

Potential Challenges

Several conversations suggested that developers could consider converting some existing office space into residential housing units in the Downtown business district. However, interviews with development companies revealed that converting existing office buildings into residential units is deemed impractical due to high costs and undesirable layouts, even if incentives were available for such a conversion.

Priorities for Commercial Development & Downtown Clayton

General consensus amongst stakeholders is that Clayton’s office-centric Downtown lacks a vibrant atmosphere and needs more mixed-use development, including residential units, to increase foot traffic and create a livelier environment. It was also mentioned that more creativity in design could contribute to a more vibrant feel Downtown along with curated landscaping and general improvement in sidewalk and street infrastructure.

At the pop-ups at the Art Fair and Parties in the Park, the following items were prioritized most:

- *Pedestrian and bike friendly streets that are greener and cleaner*
- *Additional public events and festivals to activate Downtown Clayton*
- *New or enhanced parks and open greenspace*
- *New restaurants for lunchtime or after work*

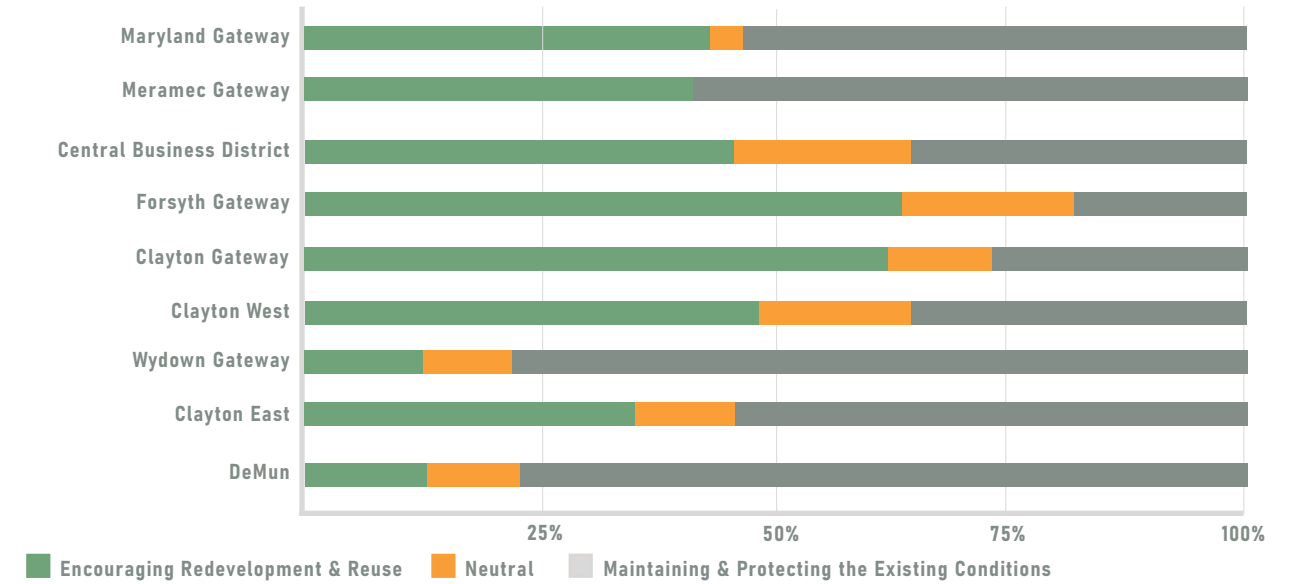
Prioritizing Goals by Business District

At the second open house event, attendees were asked to prioritize a set of three goals across nine different business districts in Clayton. The three goals were derived from themes that emerged in earlier rounds of engagement and are outlined as follows:

- *Support affordable commercial spaces for small businesses and retail*
- *Create public courtyards and plaza spaces*
- *Establish entertainment and performance venues*

Establishing entertainment and performance venues was most popular in the Clayton Gateway along Brentwood Blvd southwest of the Central Business District. Supporting small business and retail was consistently supported across all business districts, reinforcing the idea that local businesses are highly valued by residents. Creating public courtyards and plaza spaces was seen as most viable in the Central Business District and DeMun.

Commercial Development - What matters most?



Similarly, open house attendees were asked to prioritize approaches to commercial development, selecting between encouraging redevelopment and reuse or maintaining and protecting the existing conditions of the district. More simply, the voting activity helped to identify where it is seen as more desirable to preserve existing historic structures and use over exploring updated or modern developments.

Redevelopment and reuse of existing commercial development is most preferable along the Forsyth Gateway, Clayton Gateway and slightly less so in the Central Business District and Clayton West. DeMun and Wydown Gateway are considered districts that should be maintained rather than redeveloped. It is still important to highlight that while residents may encourage new development in some areas of Clayton, they still overwhelmingly want to see that development compliment and enhance the existing character of the community, not detract from it.

Encouraging Vibrancy

Residents were asked to consider a variety of strategies that could encourage vibrancy in commercial districts across the City. Ward 1 residents were most likely to select:

- *Protect and enhance historic architecture and character of historic areas*
- *Opportunities for start-ups and small businesses*
- *Access to shops with everyday goods and services*
- *Wide sidewalks and outdoor seating or dining options*

Ward 2 residents were most supportive of protecting and enhancing historic architecture and character of commercial areas and wide sidewalks and outdoor seating or dining options. Ward 3 residents were overwhelmingly in favor of exploring incubator, arts, and cultural district opportunities, consistent with the ongoing desire for entertainment opportunities in Downtown.



Key Locations of Interest for Commercial Development

US Bank Property: the eastern side of the US Bank Building between Hanley and Lee is an important piece of property that should be thoughtfully developed.

Centene Site: The excess open land near Centene's headquarters is noted as an important transportation oriented development opportunity. A mixed-use approach with both residential and retail, a grocery, a daycare, and potentially a hotel were mentioned as options. It was noted that the surrounding mature residential area should be taken into consideration for both aesthetics and land use.

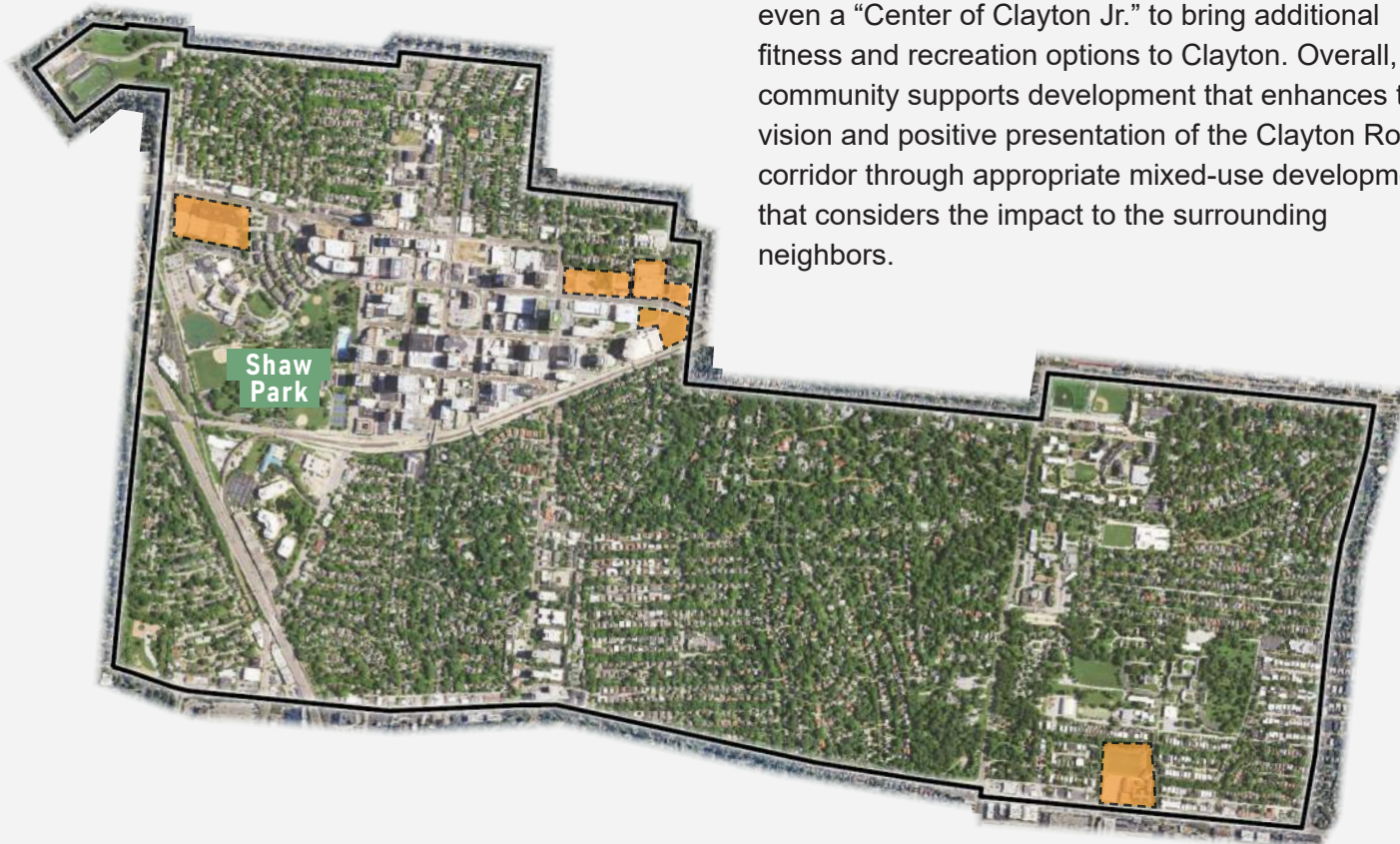
Caleres Site: Stakeholders shared a number of potential uses for the former Caleres site off Maryland Avenue, which was for sale during the Comprehensive Plan process. The predominant viewpoint is that the location would be best suited for a cluster of retail, potentially with housing or a hotel use. With good access to 170, it could help anchor that section of Clayton as a shopping or entertainment destination for the region. The main barrier identified was the high cost of land acquisition, making it more difficult to

create affordable commercial and residential options.

Wash U Famous Barr Property: Several stakeholders saw this as an opportunity to be completely redeveloped. Similar to the neighboring Centene Site, the overarching perspective is for a mixed-use development that could create a gateway into the City. In partnership with the University, this could be an opportunity for developing new uses that would draw university students to Clayton.

Shaw Park: It was noted that Shaw Park has very good facilities currently, but could use some improvements, potentially providing commercial opportunities through incorporating a beer garden space or building out infrastructure to host larger community events and concerts.

Former CBC Site on Clayton Road: In general, residents were not pleased with the current condition of the site and felt it could be repurposed for better use. Ideas for the site included reusing the building for new housing options, redevelopment into a mixed-use project to include retail and housing options with below-grade parking, small-scale national commercial retail, and even a "Center of Clayton Jr." to bring additional fitness and recreation options to Clayton. Overall, the community supports development that enhances the vision and positive presentation of the Clayton Road corridor through appropriate mixed-use development that considers the impact to the surrounding neighbors.



Sustainability and Green Infrastructure

Prioritizing Sustainability in Policy

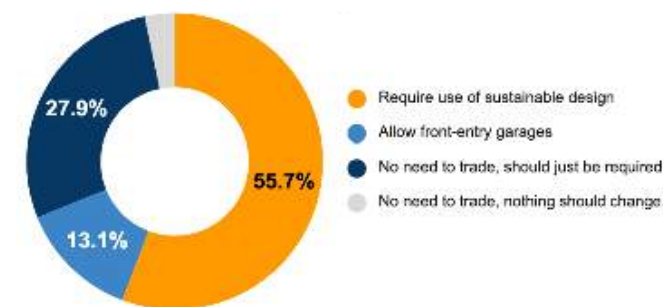
The City of Clayton has already made public commitments to sustainability and maintains an active committee dedicated to sustainability issues and planning. Likewise, sustainability and climate crisis concerns showed up across all engagement platforms. Residents and developers are interested in what incentives could be made available for upgrading homes to be more energy efficient and to use alternative forms of energy. Requiring permeable pavers and lot coverage maximums were also mentioned as key policy tools to use to further sustainability goals. Residents generally feel very strongly about increasing and proactively maintaining the tree canopy in Clayton, noting the need for more long term strategies to replace aging or storm-damaged trees.

Forward-Thinking Infrastructure Improvements

Residents have expressed a strong commitment to sustainability, with a focus on increasing green spaces, preserving existing trees, and proactively implementing effective stormwater management strategies. Several key prioritization locations for stormwater runoff were named in Ward 1 near the Concordia Seminary campus. Additionally, burying power lines is considered a means to enhance the City's tree canopy, aligning with a broader vision for a more environmentally conscious and resilient Clayton.

When asked to prioritize trade offs in order to support some of these goals, attendees at the open house said they were open to the City requiring certain sustainable design elements for new development.

We have heard support for reduction in lot coverage and enhancing the tree canopy in residential areas. What would you trade for this?

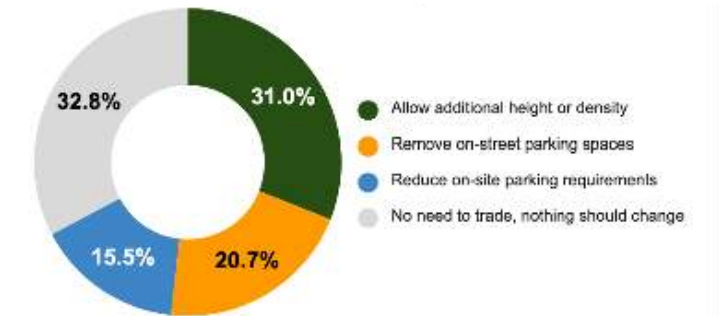


Fostering an Engaged, Vibrant Community

Gathering Places

Pocket parks and strategically developed green spaces where neighbors can gather are desired across the board. Residents are looking for more public spaces where they feel welcome to hang out and enjoy the City. Pedestrian-only plazas Downtown were mentioned as an idea to explore along with integrating more community gardens into neighborhood parks where possible.

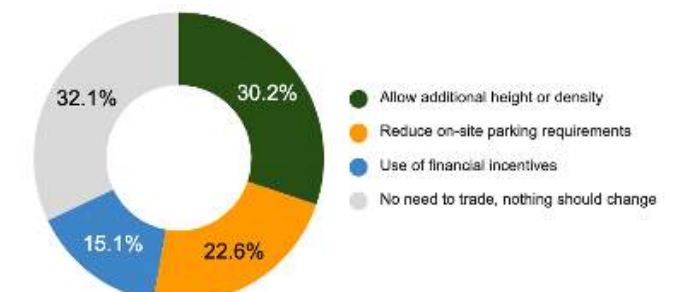
We have heard a desire for public courtyards and plaza spaces. What would you trade for this?



Entertainment & Recreation

There is a strong desire to bring more entertainment to Clayton as a clear pathway to building a more vibrant community Downtown. Ideas for future development include more live music venues, a performing arts center, art galleries, children's museum, indoor mini-golf, and a new ice skating rink. When asked to prioritize trade offs for encouraging this type of development, about 30% of open house attendees said they would allow additional building height or density beyond what is currently zoned allowable. Nearly 23% said that the city should reduce parking minimums in order to make this type of development more feasible.

We have heard a desire for more entertainment spaces. What would you trade for this?



Community Events

Public events are seen not as a way to only build community ties but also as an avenue for attracting visitors to Clayton on weekends and evenings. Existing events such as the St. Louis Art Fair, Musical Nights in Oak Knoll Park, jazz concerts Downtown, and after-hours events in Shaw Park are community favorites. Increasing these types of activities throughout the year and bringing in new options and locations are seen as high priority.

Economic Sustainability

Supporting Local Retail

While Clayton is home to many of the region's upscale restaurants and businesses, the residents see an opportunity to diversify what is currently offered by attracting more mid-tier priced dining options and small business retail that is geared towards families and young people. The feel of Downtown Webster Groves was brought up as a common comparison for the mix of business types and more vibrant evening atmosphere the community desires. In addition to building opportunities for more small businesses to be successful in Downtown, the residents also think it is important to support the development of neighborhood commercial corridors like DeMun and Hanley at Wydown.

Incentive Use

While development incentives remain a hot topic in conversation, stakeholders seemed more willing to use them strategically for supporting increased affordability for residential and small business developments. If incentives are used, the community would like to see more clear enforcement policies to ensure that recipients of the incentives follow through on the initial promises made. The overall community benefits from the use of incentives should be aligned to the overall goals of the Comprehensive Plan with a particular focus on equity and sustainability.

“Vibrancy means a downtown that doesn’t close down at night because everyone went home from work... a community where everyone knows someone. Family-oriented sports facilities. Respect of all beliefs - so every event is not on a Saturday. Safe park and green spaces.”

- Community Member



“Vibrancy means an active, engaged citizenry supported by a varied and viable business base. Active and engaged equals friendly, caring, visible neighbors interacting on the sidewalks at cultural events, at neighborhood gatherings, in parks, and at schools.”

- Community Member

EXISTING CONDITIONS



Clayton Today

The following pages include a summary of existing conditions of the City of Clayton. This provides a baseline view of the City's demographics and land use environment.



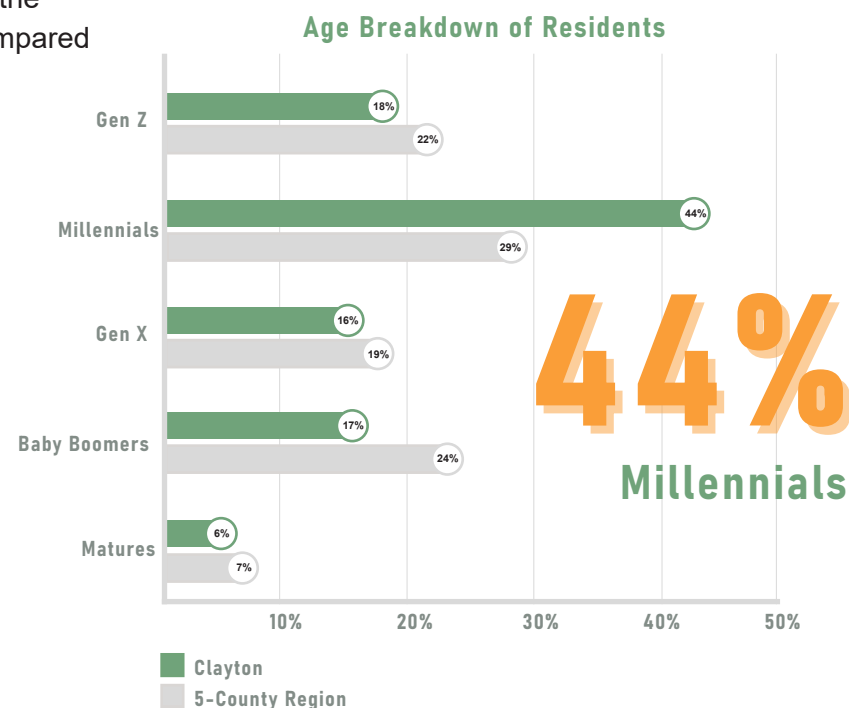
Population

Since the City's incorporation in 1913, significant changes have occurred. With a growing population, increasing development in Clayton and in surrounding communities, and trends nationwide, the population demographics in the City of Clayton have shifted. What follows is a review of key demographic characteristics of the City's population, along with an analysis of how this impacts the community's current and future plans.

According to the US Census, the 2020 population in the City of Clayton was 17,355. While the City only added about 1,200 residents, this reflects an increase of 7.7% since 2010. In the same time period, the 5-County Region added 43,000, or an increase of only 2.17%. Over half of the additional residents in Clayton were added to the Downtown area, where significant development has occurred. The population increase reflects strong growth in the City and speaks to the desirability of the City overall, particularly as compared to other communities in the region.

Age

The City's population breakdown is skewed heavily toward Millennials, classified as those born between 1981 and 1996. Today, this population is between the ages of 27 and 42 and represents 44% of the City's population. This is significantly higher than the 5-County Region where the Millennial population makes up less than a third of the overall population. For all other age groups, the City of Clayton has a lesser percentage than the region overall.



Student Population

Today, the Gen Z population is between the age of 9 and 24 years old. This group encompasses both school-aged children and the undergraduate population. A portion of the graduate student population may also fall in this age group. To understand the impact that the higher-education campuses in Clayton have on the age demographics, a review of existing residential inventory on these campuses was conducted:

- Washington University - ~3,000 students
- Fontbonne University - ~135 students
- Concordia Seminary - ~210 students

These estimates account for about 3,300 students living on campuses within Clayton. Other students affiliated with the three campuses are also likely to live in Clayton in off-campus housing. The majority of these students are classified as Gen Z. Census Data cites 3,910 as the population between 18-24 enrolled in school. These students could be living in Clayton and enrolled at other area schools that are, not within Clayton. With this population being transient, a number is impossible to pinpoint, though it appears between 3,300 and 4,000 undergraduate students live in the City of Clayton.

Family Structure

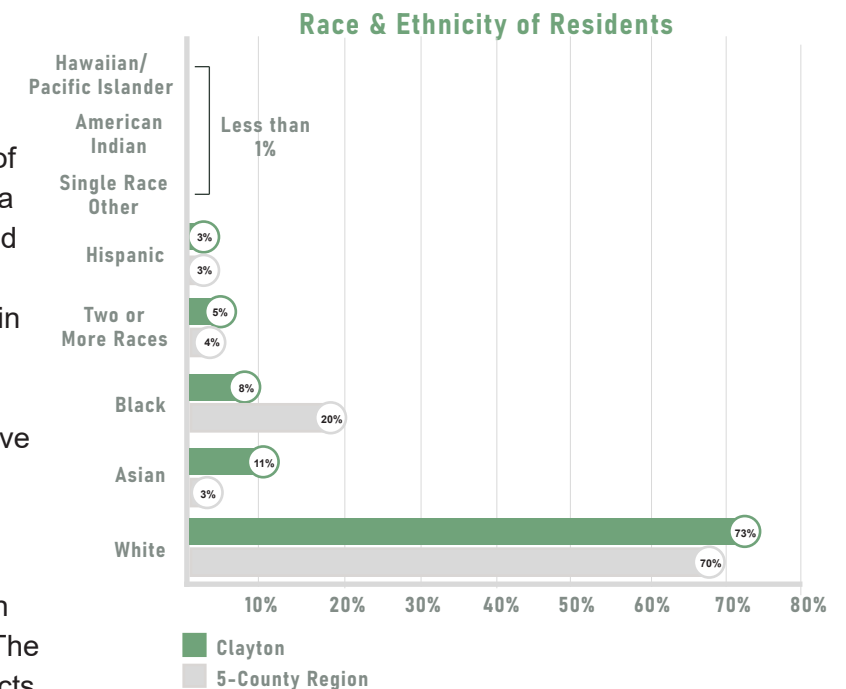
Considering the way that people in Clayton live is an important aspect of understanding the population. The structure of a family-unit or other arrangement impacts the real estate needs of residents in the community, whether it be number of bedrooms or style of unit. It also begins to create a better picture of who lives in the community.

Clayton has a unique household breakdown, with 37% of the population living in a one-person household. This is higher than that of the 5-County Region. The converse is true for two-person households, where Clayton has just 29% of the population living in this arrangement, while that number is five percentage points higher in the broader area. Statistics are similar

for households greater in size. Overall, the City has an average household size of 2.2 people.

Race & Ethnicity

The City of Clayton is approximately as diverse in terms of race and ethnicity as the 5-County Region, with about a third of the population identifying as a minority. While the City has a relatively similar percentage of minority population as compared to the broader region, the breakdown of that minority population is quite different. The 5-County Region is nearly 20% Black. In Clayton, only 7.7% of the population is Black. That being said, the City is more than 10% Asian, which is three times higher than the broader area.



Interestingly, the City's foreign-born residents comprise 12% of the population, significantly higher than the surrounding area. More than 2,000 of the City's residents were born outside of the United States. Consistent with the larger percentage of Asian residents and higher number of foreign-born population than the regional average, when considering language spoken at home, the City has a lower representation of English than the 5-County Region and a significantly higher percentage of Asian-Pacific Islander language, at more than 8%.



Disability

Based on a review of US Census data, the residents living in Clayton that have some sort of disability accounts for about 6% of the population or about 1,000 residents. These residents indicate they are living with some sort of disability of varying impact.

- 1.3% of residents have a Self-Care Disability
- 2.8% of residents have a Independent Living Difficulty
- 2.4% of residents have an Ambulatory Difficulty
- 0.9% of residents have a Vision Difficulty
- 1.8% of residents have a Hearing Difficulty
- 3% of residents have a Cognitive Difficulty

A self-care disability indicates these residents are able to live on their own. Those with independent living difficulty have a disability that makes living alone hard. Ambulatory difficulty is defined as those residents who have difficulty walking. Other Clayton residents are living with a disability impacting their sight, hearing, or cognitive abilities. Many of these disabilities overlap and have a varying degree of impact on one's ability to easily live in the City.

Income

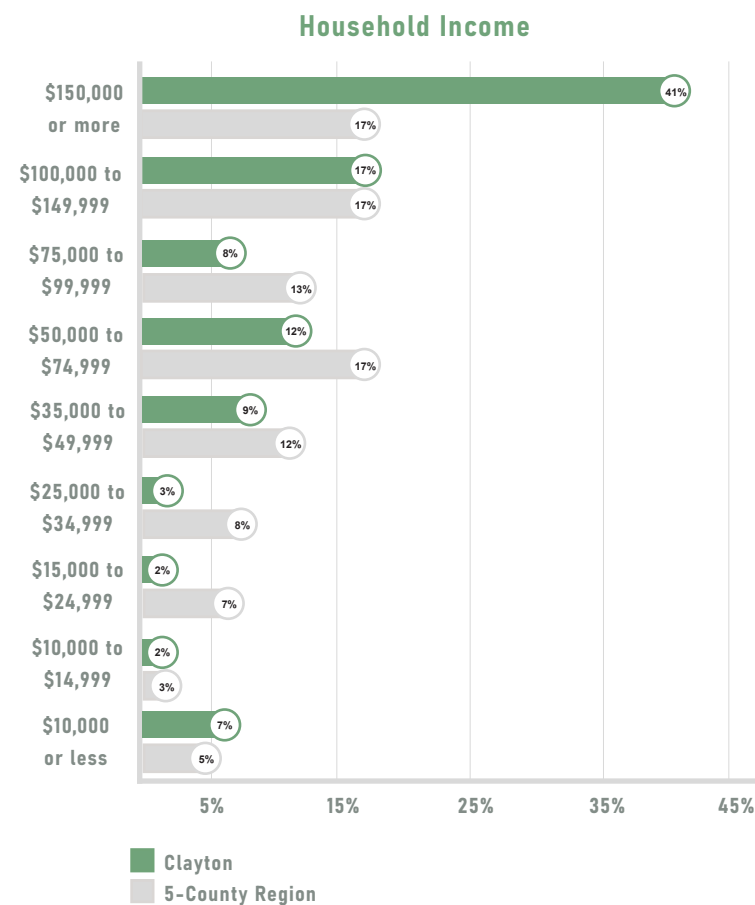
The City of Clayton is home to residents with a wide variety of household incomes. The City has a significant number of students making little to no income, representing a large proportion of residents. On the other end, the City has a very high median income relative to neighboring communities. The median household income in Clayton is \$117,593, significantly higher than that of the 5-County Region, which is \$79,204.

Income has also grown at a faster rate in the City, reflecting a growing gap between the median income in the City as compared to the area overall.

As the chart depicts, for some income categories, residents in the City of Clayton mirror those of the neighboring counties. For others though, there is a clear discrepancy. Because of the large number

of students living in Clayton, the City sees a larger percentage of residents making less than \$10,000 per year. That is offset by the more than 40% of households making \$150,000 or more.

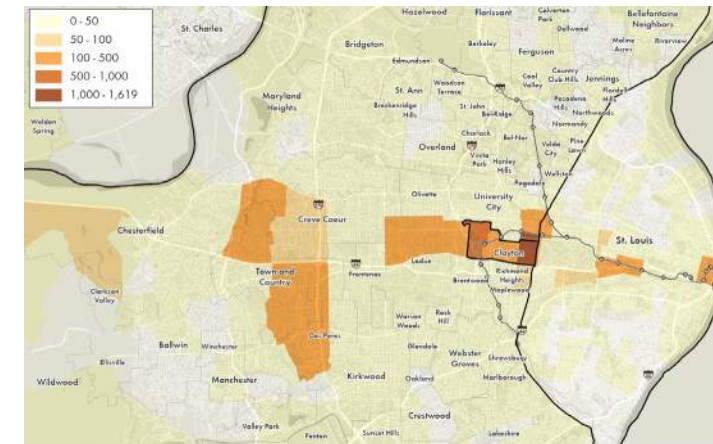
The City of Clayton has about half the population of low to moderate income residents as the nearby region. This metric is defined by the US Department of Housing and Urban Development and means those residents with an income that is less than 80% of the local area median income. A significant portion of this population in Clayton is comprised of the students living on one of the higher-education campuses in Clayton or in nearby housing. This population is making little to no income. Similarly, the population housed in the County Jail in Clayton would have no income, further contributing to this.



Work & Education

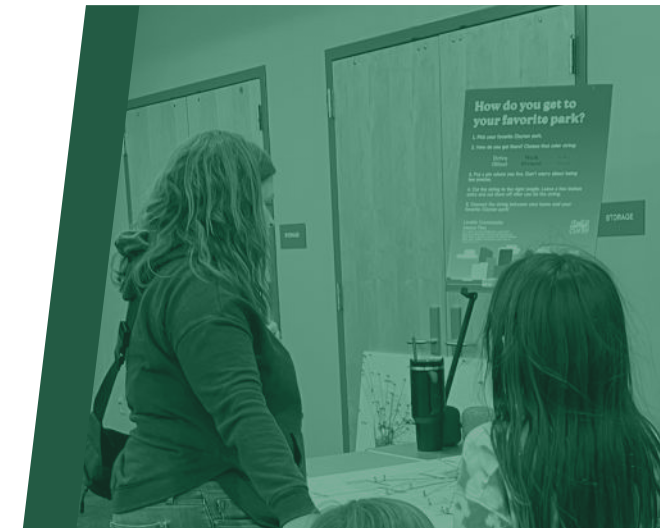
According to the US Census, Clayton has just over 7,000 residents that make up their working population over the age of 16. This represents a 54% labor participation rate. In other words, of residents over the age of 16, just over half are working. The map below displays where these residents travel for work each day. There is a concentration of residents working in the City of Clayton, which includes both those going to offices and those that might work from their homes. Given the low number of residents that both live and work in the community, many of these working residents travel outside of the City for work.

Concentrations are visible in Downtown St. Louis and in the Cortex Innovation District and BJC Medical Center areas in the City of St. Louis. Both of these areas are accessible via MetroLink, directly from Downtown Clayton. Other concentrations are visible in the mid-county areas just west of Clayton, home to several corporate headquarters and significant hospital and healthcare facilities.



Residents in Clayton have attained significantly higher percentages of higher education degrees than the surrounding area. In fact, nearly 80% of residents in Clayton over 25 have a bachelor's degree or higher. This number is more than double than the 5-County St. Louis Region. Overall, Clayton has a very well educated population that, interestingly, has a lower labor participation rate than the region. Nearly 40% of people in this age group have a degree in Science or Engineering. Despite this though, less than 10% of them are employed in a STEM field.

The City of Clayton is located in the center of the St. Louis Region and likely benefits from this convenience, both as a place to visit and as a home for the working population of the community. Residents have easy access to several major job centers, providing a level of convenience that even non-working members of the community likely benefit from.



Residential Land

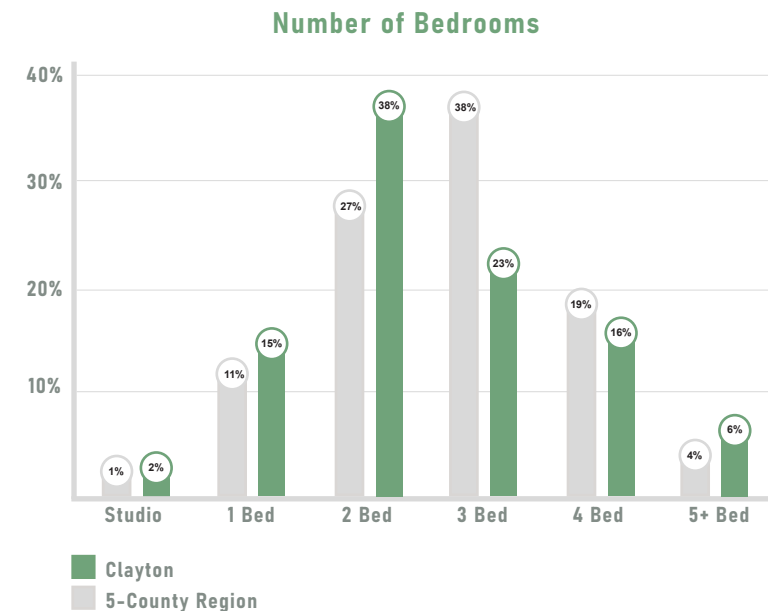
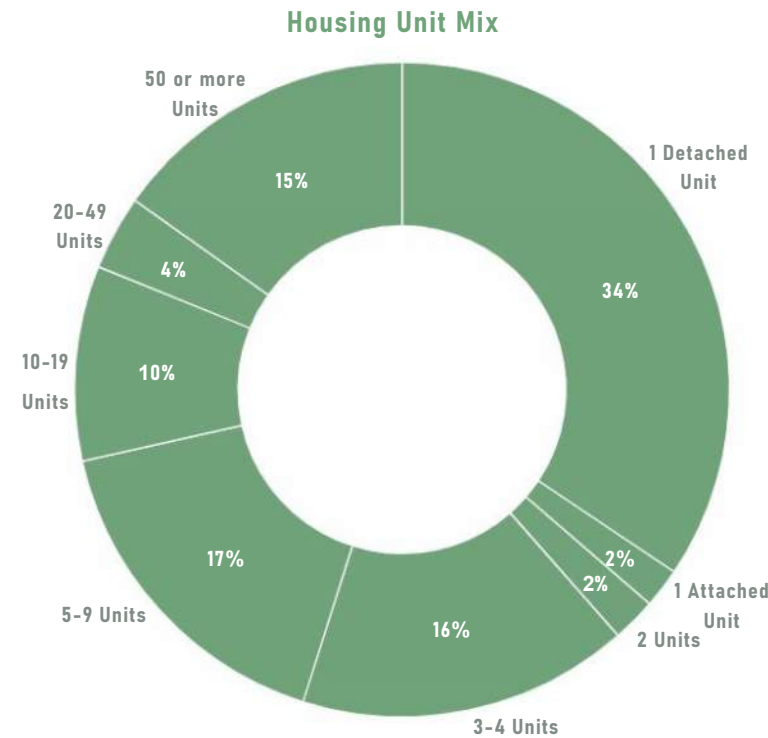
About 46% of land in Clayton is currently utilized for residential purposes, supporting just over 6,000 housing units. While 82% of residential land in Clayton is used for single family detached housing, this only accounts for 34% of Clayton's housing stock. This discrepancy in land coverage and unit mix can be attributed to the larger lot sizes of many of the homes in Clayton, as well as the number of mid-sized and large multi-family buildings located in the City. Additionally, 56% of Clayton's housing units are owner occupied compared to 69% of housing units in the 5-County Region are owner occupied.

Overall, the City's housing stock is older, more expensive, and consists of more multi-unit buildings than the surrounding 5-County Region. Despite having a median home value of \$683,400, more than three times higher than the region's median home value, Clayton has a similar percentage of cost-burdened households at 27%.

Housing Stock

While 82% of Clayton's residential land is utilized for single family housing, Clayton's housing stock is relatively diverse. Single-family detached housing makes up 34% of Clayton's housing units, and 15% of Clayton's housing units are in large multi-family buildings consisting of 50 or more units. The other half of Clayton's housing stock are located within mid-sized residential buildings, often referred to as "missing middle housing." This distribution of housing types allows Clayton to accommodate residents with a variety of lifestyles and housing preferences. The chart shows the breakdown of housing units by building size in Clayton.

Clayton's housing stock also offers a variety of options for residents in terms of number of bedrooms. 38% of Clayton's housing units have two bedrooms, and another 23% are three-bedroom units.



Housing Costs

The cost of housing in Clayton is significantly higher than in the 5-County Region. The median rent in Clayton is \$1,490, compared to \$1,053 regionally. This discrepancy can largely be attributed to the fact that 49% of renter households pay \$1,500 or more on rent in Clayton, compared to just 12% of renter households in the 5-County Region.

The median home value in Clayton is \$683,400, more than three times the median home value of \$222,843 in the 5-County Region. Nearly two-thirds (65%) of homes in Clayton are valued at \$500,000 or more. This is a stark contrast to the 5-County Region where only 9% of homes have that valuation. Only 4% of homes in Clayton have a value under \$200,000. The chart below shows the distribution of homes by value in Clayton and the 5-County Region.

Cost-Burdened Households

A common measure of the affordability of housing in a region looks at how much households are spending on their housing expenses relative to their income. It is recommended that households spend no more than 30% of household income on housing costs. As a result, a household is defined as being housing cost burdened if they spend more than 30% of household income on housing costs. This could include rent, mortgage payments, utilities, insurance, real estate taxes, and other housing expenses or fees. Severe housing cost burden is defined as spending more than 50% of household income on housing costs.

About 27% of residents in Clayton are housing cost burdened. Despite the high cost of housing in Clayton, this percentage is similar to the 5-County Region where 26% of residents are cost burdened. Renters in Clayton spend a higher percentage of their income on housing costs than homeowners and as a result are more likely to be cost burdened. 23% of renters in Clayton are severely cost burdened, and 14% are cost burdened. In contrast, only 10% of homeowners are severely cost burdened, and 10% are cost burdened.

While an overall higher proportion of renter households are housing cost burdened than homeowners, housing

cost burden disproportionately affects moderate-income owner households relative to moderate-income renter households. 67% of owner households earning between 50% and 80% of HAMFI are severely cost burdened compared to just 12% of renter households in that same income bracket. Similarly, 24% of owner households earning between 80% and 100% of Household Area Median Family Income (HAMFI) are severely cost burdened compared to just 4% of renter households. This difference in cost burden for renters and owners is the result of housing costs associated with home ownership, in particular mortgage payments on high-value home that are on average higher in Clayton than typical rental rates.

For-Sale Housing Market

The for-sale housing market in Clayton has been very active over the last five years, averaging 104 home sales and 141 condominium or co-op sales annually. The median single family home price in Clayton is approximately \$1.2M and \$430,000 for a condominium or co-op. Sale prices per square foot changed minimally in 2019 and 2020 but have since grown between 7% and 9% annually for single family homes. Condominium and co-op sale price trends have been more irregular.

Rental Housing Market

The rental market in Clayton has seen growth in rental rates and a decline in vacancy over the past five years. Rent per square foot has grown on average 3% per year across all unit types. The stabilized vacancy rate of rental units in Clayton has declined over the past five years, except for a jump in vacancy in 2020 during the height of the COVID-19 pandemic. By the first quarter of 2021, vacancy was declining and dropped below pre-COVID levels in Q3 2021.

Housing Production

Clayton's housing market continues to see growth with recently completed, under construction, and proposed developments. These developments include 598 units built since 2017, 237 currently under construction, and another 698 proposed.

Commercial Land

Clayton is the St. Louis County seat and, because of the concentration of both government and corporate jobs, serves as a second downtown for the St. Louis region. The area is home to large companies such as Centene, Enterprise Holdings and Commerce Bank, as well as a number of unique, local independent businesses. Because of this, the commercial real estate market has a significant influence on both the City of Clayton and the larger region.

In 1952, the City rezoned the area that is now Downtown Clayton, allowing for larger commercial and retail businesses. A few years later, the City eliminates the building height requirements on new buildings which ushered in several years of significant construction. Today, Downtown maintains a mix of commercial buildings, from one or two story historic brick buildings to modern glass skyscrapers.

Employment

In 2020, approximately 34,300 people worked in Clayton, a one percent increase from 2015. While the COVID-19 pandemic impacted the area significantly after 2020, it remains a significant job center in the region. As a result, this analysis uses 2020 baseline figures as well as comparison figures to understand the post-pandemic market.

Because of Clayton's position as the County seat and center of much of the corporate life in the St. Louis Region, the community brings in significantly more workers than the population itself supports. As a result, the Clayton workforce largely lives outside of the City. In 2020, 98% of Clayton workers lived outside of the City while only two percent of workers lived in Clayton.

Economy

The Clayton economy is characterized by a high concentration of professional service jobs, notably jobs in the finance, insurance, technology, science, and information industries. The vast majority of these jobs exist in Downtown Clayton, where office buildings house thousands of workers. Over four in ten (44.4%) jobs in Clayton are in these professional sectors, compared to 15.6% in the 5-County Region.

Administrative support accounts for an additional 11% of jobs, compared to 6.7% in the Region. Clayton's role as the county seat is reflected in the higher concentration of jobs in the public sector (8.1% of jobs, compared to 2% of jobs in the Region).

Office Market

Clayton is home to approximately 7,242,100 square feet of office space. The high proportion of professional service jobs in Clayton is both a result and driver of the office market in Clayton. However, office-based jobs were also the most affected by pandemic shifts in work location, particularly the large increase in remote working arrangements. This trend has affected downtowns nationally, who have struggled to backfill vacancies in office and retail space that once served a large daytime employee population.

The weighted average occupancy of Clayton's eleven largest office buildings, which total over 4 million square feet of space, is currently 83.9%, with just over 650,000 available square feet in July 2023. This is similar to the overall office occupancy rate in Clayton, which was 84% as of June 2023.

Clayton has also commanded higher lease rates for office properties, likely due to the quality of the location as well as the overall higher quality of buildings. Sixty one percent of office square feet in Clayton are located in Class A buildings, compared to 33% in the 5-County Region. On average, office lease rates have ranged between \$6.00 and \$8.00 more per square foot in Clayton than the regional average. The opening of Centene Plaza C in 2019 added 662,500 additional square feet of Class A space to the Clayton market, increasing the average lease rate in the City. In 2023, the average lease rate per square foot in Clayton was \$31.10, compared to \$23.35 in the region.

Retail Market

Clayton is home to about 355,000 square feet of retail space. The majority of this retail space consists of small storefront spaces in historic retail buildings or on the ground floor of buildings in Downtown. Types of retail prevalent in nearby communities, such as strip retail, big box stores, and malls, are largely absent in Clayton.

Overall, retail occupancy has historically been higher in Clayton than in the 5-County Region. One exception was in 2011, when Borders closed their 53,000 square foot location in a former department store building. Since 2013, retail occupancy would be considered high, with occupancy generally exceeding 95%. During this time, the inventory of retail space in Clayton has been generally stable. The City lost approximately 22,000 square feet of retail space between 2020 and 2021.

Since 2010, lease rates per square foot have been, on average, \$5.75 higher than within the 5-County Region.

Hotel Market

There are 1,117 hotel rooms in Clayton in six hotel properties. A seventh, a 245-room property, is currently proposed.

On average, hotel rooms in Clayton command about \$15 more per night than the regional average. However, it should also be noted that all of Clayton's hotels falls into the "upper midscale" or higher quality range, which also influences daily rates. However, occupancy rates show that, despite this price premium, visitors find the City to be an attractive place to stay. On average, Clayton hotels have had occupancy rates 4% higher than the regional average since 2010.

The hotel business was seriously disrupted in 2020 and 2021, and though traveling has resumed, hotels in Clayton and the 5-County Region have not yet attained occupancy levels on par with pre-pandemic levels. As of June 2023, Clayton's average occupancy was 63%, compared with 72% in 2019. However, with the addition of new rooms, if occupancy remains at 63% for the remainder of the year, the total number of room nights stays in 2023 will be the highest they have been during the 2010-2023 period.

Institutional Land

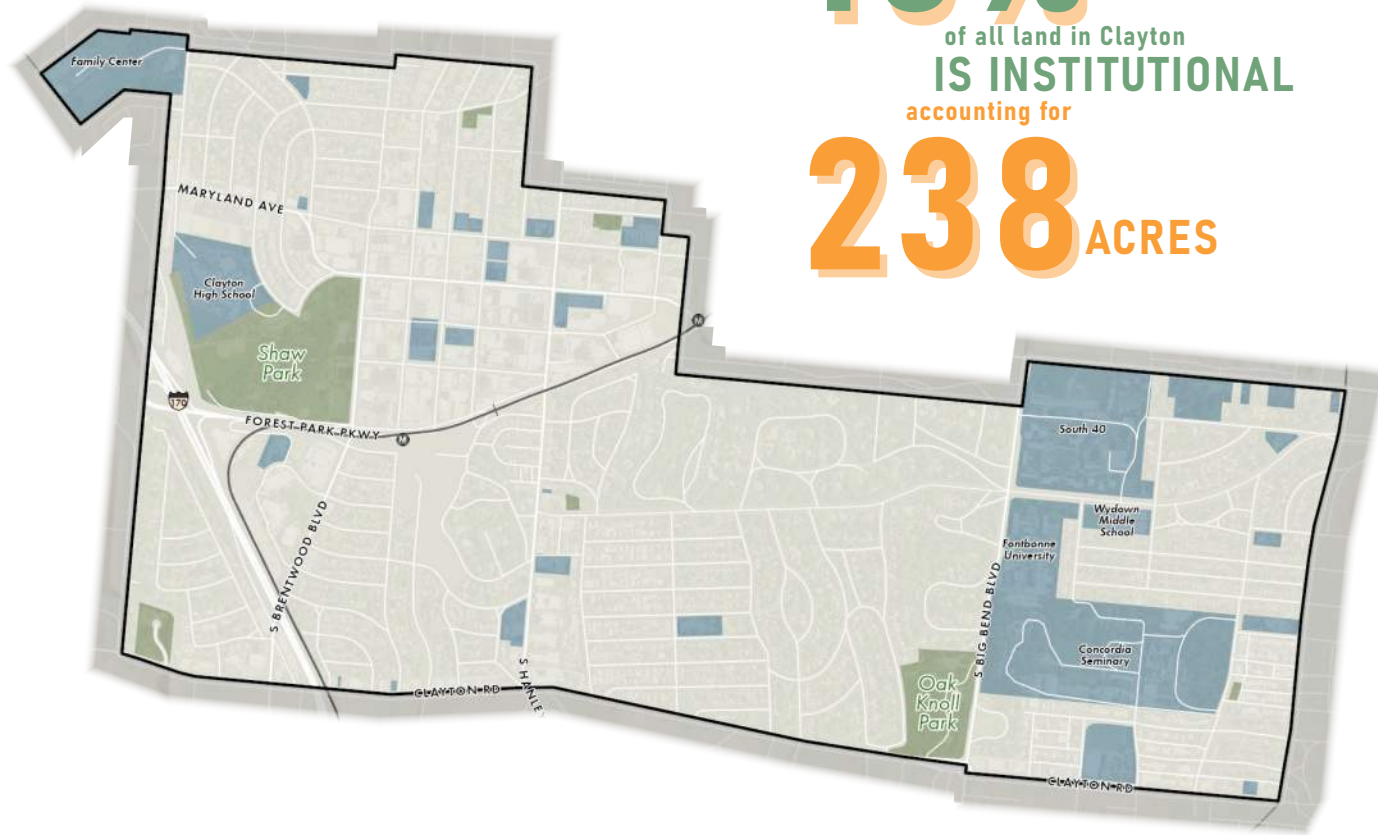
A significant amount of land in the City of Clayton is institutionally owned. Some of this land is public, such as area schools, religious institutions, or St. Louis County government buildings. Other land, like the South 40 Campus of Washington University or Concordia Seminary, is home to private institutional users.

Over 30% of the land in Clayton east of Big Bend Boulevard is used for institutional purposes, with the vast majority as higher education. Washington University, Fontbonne University, and Concordia Seminary all have significant campuses in this area and occupy much of the land fronting Big Bend. Residential areas are tucked just to the east, directly adjacent to these campuses.

Another significant institutional user is the Clayton School District, which includes Clayton High School, Gay Field and the Family Center, Wydown Middle School, and several elementary schools. Several religious institutions and City and County Buildings occupy other institutional land in the City.

Institutional land uses are very stable, often providing services or amenities to the broader community. This is the case for many of the institutional users in Clayton, most of which have been in place for decades. These uses also often serve as buffers between residential land and other more intense land uses, providing a key transitional use. That being said, most institutional land uses do not pay property taxes, impacting the revenue potential of Clayton.

15%
of all land in Clayton
IS INSTITUTIONAL
accounting for
238 ACRES



Transportation

Transportation planning is a key component of Clayton's comprehensive plan, as it affects the mobility, accessibility, safety, and quality of life of the residents and visitors of the City. The transportation system in Clayton consists of various modes, such as roads, sidewalks, trails, transit, and bicycle facilities, that serve different travel needs and preferences.

Roadways

As the map below displays, the City of Clayton includes a connected street grid in the Downtown area, major roadways throughout the community, and a suburban-style roadway network for much of the residential areas.

There is nearly 10 million square feet of roadway pavement in the City of Clayton. This pavement is owned and maintained by a variety of groups including:

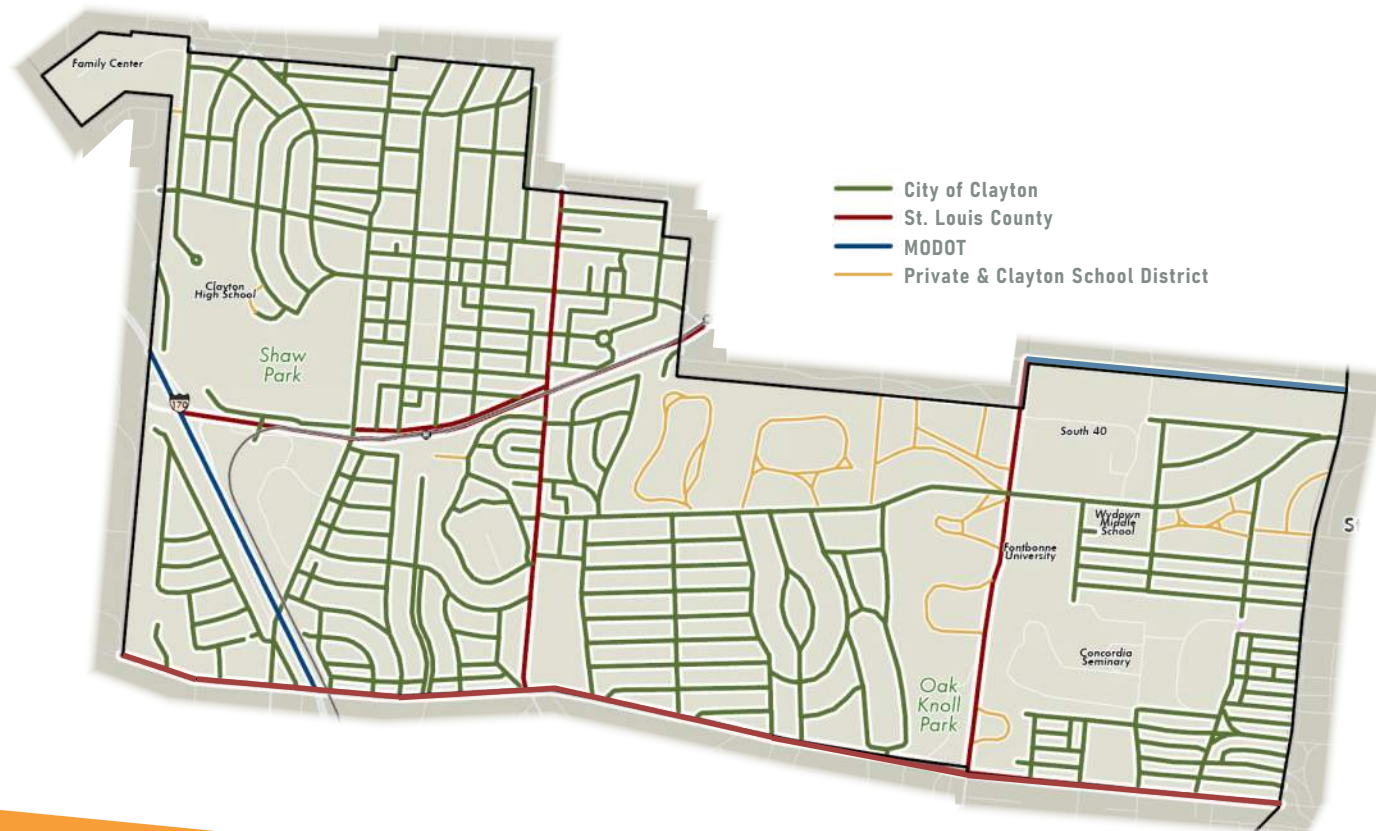
- 71.7% - City of Clayton
- 18.3% - St. Louis County
- 5.7% - Private

- 4.2% - Missouri Department of Transportation (MODOT)
- 0.1% - Clayton School District

The City has a robust network of sidewalks across the community. Where the City of Clayton owns the roadways, sidewalks and ADA curb ramps almost always exist. These areas include Downtown and adjacent neighborhoods to the north, Davis Place south of Forest Park Parkway between Brentwood and Hanley, in the Moorlands south of Wydown and east of Hanley, and in the DeMun neighborhood.

Southmoor, Forest Ridge, Fauquier Dr, and Alexander Dr are private streets but do include sidewalks, though not always a complete network and they often lack ADA curb ramps. Major roadways that intersect these private streets such as Big Bend and Wydown do include ADA curb ramps.

With large institutions occupying a significant portion of land in Clayton, the sidewalk network becomes less traditional, with walking paths and private pedestrian connections providing connectivity in those areas.



Public Transportation

Clayton is relatively well served by the region's public transit system, with a MetroLink light rail station and multiple bus routes.

The MetroLink Blue Line passes through the City, continuing west from Washington University's campus and stopping just east of the City boundary at the Forsyth Station. The line then continues south through the City, stopping at the Clayton Station, adjacent to Forest Park Parkway between Meramec and S. Central on the southern edge of Downtown. The train provides both eastbound and westbound service with headways of 20-minutes during most operating hours. The Blue Line continues south to neighboring communities, ending at Shrewsbury-Landsdowne. Passengers can take the train east to where it meets the Red Line and continues to either the Airport or Fairview Heights.

In addition to MetroLink, the City is also serviced by the regional MetroBus system, providing additional transit connections.

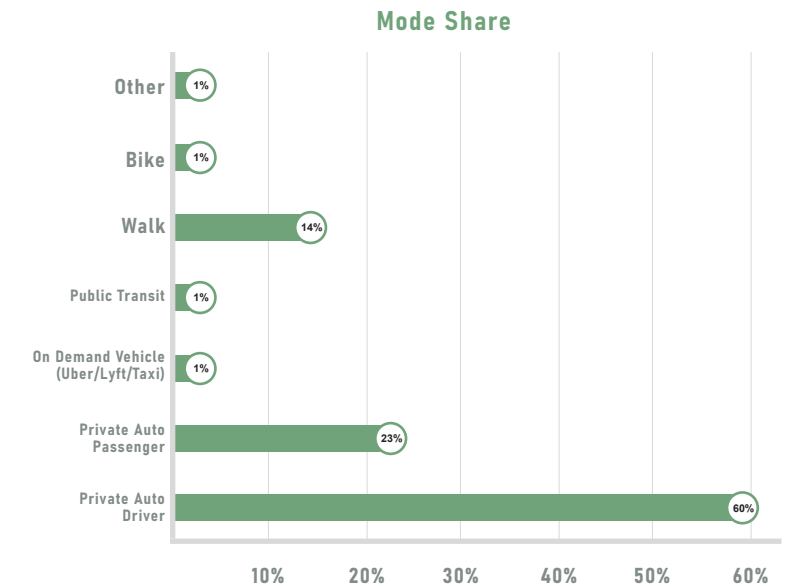
Transit usage in the City of Clayton is very low. Residents are unlikely to use the transit system for regular use and instead utilize the Clayton or Forest Park MetroLink stations for a direct route to Downtown St. Louis for recreation. However, given its accessibility, it is a significant asset for the City of Clayton and there is an opportunity for increased usage in the future.

Mobility in Clayton

Only about 12% of trips happen solely within Clayton. While most trips in Clayton are made by people driving a car, over 15% of the daily trips are made by those walking, biking, or taking transit. Walking represents the largest mode share of the non auto-mobile options, at nearly 14% of all trips.

Looking at trips to and from work, 87% of users are traveling in an automobile, 10% of users indicate they walk, 1.3% take public transit, and less than 1% bike.

When considering trips where the primary purpose is shopping, these numbers break down slightly



differently. While travelers still heavily defer to automobiles for shopping trips, the numbers are slightly more balanced with about 80% using a car and 16% walking.

This split is even more balanced when looking at trips where the primary purpose is school. In this case, more than 20% are walking. This is logical given the proximity schools typically have to residential areas and even more so when adding the undergraduate population living in Clayton, likely walking to campus each day.

Safety

There have been 3 fatal and 80 incapacitating crashes in the City of Clayton between 2013 and 2022, according to data from MODOT. While crash totals tend to vary from year to year, the 3-year moving trend between 2015 and 2022 shows an increase in bicycle and pedestrian crashes in recent years. While some of these occurred on roads not managed by Clayton, a significant portion of them occurred in Downtown.

According to the National Highway Traffic Safety Administration, every 10 mile per hour increase in speed doubles pedestrian mortality rates. For example, from 25 to 35 miles per hour, the mortality rate increases from 4.4% to 10.5%. Given this, it is important to assess both roadway speed and the built environment where automobile and pedestrian conflicts are likely to occur.

MISSION & VISION



Mission

The mission of Clayton city government is to foster a diverse and inclusive community with a vital balance of neighborhoods, businesses, commercial and government centers, educational institutions, and a healthy environment through an open, equitable, accessible and fiscally responsible government.



Defining the Vision

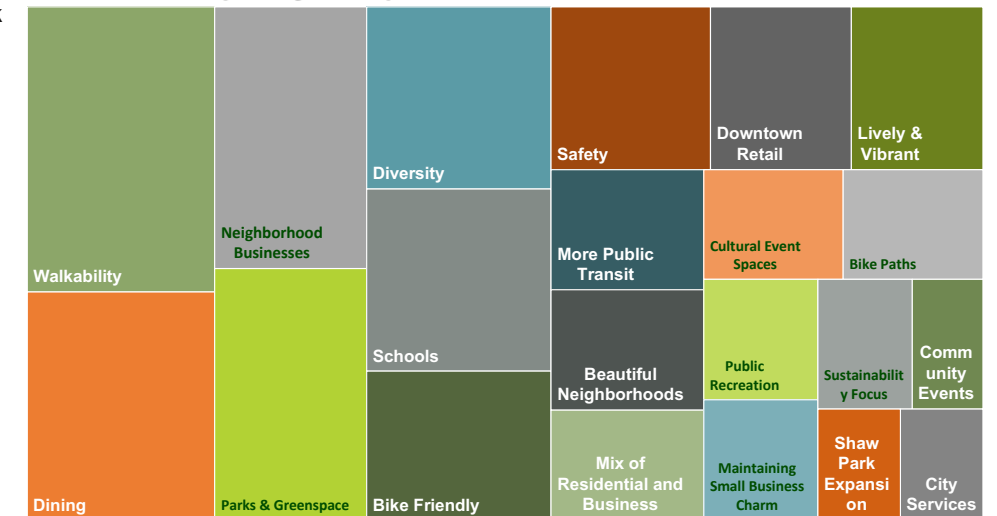
Throughout the engagement process, stakeholders were asked to share their vision for the future of Clayton and identify what vibrancy means to them. Several themes emerged from the feedback. The graphic below depicts the themes identified in the online survey which were largely echoed throughout the process.

A vision for a safe, walkable community that prioritized pedestrian foot traffic and safety came up again and again. The ability to travel the City of Clayton and experience its many assets on foot or by bike was named as both an existing strength and something to build on for the future. This was particularly popular in conversations with high school and middle school students who often walk or bike to and from school.

Imagine it's 20 years from now – what does the City of Clayton look and feel like?

Vision Theme Elements	% of Respondents
Walkability	27%
Dining	22%
Neighborhood Businesses	20%
Parks & Greenspace	20%
Diversity	17%
Schools	17%
Bike Friendly	14%
Safety	13%
Downtown Retail	12%
Lively & Vibrant	11%
More Public Transit	9%
Beautiful Neighborhoods	9%
Mix of Residential and Business	9%
Cultural Event Spaces	8%
Bike Paths	8%
Public Recreation	7%

Frequency of Topic Mentions in Vision Statements



Residents, visitors and office workers alike envision a Clayton with a broad selection of restaurants and local retail options throughout the City's commercial corridors. Most comments indicated a desire for even more retail than is currently present, both Downtown and in the neighborhood commercial districts.

The community also values having shared spaces to gather and socialize on the weekends and after the workday. This extends from restaurants to cultural event spaces like theaters and performing arts

venues, to beautiful and well-maintained public green spaces. Trees and open green space for recreation are important residents, contributing to a stronger community character.

Maintaining a strong school district and sense of public safety also came in as a top theme for the future vision of Clayton. The community values high quality public education and appreciates the level of service from first responders.

2040 Vision Statement

- *We are a vibrant, safe and welcoming community where everyone feels they belong.*
- *We prioritize a pedestrian-friendly infrastructure connecting neighborhoods, downtown, schools, and parks.*
- *We are stewards of a sustainable future for a healthy environment.*
- *We champion an inclusive, resilient and equitable economy.*
- *Our economic environment allows for the reliable provision of high-quality city services and benefits.*
- *We take pride in our neighborhoods, schools, businesses, and shared spaces.*
- *Our public events and community spaces reflect a rich diversity of culture and character.*



“Vibrancy is a sense of community. This happens by having neighborhoods with active trustees and having a town center for recreational activities such as eating, playing, music, and entertainment. Also need space for tweens and teens to go - so affordable and casual is important.”

- Community Member

SYSTEMS THINKING

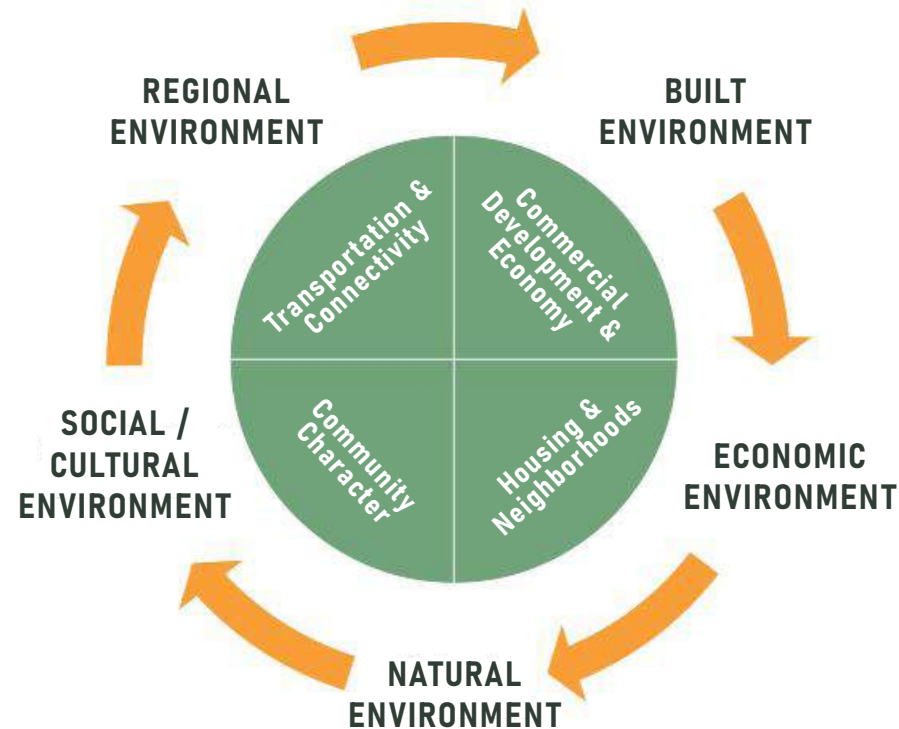
a framework for the Comprehensive Plan

The Clayton Comprehensive Plan utilizes systems thinking as the framework for ensuring the vision, objectives, and key results are rooted in a comprehensive view of the many systems at play in Clayton. Systems thinking is an approach to problem-solving and goal-setting that views problems or next-steps as part of a wider, dynamic system.

The City of Clayton is a dynamic system, with City departments, outside organizations, business owners, property owners, and residents all working together to create a dynamic community. In order to make any sort of change in this complex system, goals have to be created and executed among the many systems where they exist.

As the diagram displays, the four themes that guide the Comprehensive Plan are constantly influenced by a variety of systems, all of which impact the ability to implement change. The Comprehensive Plan seeks to acknowledge those systems and provide next steps that integrate, rather than silo, organizations and people to move them forward.

The role of technology and information sharing is a huge component of ensuring this implementation work is not siloed, but rather, integrated across City Departments. **The City of Clayton is committed to approaching this work from both a systems thinking lens as well as using a Smart Cities approach.**



What is a Smart City?

Many adjectives are used synonymously with smart cities, such as intelligent, resilient, sustainable, and ubiquitous. These adjectives reflect the desire to improve governance, processes, provided services, and user experience to contribute to a better functioning local government. Although technology is an important tool that cities can use to make these improvements, smart cities are not limited to technology itself.

As Clayton seeks to integrate smart city technology and principles, this theme is woven throughout the Comprehensive Plan, showing up in a variety of Objectives and Key Results to support their implementation.

U.S. Department of Transportation's Smart Cities and Communities

The U.S. Department of Transportation defines Smart Cities and Communities (SC&Cs) as cities and communities that “use advanced information and communications technologies to find new ways to solve age-old problems like potholes and pollution, traffic and parking, public health and safety, and equity and public engagement.” SC&Cs have three main features:

- **Networks:** such as networks of sensors, to gather and integrate data.
- **Connectivity:** for city administration to monitor and manage city infrastructure and communicate and interact with the community.
- **Open Data:** to routinely share operations and planning data with the public.

The United States Conference of Mayors Smart Cities Survey

The United State Conference of Mayors—an organization representing more than 1,400 cities with populations of 300,000 or more—brings together mayors from across the country to discuss and confront current priorities related to city governance and operations. The Conference engages with the White House, Administration, and Congress on a variety of issues, such as the environment, mental health, transportation, and infrastructure. Smart cities have been one of the Conference's topics of interest within the last decade, as there is a lack of a clear definition and strategy for creating and implementing a smart city plan.

To better understand smart cities and the current state of implementation within the United States, the Conference of Mayors partnered with IHS Markit to conduct surveys about projects that were planned or implemented and covered topics such as project goals, difficulties experienced when implementing smart city projects, and commonly used funding and business models. Two surveys, both titled “Cities of the 21st Century,” have been published to date; the first was conducted for five months in 2016 and published in January 2017, while the second was conducted for seven months in 2017 and 2018 and published in June 2018.

IHS Markit defined smart cities as “one that uses an integrated information and communications technology (ICT) system to improve efficiency, manage complexity, and enhance citizens quality of life, leading to sustainable improvement in city operations.” Six key areas were identified:

- **Mobility and Transport**
- **Energy and Resource Efficiency**
- **Physical Infrastructure**
- **Governance**
- **Safety and Security**
- **Healthcare**



Smart Cities Principles

Public Purpose

The ultimate goal of a smart city is to improve the quality of life of the people it supports—decisions made should have the best interest of the public in mind. Although technology is an important tool for making progress in achieving goals relating to the sustainability, mobility, accessibility, and resiliency, planning and design should be on a people-first basis

Open Data

The relationship between an administration and the public it serves is essential to garnering public support for projects that aim to improve their lives—transparency helps establish trust. The public should be aware of what data is being collected, why this data is being collected, how this information is collected, where this data is being stored, how the data is being used, and be ensured that this data is protected and will not be misused. Essentially, the public and any other relevant parties should understand how the entire process of data collection and storage works and be able the resultant datasets; additionally, the processes and end results should be replicable by other organizations.

Privacy Protection

Privacy protection goes hand in hand with open data; one of the most important dimensions of privacy control from the public's perspective involves what information is being gathered and who is gathering that information. Personal Identifiable Information (PII), aka any information that directly or indirectly links to a person's identity, needs to be handled with care and should be excluded from open data sets to protect the privacy of those included in the data set. Another concern about privacy control involves what happens to the data that is being collected and if that data is being sold without their permission. The public should be made aware of how their information is being handled and that they have the right to opt out of their data being sold.

Open Systems

Open systems—systems that easily communicate and share information with other systems—are essential for improving the quality of services and the resiliency of a city. Open systems allow for components to be interchangeable should a city decide to no longer use a certain program, if a program becomes obsolete, or if a program (or support to a program) become no longer available. Collaboration amongst systems is essential in improving efficiency and the flexibility of the system.

Efficient

All the resources that cities use to provide quality services and infrastructure for the well-being of the public is limited—such as budgets, staff, and time—and they must make the most of what is available. Thoughtful consideration and proactive planning helps with efficient allocation of resources and helps provide necessary services for the city and prioritize areas that have a higher propensity of need.

Flexible Implementation

Cities are a complex, diverse, ever-changing ecosystem of systems that interact to provide it residents a place to live, work, and play. The needs of a city can change, and sometimes change very rapidly due to internal and external forces like a changing political or natural climate. As these needs change, cities must be flexible to adapt to this change, such as how policies and technologies rapidly shifted to keep people safe and healthy with the COVID-19 pandemic. Inflexibility and delays in adjusting and adapting to the needs of a city and of the public that it serves in it can result in a poor quality of life.

KEY OBJECTIVES



HOUSING & NEIGHBORHOODS



WELCOME TO

CLAYTON
MISSOURI

Objectives **Housing & Neighborhoods**

- Clayton contains a diverse housing stock, providing attainable and quality housing options for a range of ages, income levels, and life stages.
- Clayton preserves and enhances the unique identity of each neighborhood with relevant and compatible standards.
- Our neighborhood development patterns embody sustainable principles and seek to minimize impacts on the natural environment and plan for future resilience.
- People choose to live in Clayton because it is safe and provides convenient access to first-rate schools, services, shopping, dining, parks, and community amenities.



OBJ 1

Clayton contains a diverse housing stock, providing attainable and quality housing options for a range of ages, income levels, and life stages.

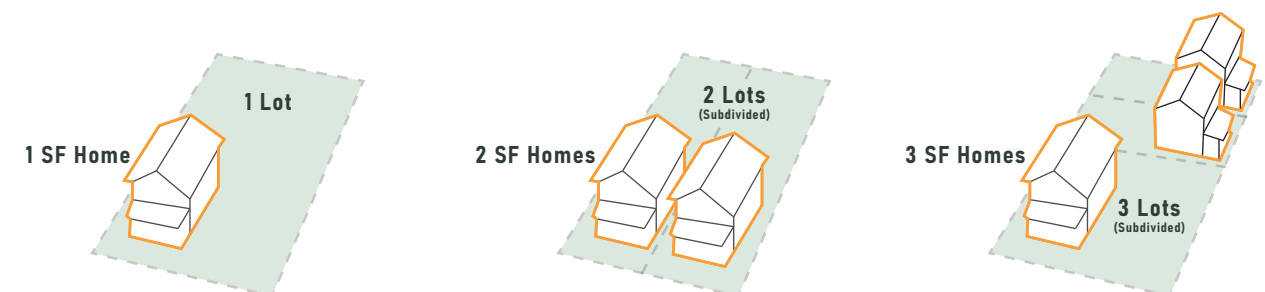
Modify unit size and ADU regulations to address modern design practices and historic development patterns.

There is a desire to provide more housing opportunities within Clayton. Specific populations mentioned have included graduate students with families and children that attend area institutions and would like to be located within the Clayton School District, empty nesters who would like a condominium or attached townhome to remain in the community but have fewer maintenance needs, and young professionals working in Clayton who desire a more affordable multi-family unit in a convenient location.

The City of Clayton's zoning code currently includes a minimum unit size requirement of greater than 750 square feet for mixed-use buildings allowed by a Conditional Use Permit (CUP) in the C-2, HDC, and S-1 zoning districts. The CUP requirement is burdensome, extending the approval process, and minimum unit size restriction reduces the number of units that can be provided in a development, preventing developments from providing a more

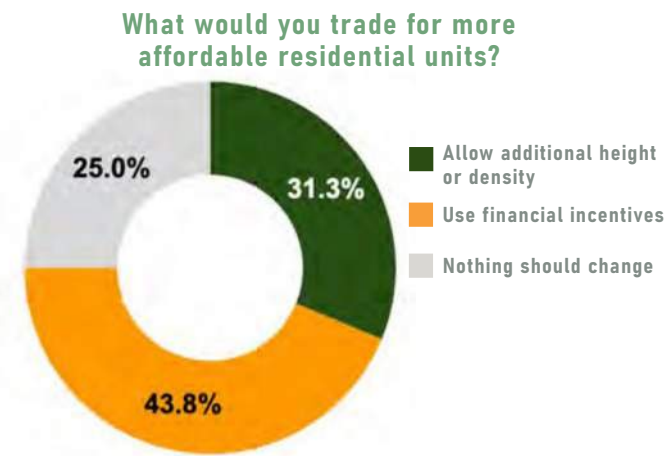
diverse array of housing unit options for residents to choose from, ultimately limiting both the supply and affordability of these units. Additionally, the City has received waiver requests from this requirement from nearly every approved development in recent years that was subject to this requirement. The City should remove this minimum unit size for multi-family units to ensure better alignment with the current housing market and development trends.

Accessory dwelling units offer another opportunity to support a variety of family situations, offering additional living space for aging parents, adult dependents, a nanny, or home healthcare providers for residents and could be considered in additional parts of Clayton with fewer restrictions.



Develop an affordable housing program that utilizes parking reductions, density bonuses, or financial incentives to encourage mixed-income developments.

Throughout the community engagement process, residents expressed concern about the lack of affordable housing options threatening the City’s ability to compete regionally as a diverse community of choice. It is also seen as a crucial component of the City’s diversification efforts. With 27% of Clayton’s residents experiencing housing cost burden, affordable housing options are an important consideration to not only better-serve existing residents, but also become a more attainable residential community for households across all income levels. As the chart below displays, at the second open house, a majority of community members were open to considering ways to encourage affordable housing.



While the type of incentive could vary, support for policy changes to encourage additional affordable housing in the community was widespread. Particularly among younger demographics, residents felt concern about the City becoming unattainable for new residents and that addressing housing cost might be one way to address this. It is recommended that the City take action to investigate the type of housing programs that might encourage housing in appropriate areas. Affordable housing incentive programs can utilize a number of strategies to increase the supply of affordable housing and can be included as part of the building-permit approval process or specified in zoning and land-use ordinances. The City should consider what it strives to accomplish with its affordable housing incentive program, including how many affordable housing units it hopes to incentivize and at what

affordability level, before taking steps to design the incentive program. The following sections outline key components of affordable housing incentive programs that the City should consider as it develops its own program.

Geographic Eligibility: It will be important for the City to consider if it wants to apply an affordable housing policy City-wide, target specific geographic areas, or perhaps institute a City-wide policy that offers varying incentives based on geographic area.

Set Aside Requirements: While affordable housing incentive programs often apply to larger multi-unit buildings, they can also be designed to be applicable to single family detached subdivisions, or developments of smaller multi-unit buildings (e.g. a development project consisting of multiple three-unit townhome buildings or a development of multiple duplexes). Affordable housing incentives are typically tied to the percentage of housing units that are set aside for affordable housing and can apply to both for-sale and rental units. These types of affordable housing policies typically incentivize or require anywhere between 5% and 35% of units in a development to be set aside for low- or moderate-income households, though most commonly policies fall between requiring 10% and 20%.

Depth and Duration of Affordability: Affordable housing policies will vary based on the policy’s goals, the extent of the incentives offered, and the availability of other subsidies, though they will most often incentivize housing that is affordable to households earning between 50% and 120% of area median income. Rental housing programs will typically require units to be more deeply affordable than for-sale housing programs. It is important to include a requirement that the units not only have rents that are affordable to a specific income level, but also that they are occupied by households earning at or below that income level. The duration of the affordable housing set-aside will determine how long the units must remain affordable. Most commonly, policies stipulate units remain affordable for between 10 and 30 years, but some policies will require indefinite affordability. Policies

that do not specify an affordability period or do not provide a mechanism for verifying and enforcing the affordability of units after construction can reduce the effectiveness of the policy.

Design Standards and Unit Mix Requirements: Another important consideration of an affordable housing policy is the incorporation of requirements relating to the design and quality of the affordable units relative to market rate units. Most affordable housing policies will require that affordable housing units be comparable in quality to market rate units. However, some will only require that the affordable units be indistinguishable from market rate units on the exterior, but that the interior amenities or finishes may be of lower quality. Typically, these policies will stipulate that any differences in quality between market rate and affordable units cannot reduce the energy efficiency of the unit or involve differences in the mechanical equipment, plumbing, insulation, windows, or heating and cooling systems. Policies will also often specify that units must be interspersed among the market rate units throughout the development and that the mix of unit types of the affordable units should also be proportional to that of the market rate units.

Possible Incentives: Incentives offered in affordable housing policies vary from community to community based on what is currently allowed in the zoning code and what might be most valuable to developers as a result. One of the most common incentives offered in exchange for the incorporation of affordable housing in a development is a density bonus, which would allow developers to build more units on a parcel than is currently allowed by the zoning. This might be provided through a higher Floor Area Ratio (FAR) allowance, increasing the permitted building height, or reducing the amount of open space required, among other strategies. Aside from a density bonus, reduced parking requirements, reduced or waived development and permitting fees, expedited review processes for permits, and modified or reduced design standards are also used.

Eligibility for incentives could include a single cutoff point, such as developments including at least 15% of all units set aside for households earning 80% or less of the area median income. Alternatively, incentive

programs could be designed as a tiered approach, with certain incentives available for projects meeting the minimum requirements and more extensive incentives available as the amount of affordable housing units set aside or the depth of affordability of the units increases. Additionally, affordable housing policies might specify which incentives an eligible project will receive, while others may provide a list of options for developers to choose from. These policies might also be tailored to or only available in certain parts of a community.

Mandatory Affordable Housing Policies: While an affordable housing policy designed for developers to opt into providing affordable housing units in exchange for incentives may be preferable, the City could also consider the feasibility of creating a mandatory policy where projects of a certain scale (e.g. 10 units or more) or in specific geographic areas are required to set aside a portion of their units for low- or moderate-income households. These policies would still incorporate some form of incentive, such as a density bonus, with the intention of balancing or reducing any anticipated financial losses of leasing or selling units below market rate. An in-lieu fee could be offered as an option to developers that would prefer to opt out of meeting the set-aside requirements on-site. These funds would then be put toward some form of affordable housing fund.

Affordable Housing Funds: Another alternative policy utilized by some communities that the City could consider is the requirement for developers to pay a fee per unit or per square foot of market-rate housing. The revenue collected by this fee would then go toward an affordable housing fund in the City or a partner organization. An option to opt-out of the fee could be available to developers who would prefer to include affordable housing units on-site. This alternative could be preferable if the City were to have specific affordable housing programs that it would like to fund or if the City or one of its partners has the capacity to utilize that funding to develop affordable housing. However, more consideration should be given to the anticipated costs of managing and operating such a fund before any fees are to be put in place.

Where have affordable housing policies worked?

Austin, TX

Austin offers an 'Affordability Unlocked' Development Bonus Program which offers incentives in exchange for the voluntary incorporation of affordable housing units in a development. The program is applicable citywide and requires projects to set aside at least half of the project's total units as affordable in order to be eligible. Affordable rental units are required to serve households earning on average 60% of the median family income (MFI) or less, and 20% of those affordable units must be affordable to households earning up to 50% MFI. For-sale units must be sold to households earning up to 80% MFI. Units must remain affordable for 40 years for rentals and 99 years for for-sale units. Additionally, 25% of affordable units must have two or more bedrooms or provide supportive or elderly housing. The program is designed to have two tiers of requirements and incentives. Type One is for projects that meet minimum requirements of the program and offers incentives such as modified parking requirements, reduction by 50% of front and rear setbacks, reduction in minimum lot size and width, increased maximum height by 1.25 times, and up to 6 dwelling units per lot in single family zones. Type Two is for projects that meet more extensive affordability requirements, such as 75% affordability set aside, 10% of affordable units serving households 30% MFI, 50% of units have two or more bedrooms, or developments are located within ¼-mile of specific transit corridors. Type Two projects are then eligible to receive the additional incentives of a maximum height allowance of 1.5 times base zoning and up to 8 dwelling units per lot in single family zones.

Ridgefield, CT

Ridgefield is located 40 miles outside of New Haven, Connecticut and about 60-miles northeast of New York City. Home to 25,000 residents, the community has a strong commitment to affordable housing, with an inclusionary zoning policy requiring that all applicants for development of more than five units must designate a minimum number of the units as affordable. Ranging from one affordable unit for developments between five and ten units to five units for a 30-unit development, the regulation applies to most areas of the community and is most often applied to small-scale developments. For developments that exceed requirements, the policy allows for incentives in the form of density bonuses, dimensional exceptions allowing additional bulk, and parking reductions of up to 25%. Projects can opt to pay a fee rather than comply, with that fee going to the community's housing trust fund. The policy has mandated inclusion of affordable units, encouraging additional housing diversity in the suburban community where the median household income is \$130,000.

Atlanta, GA

The City of Atlanta instituted a mandatory inclusionary zoning policy applicable to multi-family developments of ten or more housing units that are located within the Beltline Overlay District or one of four specified neighborhoods. Developments are required to set aside 10% of units at 60% of area median income or 15% of units at 80% of area median income, or they can opt-out through the payment of an in-lieu fee. The one-time in-lieu fee is based on the approximate cost of construction of replacement affordable workforce housing units and currently ranges between \$134,000 and \$187,000 per unit. Affordable units must remain affordable for 20 years and must be comparable to market rate units in construction and appearance. Developments that comply with the affordability requirements are able to select three incentives from a list provided by the city: a density bonus of 15% FAR increase, the transfer of development rights of any unused density bonus to another property owner, the elimination of the minimum parking requirement for residential development, a 25% reduction in the minimum non-residential parking requirements, the provision of a Special Application Permit which allows expedited application review completed within 21 days, or a Major Projects Meeting with representatives from all departments to review the development, identify any issues, and help expedite the permitting process.

Review development barriers for zero-lot-line townhouse and villa developments and consider ways to update the Zoning Code to allow them in more parts of the community.

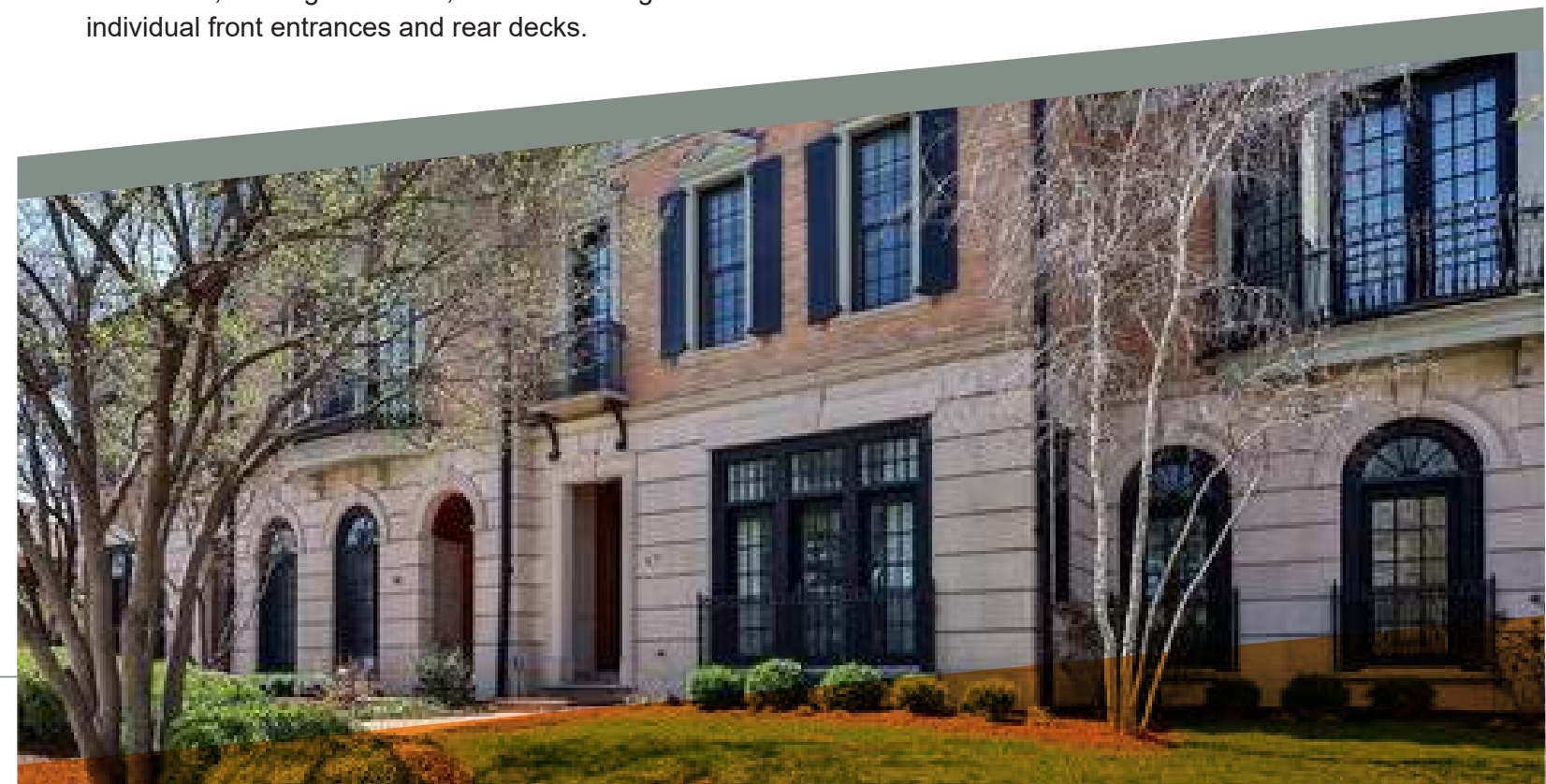
A zero-lot-line residence has a structure that comes up to the edge of the property line. Rowhomes, townhouses, and attached villas are often considered zero-lot-line developments and oftentimes run into development barriers in communities where the vast majority of residential options are detached single family homes with traditional setbacks. This type of development is popular in areas where the land value is high, so it is advantageous to build on more of the lot. Attached homes oftentimes have a smaller yard and less housing maintenance costs, potentially serving as more affordable housing options in the community.

In Clayton, this type of housing development is unlikely to have no setback in the front of the residence, as few areas are dense enough to support this type of development. That being said, this type of attached rowhouse or villa is becoming more common in communities like Clayton as a way to provide a more dense residential option while still allowing for individual front entrances and some amount of greenspace and front or back porch.

The rowhouses built on Gay Avenue in Clayton in 2003 are the perfect example of a zero-lot-line development where the individual homes are located adjacent to each other, sharing side walls, but still allowing for individual front entrances and rear decks.

Attached homes geared toward seniors were repeatedly requested as a way to offer a step-down from traditional single family homes in Clayton, requiring less maintenance and cost, but still allowing for home ownership and the feel of an individual space for those that did not want to live in a condominium building. Similarly, row houses and townhomes were indicated in the top requests by residents, adding gentle density to key areas of the community. This type of development also works well as a transition from commercial areas to single family neighborhoods, adding density in key areas while also serving as a transitional use.

In 2017, the City adopted new regulations for townhome development to streamline regulations and remove conflict. This did not address some of the issues that existing zero-lot-line unit owners face when renovating or improving their properties. Since the 2017 update, the City has seen two zero-lot-line style developments. Because this type of development was often cited as desired by residents, the City should seek to identify barriers and update the Zoning Code and Zoning Map to allow and encourage them in strategic parts of the community with a more streamlined process.

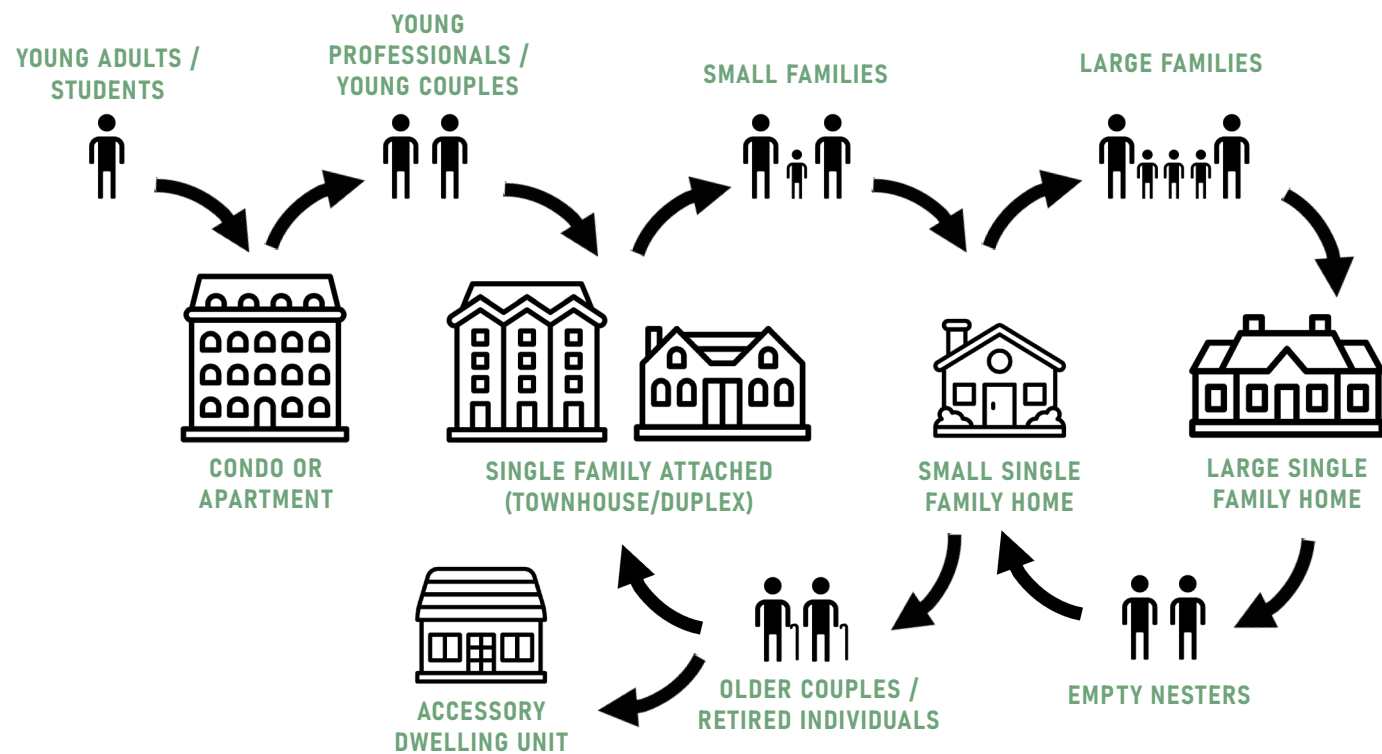


Review residential zoning to ensure housing standards allow residents to age in place, care for dependents, and meet special needs, while maintaining neighborhood integrity.

When describing what they look for in a neighborhood or community, many residents referenced the ability to stay in the community through different life stages. Having housing options to support individuals, families with young children, aging residents, and so on, allows people to build relationships and maintain them without having to move to a new community as their housing needs change. It also supports cross-generational connections such as grandparents living in close proximity to children and grandchildren. Some areas of Clayton already support this concept on a neighborhood scale, such as the Moorlands, and there are even more opportunities when you look at Clayton as a whole. As shown below, the traditional housing cycle involves young adults in apartments or condominiums eventually moving into single family homes, and then returning to smaller scale options. Providing options at a variety of the housing life cycle stages helps to maintain a diversity in population. Many residents in Clayton also identified housing options as a valuable trait for the community that allows people a path other than the traditional cycle. Some residents have opted for long-term

condominium living, for example, finding balance in Downtown's neighborhood feel. Zoning regulations can serve as tools to ensure residential neighborhoods accommodate residents of varying lifestyles, ages, and income levels through intentional neighborhood design and a diversity of housing typologies. Zoning districts that permit a variety of lot sizes and home sizes can allow for households to up-size or down-size without leaving their neighborhood and community. Duplexes, attached townhomes, and other low-density housing types could be incorporated into single family neighborhoods without dramatically altering the neighborhood fabric. These housing types are particularly suitable in neighborhoods of Clayton where there is an existing mix of single family and two-family housing units. Duplex units can be designed in a way that their impact on the lot and street level experience is the same as adjacent single family homes, mitigating resident concerns about neighborhood character. The City should seek to allow these types of buildings in more areas, ensuring the housing types are varied while still ensuring neighborhood consistency.

Traditional Housing Life Cycle



Identify methods to incorporate Universal Design practices and encourage their implementation in new housing projects and home renovations.

Though universal design can be incorporated into all elements of the built environment, it has frequently been incorporated into housing design and

development to create housing that is accessible and usable for people of all ages and abilities. Developing housing with universal design can accommodate multi-generational use, supporting young adults, families with young children, or the elderly aging in place. Homes will be better able to adapt to changes in resident need and ability resulting from injury, illness, or aging. Overall, universal design contributes to more sustainable housing development that is more adaptable to shifts in local demographics or the housing market. Some common universal design housing features include no-step entry, wide doorways and hallways, extra floor space, floors and bathtubs with non-slip surfaces, thresholds that are flush with the floor, good lighting, lever door handles, and rocker light switches.

There are a number of ways that the City of Clayton could encourage or require the incorporation of universal design principles in new housing development or extensive rehabilitations. Some communities have begun mandating a minimum level of universal design features to be incorporated into all or a percentage of residential housing development, while others have encouraged it by offering expedited permitting processes, reduced permitting fees, or other incentives that might mitigate some of the added expenses anticipated with universal design development. Alternatively, communities have incorporated universal design requirements for projects receiving funding from a specific grant program or any form of financial incentive.

Additionally, it will be important for Clayton to encourage and support existing homeowners in adapting their homes to incorporate universal design principles. These adaptations could be prompted by changes in the household that require greater accessibility features, included as part of updates made to a home prior to its sale, or incorporated as part of a planned renovation or update of a home to fit the occupants current needs. Incorporating universal design elements into existing housing can be significantly more expensive than universally designed

What is Universal Design?

According to the Center for Universal Design at North Carolina State University, universal design is defined as the “design of products and environments to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design.”

The seven core principles of universal design are:

1. **Equitable Use:** the design is useful and marketable to people with diverse abilities.
2. **Flexibility in Use:** the design accommodates a wide range of individual preferences and abilities.
3. **Simple and Intuitive Use:** use of the design is easy to understand, regardless of the user's experience, knowledge, language skills, or current concentration level.
4. **Perceptible Information:** the design communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory abilities.
5. **Tolerance for Error:** the design minimizes hazards and the adverse consequences of accidental or unintended actions.
6. **Low Physical Effort:** the design can be used efficiently and comfortably and with a minimum of fatigue.
7. **Size and Space for Approach and Use:** appropriate size and space is provided for approach, reach, manipulation, and use regardless of user's body size, posture, or mobility.



new construction. Consequently, a grant program or partnership with existing organization, could help to support low income or disabled residents in adapting their homes to meet their household’s accessibility needs. Incentive programs could be utilized to otherwise encourage other homeowners to consider universal design as part of their next home improvement project.

Where have universal design requirements worked?

Alameda, CA

The City of Alameda, California adopted a Universal Design Ordinance in 2017. The ordinance required 100% of all new housing units to be designed as “visitable” by a person with physical disabilities, requiring design elements allowing accessibility for a visitor in a wheelchair to enter the home, access a common space, and access and utilize a bathroom. Additionally, 30% of all new housing units in residential developments of five or more units were required to incorporate additional universal design features that would allow a person with disabilities to live in the unit. The unit must be accessible by a wheelchair from the public right of way and include an accessible bathroom, common use room, bedroom, kitchen, laundry facility, and adaptable internal stairs. A waiver process could permit exemptions in specific circumstances, in which case alternative universal design elements that improve accessibility could be considered in exempted units.

Prince George’s County, MD

Prince George’s County, Maryland passed the Universal Design Housing Act in 2023 that will require new single family attached, single family detached, two-family, and multi-family residential dwelling units to incorporate elements of universal design. Townhomes and two-over-two housing have reduced universal design requirements. A waiver could permit the exemption of up to 50% of new homes in a development due to specific barriers such as topography or unusual characteristics of the building or site.

City of St. Louis, MO

The City of St. Louis, Missouri requires all new construction housing developments built using funding from the City’s Affordable Housing Trust Fund to follow Universal Design Requirements. Units are required to provide at least one no-step entry, provide an accessible route through primary living spaces including common living and dining spaces, kitchen, laundry, at least one bathroom, and at least one bedroom. Additional requirements address site design and parking, windows and doors, stairs, kitchen design, bathroom design, outlets and switches, among others. Developments that choose to incorporate additional universal design elements beyond the minimum requirements could receive additional support and consideration for their funding application. The architectural infeasibility of incorporating universal design elements could result in an exception or waiver after review by the Affordable Housing Commission.

OBJ 2

Clayton preserves and enhances the unique identity of each neighborhood with relevant and compatible standards.

Review the architectural guidelines against the character and development pattern of different neighborhoods to establish appropriate neighborhood identity standards.

The look and feel of the City of Clayton contributes to the overall character of the community and is something that residents feel strongly about. Establishing appropriate design guidelines can help ensure that the character and charm that is loved by the community is preserved with time and growth.

The City has existing architectural design guidelines that complement the zoning regulations. These are coupled with the existing review processes to provide additional guidance specific to the context of individual neighborhoods, commercial corridors, and other geographic areas with distinct characteristics. The existing design guidelines could be altered to establish appropriate standards for individual neighborhoods, allowing for the quality and character of new developments while also giving property owners the flexibility in development design. Clear and informative design guidelines focus on things like architectural features and materials and are not requirements, so may be modified without a variance procedure, which is required for modifications to application of the Zoning Code. Guidelines can help future developments align with the community’s character while still allowing for creative interpretation and flexibility, ultimately avoiding any undue burden on developers that might discourage or stifle growth.

The City should look to the Character Areas and Future Land Use Map to understand appropriate guidelines and patterns for each area of Clayton.



Establish appropriate infill development standards for building form and materials.

When asked about the impact of various housing types on the community, community members were most open to single family, townhomes, duplexes and triplexes, small apartment buildings with four to eight units, and age-restricted senior housing. ADU's, large apartment complexes with more than 8 units, income restricted housing, and student housing were seen as potentially having impacts on existing neighborhoods but could be appropriate in some contexts. This feedback was consistent throughout the engagement process.

Infill development refers to building on land within existing development patterns, typically in a dense, urban area. Given that infill development is a continuing trend in Clayton, it is recommended that the City create appropriate infill development standards for building form and materials. These are likely to vary by neighborhood, but will help to encourage additional infill development, adding needed residential units to Clayton, while also ensuring the development is complementary to and cohesive with existing residential character. Current infill development patterns in many single family neighborhoods include maximizing the allowed building footprint and height while many of the existing structure patterns have smaller footprints with more variation in the form.

Infill development standards could directly address the differences while allowing for flexibility of design preferences of individual owners.

Morrisville, North Carolina, the City created infill transition standards to help to ensure that infill projects consider immediately adjacent properties. These standards include requiring building height to "step down" along shared property lines, requiring larger side yard setbacks to provide increased separation, considering variations in building wall and roof form to bring down the visual impact of the structure, and utilizing dormers to accommodate upper stories.

The City of Clayton should consider similar components of infill development standards to ensure that infill projects are compatible in scale with nearby properties and are appropriate additions to the neighborhood. Today, some infill requirements exist within Urban Design Districts (UDD). To better regulate infill while encouraging housing development, it is recommended that the City adopt more specific infill guidelines as part of UDDs and implement new ones where possible. Guidance should be taken from the Character Areas and Future Land Use Map included in the Comprehensive Plan.

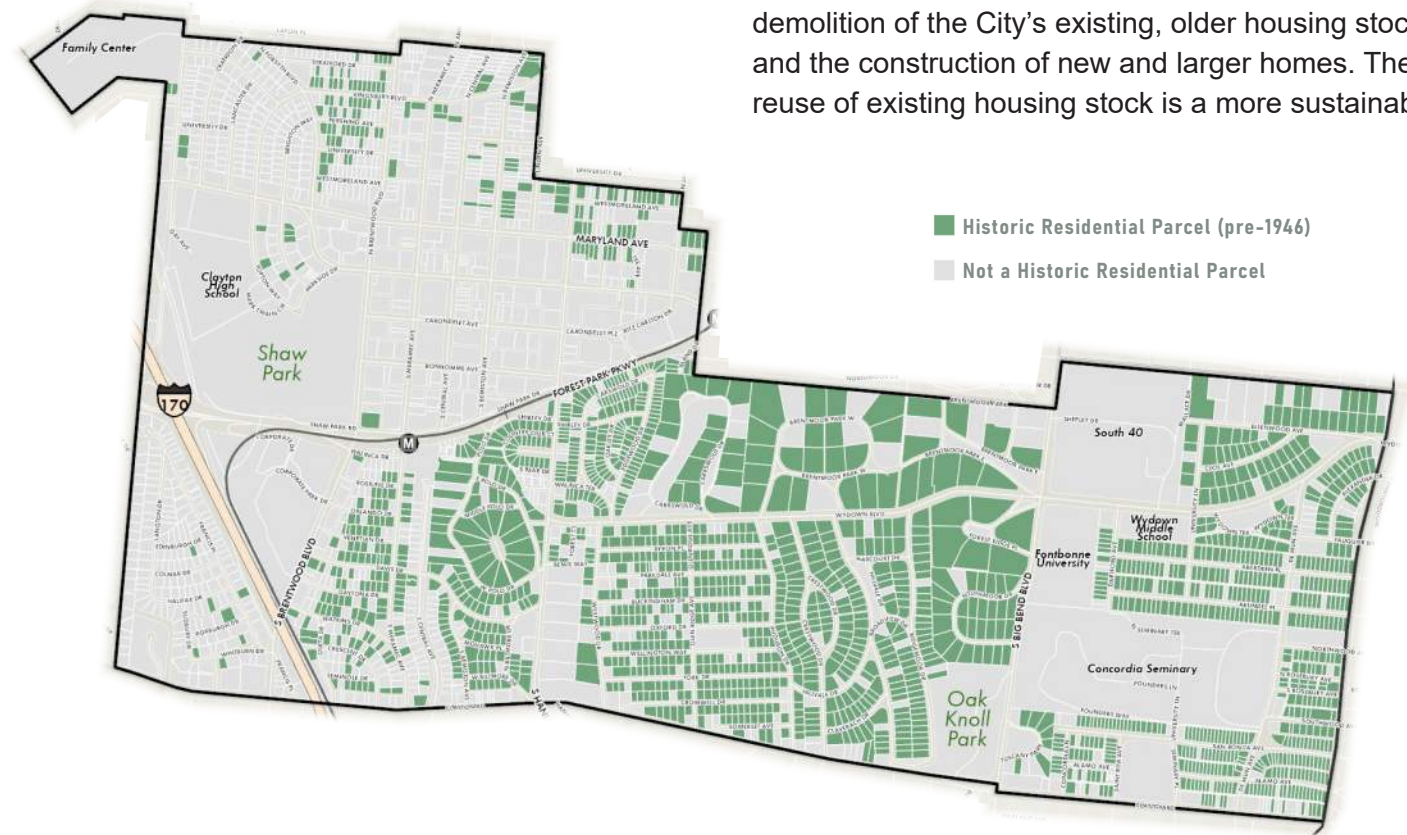
Develop a preservation guide to support additional investment and protection of existing buildings that provide moderate rent options and consider ways to preserve the existing affordable housing stock by incentivizing investment in historic buildings.

Clayton has a lot of older housing stock that contributes to the character of its neighborhoods. This older housing also makes up much of the City's more affordable housing stock compared to new construction. In addition to supporting new housing development that meets the City's needs, it will be important to encourage the continued use and upkeep of the existing housing stock.

Though Clayton currently has several national historic districts within its boundaries, there are no local historic districts. The City's zoning code provides a process to establish a Residential Historic Preservation District, but it has not been utilized. In some cases, Urban Design District overlays may be functioning to preserve the character and historic nature of specific neighborhoods and subdivisions. The City should review the current process to create a Residential Historic Preservation District to ensure that there is nothing within the regulations that is hindering its utilization. The City's Residential Historic Preservation

District ordinance is traditionally associated with a neighborhood or area that is within a National Historic District that might want to pursue a local designation and associated protections. That being said, there is nothing in the ordinance that precludes a single property from pursuing this. Promoting this option as a way to preserve existing buildings to interested residents could broaden the tool's use. Additionally, the existing Urban Design Districts should be evaluated to confirm they are functioning as desired. Since properties listed on the National Register of Historic Places are eligible for funding through the federal Historic Rehabilitation Tax Credit program and Missouri's Historic Preservation Tax Credit program, the City should ensure that residents have easy access to information about these programs and how to determine their eligibility. Informative guides could be added on the City's website along with information about any other rehabilitation assistance programs residents or developers could utilize.

Community members have expressed concern about demolition of the City's existing, older housing stock and the construction of new and larger homes. The reuse of existing housing stock is a more sustainable



practice that can also help preserve a neighborhood's character and charm and its more affordable housing stock. A combination of policies and incentives can both discourage tear-downs and encourage rehabilitation. The City could consider instituting a substantial demolition fee or tax that is applicable to homes (single family, two-family, and multi-family) of a particular age and that are in a condition that is safe, functional, and habitable or that could be brought to that condition at or below the cost of new construction. Homes that have been vacant for a long period of time or with unique site or building conditions could be considered for exemption from this type of policy. The demolition fees that would subsequently be collected as a part of this program could then be utilized to help fund programs related to affordable housing or housing rehabilitation.

The City could also institute a demolition permit delay that is triggered by the age and condition of the structure to be demolished to provide opportunity for further discussion with the property owner to evaluate the feasibility of rehabilitation rather than demolition and potential local and national tools available.

Modify lot size and setback regulations to better align with historic neighborhood patterns where applicable.

The City should modify lot size and setback regulations to provide greater flexibility and feasibility of housing development, while also reflecting the current lot size and historic character of existing neighborhoods. Many of Clayton's older neighborhoods have zoning regulations that do not enforce the current pattern of development. Lot sizes and set backs often require that new structures are larger and not in context with existing structures. Modifying the lot size could provide the potential for an increased number of housing units and ensure those added are consistent with existing structures and the overall development pattern.

Demolitions for properties that have been vacant for long periods of time or are in poor condition could be exempted from the delay. Additional considerations for exemption could include projects that include affordable housing in the new development or those that would result in more housing units than proposed for demolition. The success of demolition delays as a deterrent varies from community to community, especially because by itself, the policy does not provide authority to prevent a demolition, only delay it and facilitate discussions on alternative solutions. However, when paired with other policies, a demolition delay could be a useful tool.

The City could also consider financial programs such as grants or low-interest loans that could contribute to the financing of residential rehabilitation projects. Projects that could be eligible for this funding could vary in size and expense, involving anything from energy efficiency upgrades, updates to the house to improve its functionality, deferred maintenance, bringing a home up to code, or extensive "gut" rehabilitations.

In addition, the City should consider reducing setbacks of accessory structures where appropriate. Updating these regulations would create consistency with current neighborhood character which residents would like to see remain.

The extent to which requirements should be modified will need to be evaluated further by the City and is likely to differ across the different zoning districts.

Continue to encourage and develop a variety of amenities in Downtown Clayton to foster a well-rounded neighborhood that supports residents of all ages and life stages.

The Planning Framework in the 2010 Downtown Master Plan Update includes six foundational strategies related to Downtown, including:

- *Focus retail growth in areas that already have active street edges and pedestrian-friendly environments*
- *Emphasize the connections along Central Avenue and Forsyth Boulevard between these retail centers and Clayton's two MetroLink stops*
- *Develop a sense of place and provide focus by creating iconic civic spaces such as an enhanced park at North Central Avenue and Forsyth Boulevard*
- *Establish stronger connections to Shaw Park by taking advantage of views from across Brentwood Boulevard and along east-west street corridors*
- *Encourage residential growth within walking distance of the Clayton and Forsyth MetroLink Stations*
- *Build on existing planning work to continue developing linkages into the neighborhoods adjacent to Downtown*

None of these items specifically speak to the notion that Downtown should be a neighborhood in itself, which, as additional residential options have been added to the Downtown in recent years, is a growing sentiment. As more residential options are added to the Downtown area in the years to come, the area will continue this shift. As a result, it is crucial that the city considers development patterns that provide a variety of amenities to support these residents, creating a

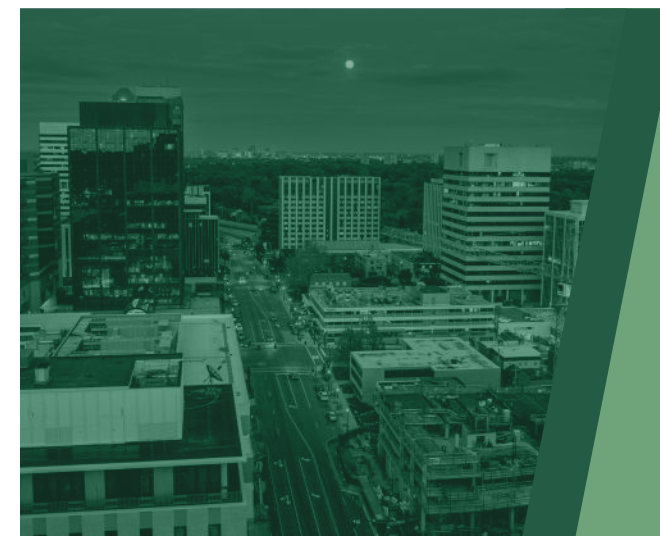
well-rounded neighborhood in Downtown.

Prioritizing development that includes neighborhood amenities like service oriented businesses and public parks should be considered. For example, the private pocket park that currently exists at the southwest corner of Bonhomme and Central lacks any activation. If this parcel were to be redeveloped in the future, the development should include an activated greenspace for nearby residents.

Another large greenspace could be considered as part of a future development on Forsyth near the MetroLink station. This area provides an opportunity for development at a significant scale, providing the potential for an activated park.

Service-oriented or neighborhood scale businesses such as a coffee shop, salon, bakery, corner bar, grocery store, or laundromat would also be types of businesses that would help to create a well-rounded complete neighborhood in Downtown Clayton. The City should seek to prioritize these types of businesses in key areas of Downtown to ensure necessary services are provided for area residents near their homes.

The City has been moving toward referring to the area as "Downtown Clayton", as opposed to the previous "Clayton CBD", emphasizing that the area is more than just weekday business, but rather a more well-rounded neighborhood. Translating that notion into additional wayfinding signage would also help.



“If we want people to live in Downtown Clayton, we have to provide the things that make it feel like a neighborhood.”
-Developer

Importance of Wayfinding Downtown

Clayton's vibrant urban downtown has significant pedestrian activity. A digital wayfinding program with video or touch-screen kiosks could help promote local businesses and attractions, encouraging office workers and visitors to Clayton to explore new locations, while also serving as a resource for Downtown residents. Alternatively, conventional/static wayfinding options could include QR codes that reference a mobile-friendly website or mobile application (such as the MyClayton app) that allows users to navigate the city using a mobile device.

Navigation can be a challenge for all users, whether they are trying to find their way in a new territory or dealing with unexpected changes in their day-to-day familiar environment. Additionally, the mode of choice a person chooses to navigate in can bring additional challenges, such as mode-restrictions caused by physical, social, and environmental limitations.

Physical limitations are caused by—or by the lack thereof—physical infrastructure that supports one or more mode choices. Examples of this type of limitation include a lack of sidewalks and shared-use paths for pedestrians and bicyclists, a lack of bicycle and micro-mobility facilities, pedestrian-only zones that prevent motorized vehicles from entering the space, and detours due to construction.

Social limitations are caused by societal perceptions or laws involving certain modes of transportation. Often times, social limitations are present with physical limitations. Examples of this type of limitations include active mode users taking alternative routes because they do not perceive their environment to be safe, inconsistency in what space micro-mobility users should operate in (i.e., on sidewalks, bike lanes, or roadways), or that certain modes are perceived to be less desirable than transportation by personal vehicle.

Environmental limitations are caused by the natural environment. Examples of this type of limitations range from divides in the environment (such as rivers, valleys, or canyons) or quick environmental changes that make traversing difficult, such as steep grade changes or sharp curves.

New York, NY

In 2013, the City of New York (NYC) issued a challenge to replace and reinvent its' payphone network; three years later, NYC launched LinkNYC, a kiosk-based wayfinding program using CityBridge's Link kiosks. LinkNYC delivers multiple services free of charge and at no cost to taxpayers, including:

- *Fast, data-cap free, and secure Wi-Fi*
- *Local information, such as news, weather, events, community events, and cultural programming*
- *Transit information*
- *USB device charging*
- *Nationwide calls (kiosk has microphone or an audio jack for earphones)*
- *Maps and directions*
- *Dedicated 911 button*

The funding that allows for the services of the kiosk to be free comes from advertising on the displays. Services on the kiosk are accessed either via a tablet on the kiosk or a tactile keyboard. The kiosks are built to ADA standards and policies are in place to be respectful of users' privacy.

Wayfinding and navigation should account for the limitations in the public realm and provide information regarding users' current location and destination, considering their preferences and needs.

Concentrate new housing development opportunities in key areas.

Residents of the City of Clayton were generally in favor of new housing development. Both residents, property owners, and business leaders alike see additional housing units as a way to contribute to affordability and to ensure the community is inclusive and diverse. Other feedback tied additional residential units to providing the customers to support more retail options.

Clayton should concentrate new housing development opportunities in key areas where there is available land, willingness to explore higher density housing, or as a strategy for infill development. Participants at an Open House were asked to identify which areas of Clayton they felt could support additional residential units. The results point to several key areas highlighted on the map below, including:

Forsyth Gateway

This area has significant open land for development and is actively being marketed for re-use. Given the proximity to Downtown and the potential for medium-density housing, this area was identified by many residents as ideal for new housing development.

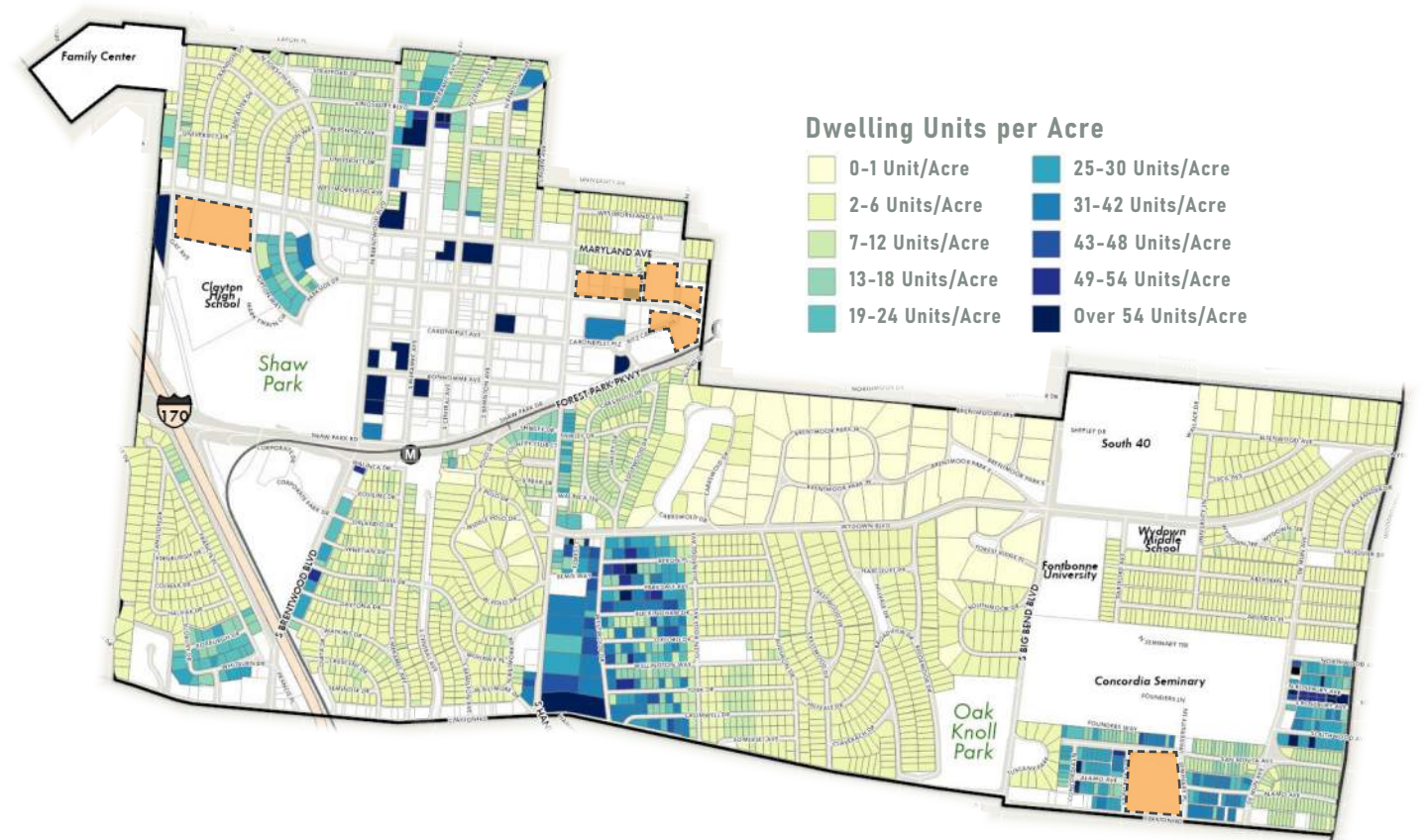
Maryland Gateway

This area has seen several development proposals in recent years and was an obvious choice for residents looking for parts of the community that might house new residential units.

Clayton Road

Clayton Road east of Big Bend has been cited as a potential area for redevelopment which could include residential units, providing a buffer between the busy thoroughfare and residential to the north.

**“Attracting a wider range of residents and businesses would contribute to a more vibrant and inclusive community”
-Business Owner**



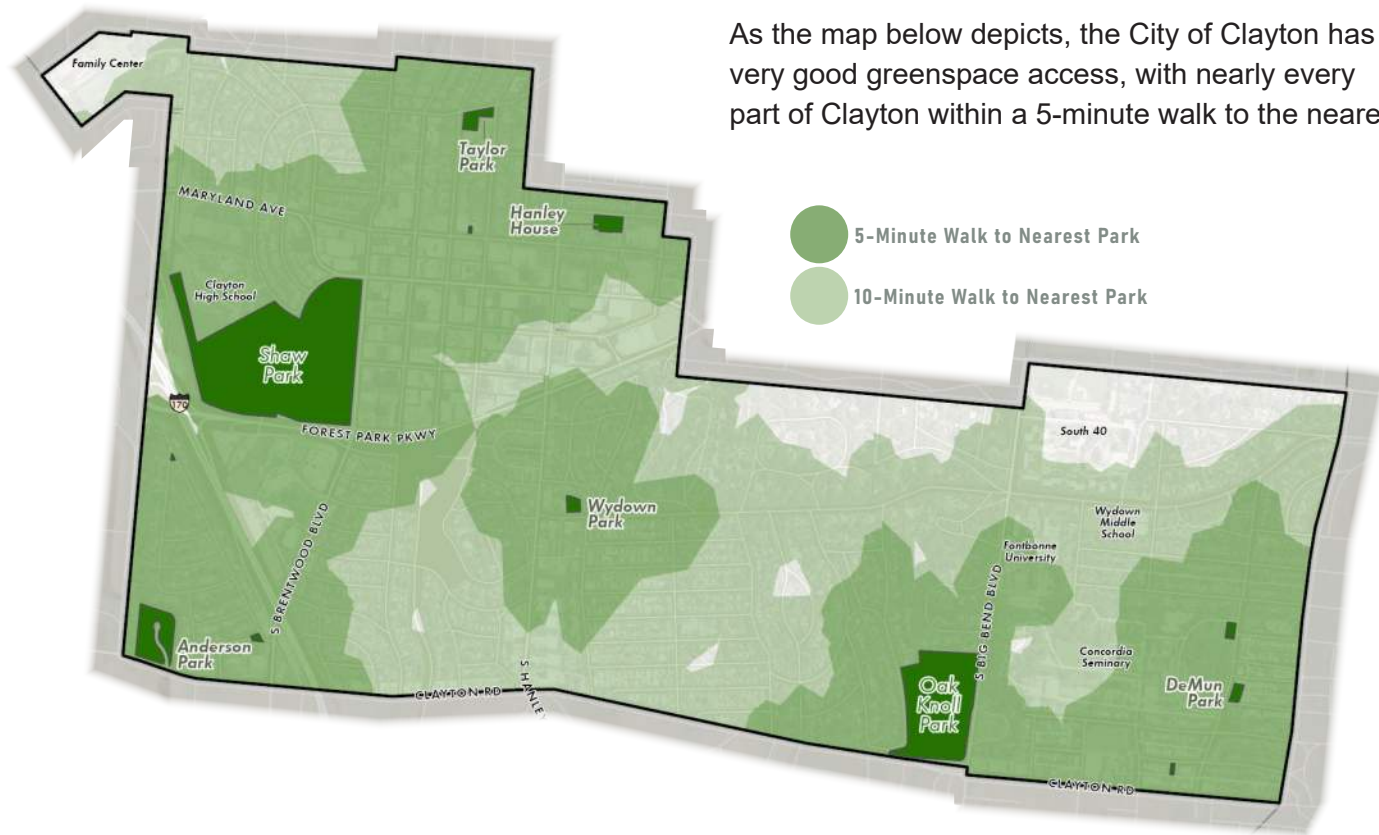
Our neighborhood development patterns embody sustainable principles and seek to minimize impacts on the natural environment and plan for future resilience.

Prioritize greenspace, trees, and sustainability in residential neighborhoods to retain existing character.

Having plenty of greenspace and large trees within a neighborhood not only helps the environment by creating a micro-ecosystem within an urban area, reducing surface runoff by allowing rain to flow into the groundwater naturally, and lowering the amount of carbon dioxide in the atmosphere, it also helps to

beautify the area and maintain a desired neighborhood character. Additional greenspace opportunities can be public, such as new parks, community gardens, or planter boxes and trees in the right-of-way between the sidewalk and street, or they can be small, simple additions on individual properties, like rain gardens and native plantings.

As the map below depicts, the City of Clayton has very good greenspace access, with nearly every part of Clayton within a 5-minute walk to the nearest



park. That being said, more greenspace and natural elements were repeatedly requested throughout the Comprehensive Plan process. Residents feel like the sustainability focus and natural spaces are crucial to Clayton’s identity and something that the City should seek to continue to grow.

As new park spaces are unlikely to be created in such a built out community, Clayton should focus on ways to prioritize greenspace, trees, and sustainability in residential neighborhoods to retain the existing character.

Some communities offer tree planting programs even for small projects to promote replacing trees cut down with new ones and to encourage landowners to add more trees to their properties. These programs usually take the form of cost sharing via partial reimbursement after a city resident purchases a tree from an approved species list, typically a native species, and plants it on their property. Two local communities that offer this type of program are Ballwin, Missouri, and Edwardsville, Illinois. Both cities will reimburse a resident up to \$100 after planting an approved tree on their property.

There are many other initiatives and programs that a city can offer its residents to make their properties more sustainable. Solar panel installation incentives and cost sharing programs are common methods communities use to promote more solar power generation. Given Clayton’s strong commitment to tree coverage though, oftentimes, solar panels are not ideal in many locations. As a result, solar panels may be more appropriate for taller buildings and commercial sites.

Offering property owners lower cost or cost-free rain barrels or composting bins can also help residents live more sustainably. Public native plant and flower sales or giveaways can encourage residents to add more greenspace to their properties or replace non-native plants with native ones. Ensuring the community is properly educated in regards to recycling and composting, native plant species, and rainwater storage and use should be incorporated into all of these programs.

The City might also consider new policies or programs related to tree retention or other sustainability initiatives that could be executed in conjunction with residential infill projects.

“My vision for Clayton is that it become a TRUE model of a green city. With the right policies, procedures and ideas this does not need to be MORE expensive, and it will probably make the city’s future LESS expensive.”

- Resident

Develop a coverage reduction program that identifies innovative ways to reduce the amount of impervious coverage and promotes green infrastructure.

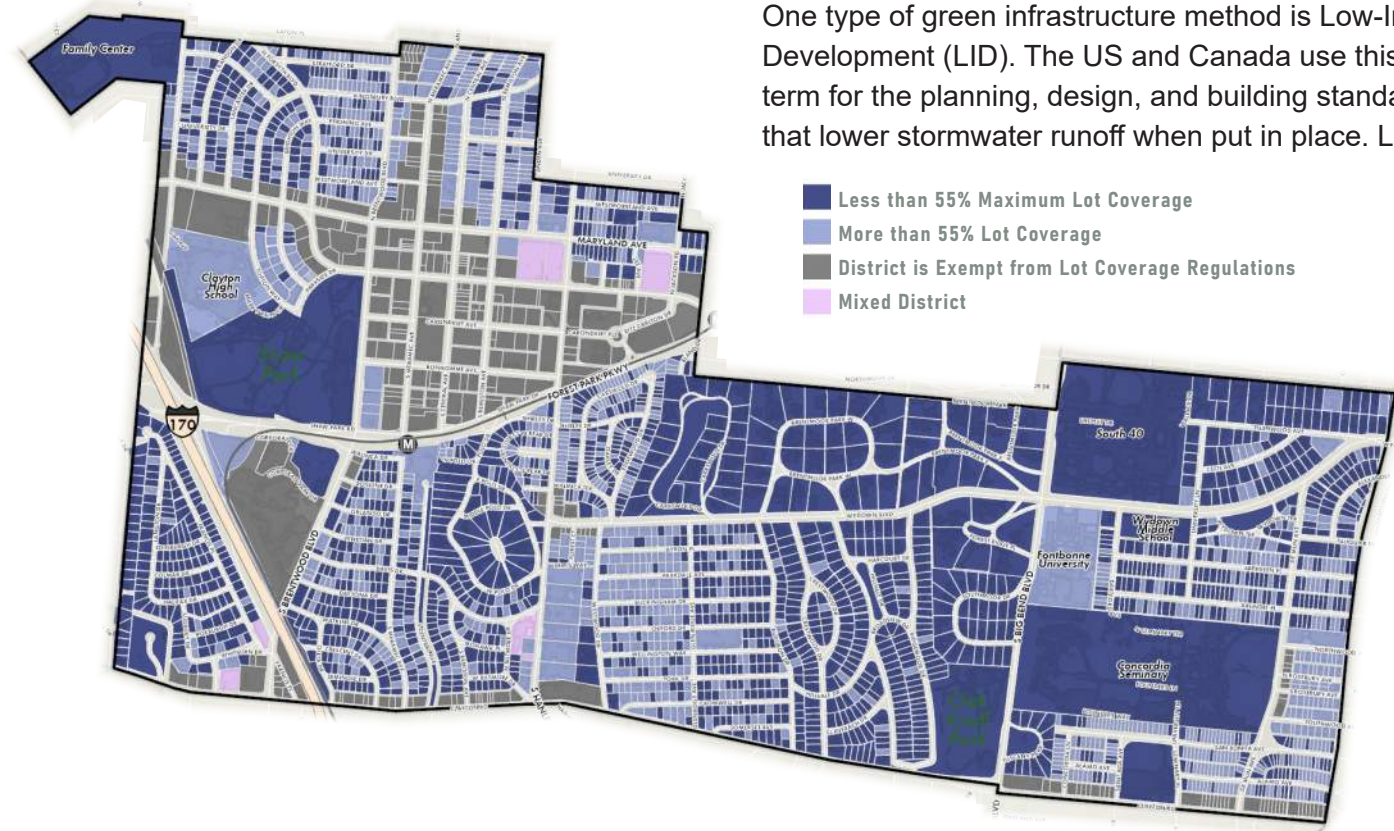
When asked what community members would be willing to trade for reduction in lot coverage regulations in residential areas, more than half selected requiring use of sustainable design such as pervious pavements or other green infrastructure.

The City of Clayton currently has regulations that govern the amount of lot coverage allowed in certain areas. As the map below displays, the darker areas are those that have less than the allowed 55% lot coverage. Where the lighter colors are shown, are areas that do not currently meet the regulation and have coverage that exceeds 55% of the lot. These areas are almost all located in more densely populated residential areas where there are smaller lots and setbacks. The City is considering allowing additional lot coverage in certain areas to allow for an increase in the density of housing that can be built. In recent years, residents have also added lot coverage through the addition of planned yard spaces such as outdoor kitchens, patios, and swimming pools. This takes up greenspace, but many property owners have been willing to consider green infrastructure as a way

to mitigate impacts. Currently, the code does not take these options into account, leaving residents in a difficult balance between adding density and amenities and exceeding lot coverage. City recognizes the need to couple any increased lot coverage with green infrastructure requirements to mitigate negative environmental impacts.

While programs and initiatives can help promote incorporation of more greenspace, sustainable practices, and green infrastructure in residential, commercial, and institutional projects, formalizing green building standards and amending related zoning regulations will allow the City to ensure these measures are being taken to reduce negative impacts on the environment, balancing the desire for density with the potentially negative environmental impacts.

Cities that utilize green infrastructure requirements in new developments and redevelopments have the opportunity to add additional greenspace and recreational options to the city, enhance the quality of life for residents, and improve air and water quality which in turn improves the health of the community. One type of green infrastructure method is Low-Impact Development (LID). The US and Canada use this term for the planning, design, and building standards that lower stormwater runoff when put in place. LID



includes natural elements and/or features that mimic natural systems in order to promote infiltration, evapotranspiration, or use of stormwater with the goal of protecting water quality and associated habitats.

Impervious pavements and roofs can cause a multitude of problems related to rain and groundwater, particularly in urban areas where impervious surfaces can cover much of the land. Sidewalks, roads, parking lots, and roofs increase surface runoff during rain events, which can cause water to pool or flood in certain areas due to flowing more quickly over these surfaces and the inability to seep into the ground naturally. There are many methods to combat surface runoff, such as installing rainscaping features like rain gardens, bioswales, and green roofs, converting underutilized and rundown developed properties into greenspace, replacing impervious surfaces with permeable pavement, and restoring a natural buffer between developments and streams. Green roofs, which are also called living or vegetated roofs, consist of various types of plants and specialized soil on top of a protective, waterproof membrane laid on top of an existing roof structure. Green roofs, or the less common blue roofs, have the ability to capture and slow down waterflow before it enters the gutters or storm sewer system, as well as better insulate buildings which reduces energy use and costs related to heating and cooling. Rain gardens reduce rainwater runoff by using elements similar to those found in nature, such as various plants, stones, swales, depressions, and small streams, that allow the water to flow into the ground system more naturally. Permeable pavements can come in a variety of forms for different uses, but all involve porous materials that permit water

to soak in rather than flow across, reducing the amount and severity of surface runoff. The porous material also has the ability to filter pollutants out of the water before it enters the groundwater system. Impervious sidewalks, driveways, paths, patios, and gathering areas can be replaced with permeable pavement, mitigating the potential impacts of more lot coverage or allowable density.

The City of Clayton may consider installing some of these more sustainable features such as rain gardens, planter boxes and trees, or permeable pavement on governmental and city-owned properties or in the public right-of-way. Incentive programs can encourage owners to incorporate these features into their properties as well. Many institutions, such as Southern Illinois University – Edwardsville, have taken the initiative to replace impervious surfaces with permeable pavements. In SIUE’s case, the university replaced the entirety of the Stratton Quadrangle, or “The Quad,” at the center of campus with permeable pavement, an area covering 45,000 square feet. Considering this type of approach or partnership with some of the institutions in Clayton could make a significant impact on this.

As the City continues to pursue sustainability related goals, revising the zoning regulations to address lot coverage maximums and address use of green infrastructure should be a focus. This is particularly important because many of the rain event impacts in Clayton are on a micro-scale compared to larger, regional stormwater events and initiatives. As a result, small policy changes in Clayton can have significant impact.

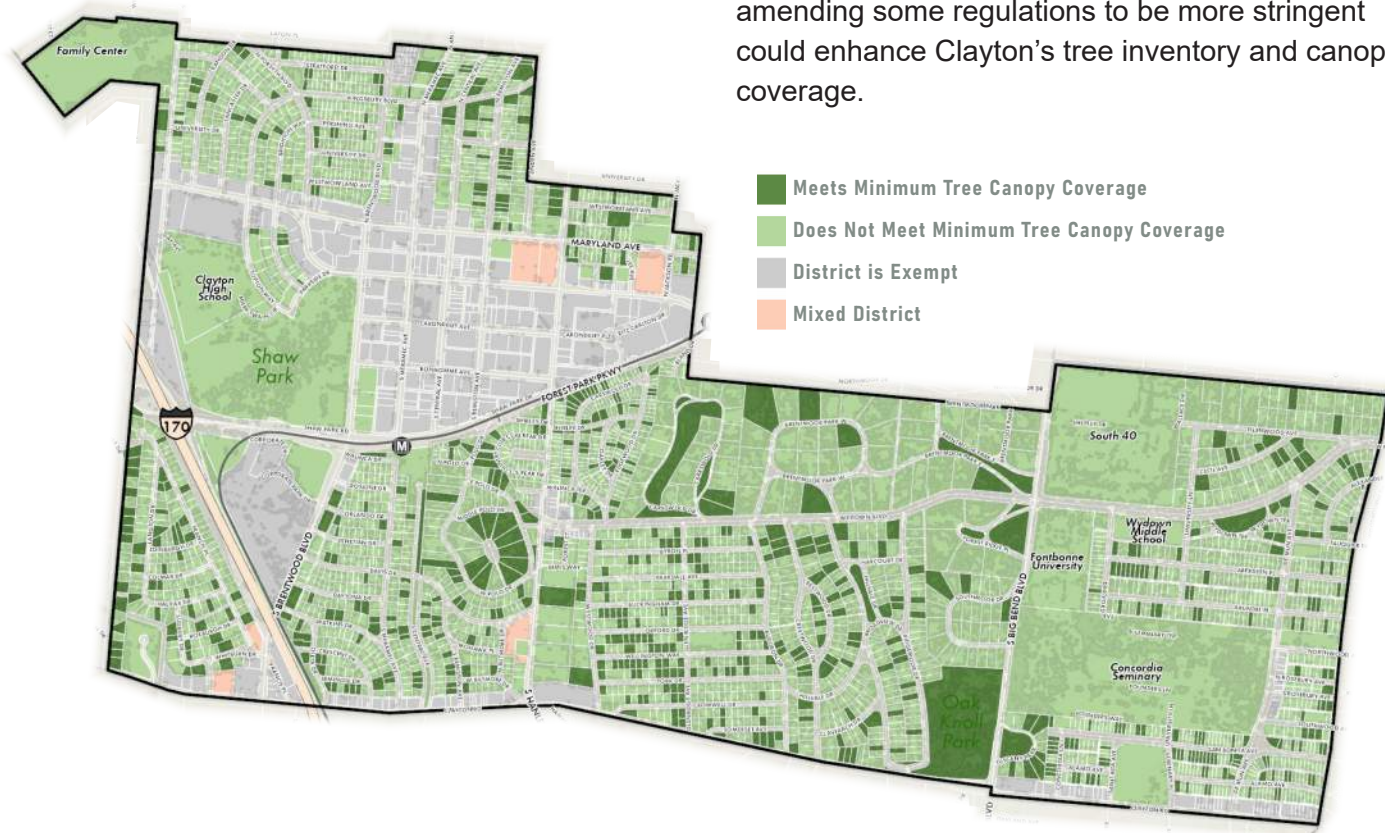
**“Sustainability is definitely becoming a bigger issue, and should be considered on a deeper level in Clayton.”
- Youth Survey Respondent**

Review the tree and landscape regulations to further protect and enhance the existing neighborhood tree canopy, especially during construction activities.

Currently, the vast majority of Clayton does not meet the minimum tree canopy coverage regulations. Pockets of the community, depicted below in dark green, do meet the regulations, with a higher amount of tree coverage. These areas do not have consistency though, with concentrations in areas of both small and large lots, as well as those in older parts of the community as well as newer areas. Because the existing regulations are based on type of tree, allowing lots to be planted appropriately for trees to grow, as trees grow larger over time, more lots will come into compliance.

Residents reiterated during the Comprehensive Plan process that ensuring the tree and landscape regulations appropriately protect the existing tree canopy while encouraging more plantings moving forward is paramount. Residents see this as a crucial component of new development in particular, ensuring that old growth trees remain and new developments are required to implement a robust landscaping component of their project.

When asked about specific environmental standards that are concerning related to Clayton's future, a respondent to the Youth Survey indicated that the increase in construction in the community caused concern related to the impact on the natural environment. Tree and landscape regulations in particular should be investigated to ensure that during construction activities, there are ways to both protect existing natural spaces, while also mandating the inclusion of new trees and landscaping moving forward. The City of Clayton currently has regulations within the Zoning Ordinance that prohibit the unnecessary removal of trees of a certain size, prevent clear-cutting during site development and construction, promote biodiversity and tree replacement, and require a certain percentage of tree coverage on residentially zoned properties. Existing regulations only permit up to 33% of newly planted trees to be of the same genus and require that 33% of trees are native to the area, both of which enhance Clayton's biodiversity and strengthen its ecosystem. The City's policies are already more thorough and progressive than those typically seen formalized in zoning ordinances, but amending some regulations to be more stringent could enhance Clayton's tree inventory and canopy coverage.



Currently, only projects in residential zoning districts, whether residential or non-residential developments, are required to follow tree preservation and/or replacement regulations. Residential developments are not required to replace trees that are removed but are required to meet the tree canopy coverage minimum for the zoning district. To encourage preservation of Landmark Trees, or any tree exceeding 19 caliper inches that is in fair to good condition

Prioritize rain gardens, native plants, and other sustainable elements in our public spaces.

The City of Clayton has 12-public parks representing nearly 80 acres of park land. Shaw Park is Clayton's largest park, occupying the area just west of Brentwood Blvd and bound by Forest Park Parkway to the south. As the City's oldest park, it includes significant greenspace and mature trees, providing welcoming spaces to residents and visitors. Oak Knoll Park is located at the southern edge of Clayton at the corner of Clayton Rd and Big Bend Blvd. The park includes over 14 acres of park space. Both of these large parks provide opportunities for the city to invest in rain gardens, native plants, and sustainable elements at a larger scale.

There are many programs, initiatives, and educational opportunities to promote incorporating greenspace, rainscaping, native plantings, and other sustainable elements on public and private properties alike. Projects can be extensive, such as installing neighborhood-scale rain gardens, demolishing buildings to convert the property into greenspace or community gardens, or creating new parks. They can also be simple additions, like trees and native plantings in the right-of-way between sidewalks and streets, site-scale bioswales and rain gardens, and replacing driveways, sidewalks, and patios with permeable pavement. Some of these smaller scale opportunities might be appropriate for Clayton's smaller parks, medians, or other areas in the public right-of-way.

Many urban communities are doing their part to be more sustainable and incorporate more public greenspace. A prime example in the local area is the South Grand Community Improvement District (CID) in St. Louis City. The values of the CID involve

and is not an invasive species, the City allows to be calculated at 125% of their tree canopy area. However, the Plan Commission currently has the power to approve up to 20% reduction of total required canopy area on any one property. The City of Clayton may consider adjusting this policy to better accomplish the community's goals.

100% of Youth Survey respondents indicated that they would like to see more sustainable programs used in Clayton such as increased solar power usage, a plastic bag ban, and additional rain gardens.

community engagement, economic development, public safety, and maintenance, and in partnership with the South Grand Cultural Alliance, projects focus on sustainability, collaboration, inclusivity, and being community-centered. Native gardens have been planted along 6.5 city blocks in the South Grand Business District, which have been recognized through the Grow Native! Native Gardens of Excellence program. Ritz Park, a pocket park constructed in 2014, acts as a gathering and event space and includes landscaping with native plants and a planned green wall. The Green Dining District within the South Grand CID includes permeable pavement, 14 rain gardens, 32 rainscaping locations, and educational signage about watersheds throughout.

The network of parks and public right-of-way, especially in residential neighborhoods, provides an opportunity to take advantage of existing topography. The large medians and low points in parks can be planted intentionally with stormwater in mind. An existing example is the rain garden in Shaw Park adjacent to Chapman Plaza.

OBJ 4

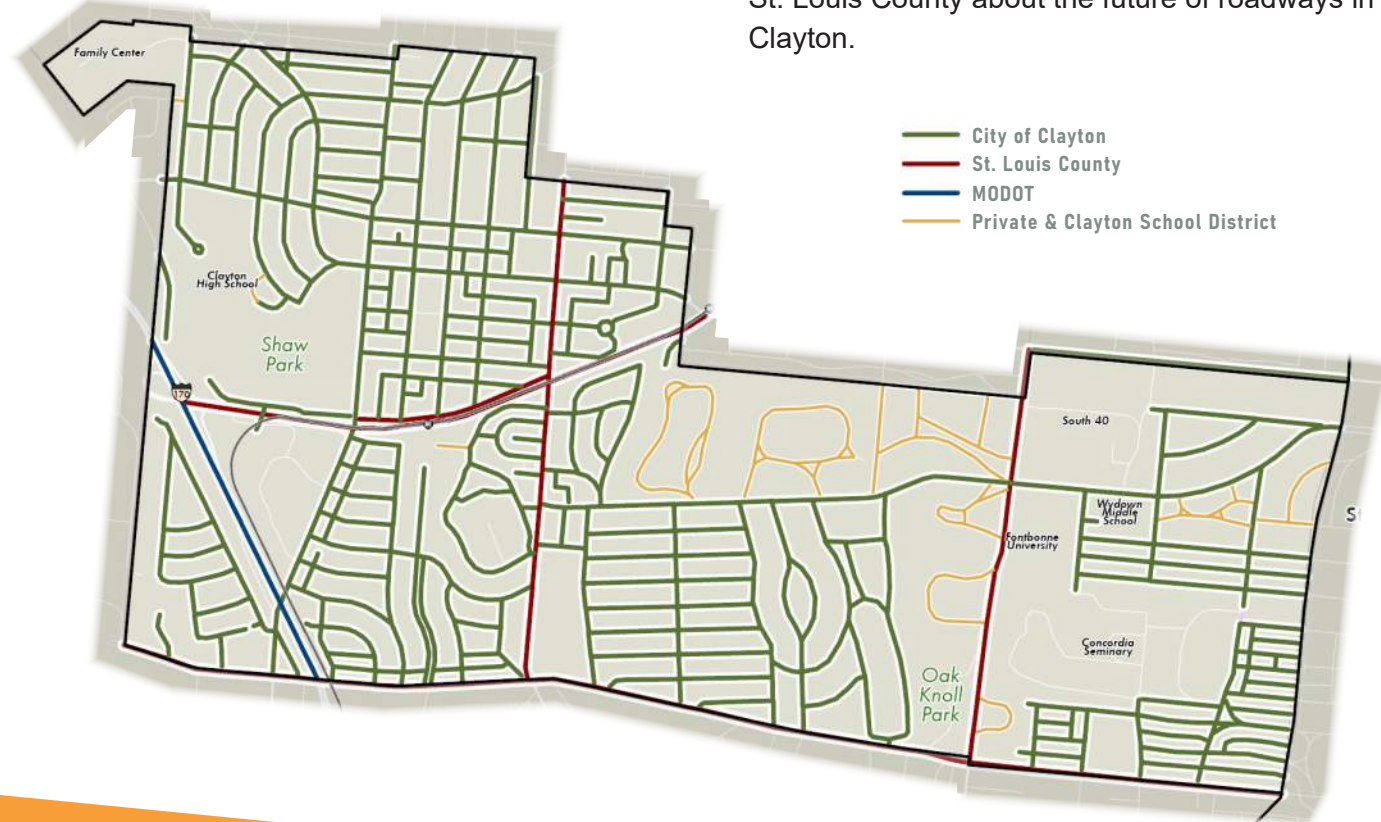
People choose to live in Clayton because it is safe and provides convenient access to first-rate schools, services, shopping, dining, parks, and community amenities

Work with St. Louis County to ensure county-owned roads in and through Clayton provide sufficient service for residents and visitors.

Of the nearly 10 million square feet of roadway pavement in the City of Clayton, 18.3% is maintained by St. Louis County. In order to ensure the community continues to be one that offers regional convenience with local access, the City should work with St. Louis County to ensure the county-owned roads in and through City provide sufficient service for residents and visitors.

These conversations should include discussions of maintenance and ensuring good condition, while also considering long-term options related to levels of service, amenities for pedestrians, new mobility options, and overall connectivity.

This work should consider the City's overall plan for roadway prioritization, seeking to gain alignment with St. Louis County about the future of roadways in Clayton.



Regularly meet with leadership from the Clayton School District to ensure long-term goals are aligned.

The Clayton School District is a significant asset for the City of Clayton. 100% of respondents to the first community survey indicated Schools (both Kindergarten through 8th Grade and High School) as a strength of the City of Clayton. The access to quality schools is a primary driver for residents selecting the City as the place to call home.

The Clayton School District recently stated they intend to go through a long-term planning process. The City should be involved in that long-term planning discussion and regularly meet with the School District to ensure goals are aligned.

Other programmatic considerations of regular communication could include:

Safe Routes to School

Ensuring students in the Clayton District have safe routes to school should be an ongoing discussion. Are there places where sidewalk or bike connections should be improved? Where in the community would crosswalks create safer crossings near school facilities? Discussing questions like these will help ensure students are safe and the City of Clayton is most supportive of its youngest residents. The Livable Community Plan began this conversation so future work should look to the recommendations of that process.

Supporting Businesses/Services

Many youth involved in the Comprehensive Plan process indicated a desire for businesses that they

could frequent in the City. Many of the restaurants available are at a higher price point than students can afford and they therefore leave the City for these trips. Working with the School District to support the types of businesses that residents would like to see is another potential collaboration point, particularly in locations adjacent to schools.

Quality Parks/Public Spaces

Maintaining quality parks and community spaces for youth to enjoy was a major priority for the Mayor's Youth Advisory Council. Ensuring there are walkable connections between parks and schools will help to provide those greenspaces for youth. The City should regularly communicate with the District about these amenities and seek to collaborate where possible. Could School District playgrounds be open on weekends for public access? Do city parks meet the needs of area students?

The Clayton School District is such a substantial reason that people move to the City of Clayton. At the same time, Clayton's strong amenities also contribute to a successful District. Ensuring the two organizations are in regular communication is crucial for the future.

**"We moved here for the school district and now live here because of its central location, the Shaw Park swimming pool and the services."
-Community Resident**





Continue to offer top-notch community services to residents.

The City of Clayton offers high-quality community services to residents and is consistently ranked as one of the best communities in the St. Louis region due to the wide array of community services offered and the high quality of City-provided amenities.

Residents most often cite the Center of Clayton, area parks, and well maintained infrastructure when voicing support for the community services offered by the City. With increasing costs across the board, the City will have to increase revenue in order to maintain the current level of services. Given that these are so well regarded though, it is recommended that the City continue to prioritize providing these services and seek to increase revenue sources in order to consistently maintain these offerings.

In keeping with the desire for systems thinking, the City should also continue to identify opportunities for coordination between departments to maximize impacts of projects on city wide goals. Opportunities for collaboration between departments will likely appear for capital improvement projects through the Livable Community Plan, but could also occur when devising policies and regulations. For example, the Economic Development Department and Planning Department collaborating on development policies to address zoning regulations and business recruitment or retention together. Another example would be coordination between the Public Works Department and Planning Department on construction activity management to reduce impacts on right-of-way function during construction projects.

“We love the community of Clayton, everything from the parks, schools, people, and homes in Clayton make the community home and an exceptional place to raise our family.”

- Community Member

COMMERCIAL DEVELOPMENT & THE ECONOMY



CEYLON

25

33

37

Objectives **Commercial Development & the Economy**

- *The City maintains a strong economic base by supporting commercial development at a variety of scales.*
- *Clayton promotes vibrant and attractive commercial nodes with creative enhancements to existing corridors.*
- *The City builds economic resilience by valuing and fostering a diversified revenue base.*
- *There is intentional development of areas between residential and commercial uses that ensures thoughtful transitions.*
- *Downtown Clayton is an active and inclusive place that provides opportunities to live, work, and play.*
- *Clayton facilitates development opportunities with a clear regulatory process.*

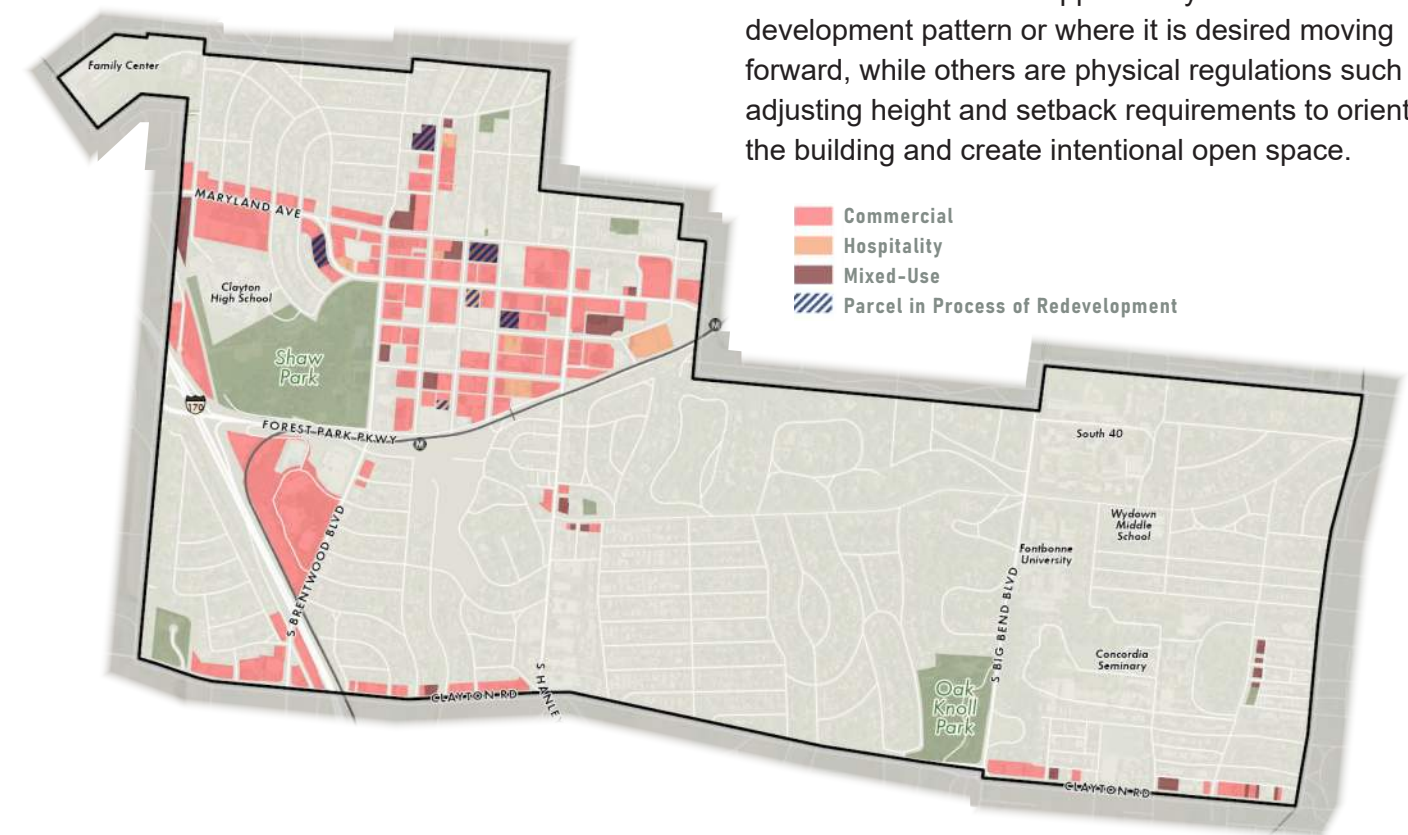
OBJ 1

The City maintains a strong economic base by supporting commercial development at a variety of scales.

Update the City's zoning code to reflect the unique identity of each commercial area of the community.

About 8% of the land in the City of Clayton is used for commercial purposes, accounting for about 133 acres. This land is home to large companies such as Centene, Enterprise Holdings, and Commerce Bank, as well as a number of unique, local independent businesses. When asked an open-ended question about imagining the City in 20-years, nearly a quarter of respondents mentioned “neighborhood businesses” as something they’d like to see more of. Residents would most like to see retail stores, personal services, restaurants, hotels, entertainment, and mixed-use buildings in the commercial areas of the City.

Because the City has a wide variety of commercial development, from large office buildings in Downtown to small-scale neighborhood commercial districts, it is important that the City update the zoning code to reflect the unique identity of each commercial area. The zoning code should provide suitable guidance related to scale, massing, architecture, and use that will contribute to thriving commercial districts, while also ensuring each is able to maintain its unique identity and maintain compatibility with nearby residential development. Some elements to update for various areas include use regulations such as allowing mixed-use where it is supported by the historic development pattern or where it is desired moving forward, while others are physical regulations such as adjusting height and setback requirements to orient the building and create intentional open space.



Develop an affordable commercial space incentive program for new development that utilizes parking reductions, density bonuses, or financial incentives to encourage attainable rents for small businesses and target uses.

Overall, the retail market in Clayton is considered healthy, with high occupancy, and with lease rates that indicate that retailers are willing to pay a premium to locate in the City. Despite the drop in foot traffic from increases in remote work, retail space in Clayton remains in high demand. This is likely because there is broad demand for Clayton's restaurants, retailers, coffee shops, and other businesses. This audience includes not only the professional workforce, but regional visitors.

The desire for additional retail and service options in Clayton was consistently cited by residents. People seek these retail options within the City of Clayton so they don't have to go to nearby municipalities to find these goods and services. That being said, the cost of rent in Clayton is significantly higher than nearby areas, making it hard for the small businesses so desired by residents. Since 2010, lease rates per square foot in Clayton have been, on average, \$5.75 higher per square foot than within the five counties immediately surrounding Clayton (St. Louis City, St. Louis County, St. Charles County, Jefferson County, and Franklin County). With higher rents per square foot, oftentimes, local businesses look elsewhere for opportunities to locate their businesses.

The notion that the market won't support this type of development in Clayton seems broadly understood. When asked "What would you trade for affordable commercial space?", the results included:

- 45.3% of respondents indicated they would support reducing on-site parking requirements
- 26.6% would allow additional height or density
- 14.1% would consider using financial incentives

These factors are likely to differ in the different commercial areas in the City and it is recommended that the City focus these efforts first on Downtown, where significant interest in development exists today.

Because the market currently supports significant mixed-use development, the City should seek to

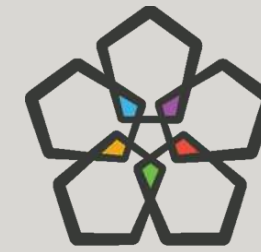
incentivize affordable retail space by deploying a policy that allows for additional density or reduced on-site parking in exchange for this retail space. Essentially, the City would be offering a trade to developers interested in developing new projects in the City, offering something that residents seem to support, in exchange for securing retail tenants that residents have long been requesting.

Structuring this program will require some work on the City's behalf, likely related to the following:

- *Setting appropriate "affordable" rent standards*
- *Vetting businesses appropriate to occupy the space*
- *Determining what standards or bonuses are the appropriate "trade" for affordable retail*

Through the Commercial Rent Relief Matching Program, the Urban Redevelopment Authority of Pittsburgh offers grants to landlords who agree to reduce the rent for a commercial tenant. The goal of this program is to help businesses survive by reducing fixed costs. Originally deployed during the COVID-19 pandemic, the award provided a maximum of \$3,000 to reduce rent over 3-6 months. While this program was small and short-term, the concept is something that Clayton could consider replicating as a way to support small businesses in Clayton and overcome the barrier of higher rate as compared to nearby municipalities.

In cooperation with other incentives during the development process, the City should work with property owners and developers to investigate ways to lower the rent for ground-floor commercial spaces. Whether this is a subsidy, a temporary grant program, or a larger partnership, the City should consider the potential ways to support successful local retail in Clayton.



**PROSPER
PORTLAND**
Building an Equitable Economy

Affordable Commercial Tenanting Program - Portland, OR

In 2018, the City of Portland, Oregon's economic and urban development agency, Prosper Portland, rolled out a variety of programs geared toward helping small businesses. The Affordable Commercial Tenanting Program seeks to provide more affordable retail space for locally-owned small businesses, with a focus on those owned by minority business owners. The program provides two options for developers of new construction multi-family projects.

- *Provide Affordable Commercial Space On-Site*
- *Contribute to Affordable Commercial Fund*

These two options then allow the developer to increase the FAR allowed on the site. Affordability standards as well as design regulations apply to the specific commercial space and the retail tenants must be a Qualified Business as determined by the organization. The lease arrangements must be in place for 10-years. Contributions to the Affordable Commercial Fund are made at \$23 per square foot of bonus FAR given and these funds are used by Prosper Portland to support affordable commercial space in the community.

Currently, this program is in operation at two specific sites in the community, though there are plans to deploy it city-wide.



Improve the design of new developments at street level to maintain the charm of Clayton.

Particularly in Downtown Clayton, community members worry that recent development does not have the same look or feel as the historic buildings in and near Downtown. Many of the buildings are much larger in scale, taller, and provide less open space than previous development patterns. That change has added hundreds of residents to Downtown, spurred significant investment in office and hotel projects, and brought revenue to the City of Clayton. That being said, there is a growing concern that the “charm” of Downtown Clayton is being lost with these new projects. The City should consider updating existing design guidelines to improve the design of new developments at the street level to retain the charm of Clayton.

Oftentimes in larger scale buildings, ground floor facades lack visual interest. The interesting architecture is in the high-rise view, rather than the street level experience. To ensure the street level feels active, lively, and charming, the City should consider what portion of their current architectural guidelines are most effective, balancing the impact on the street-level experience with the burden on developers, and seek to prioritize those regulations for new developments. Guidelines should take into account the following:

Pedestrian Scale

Ensure the building, no matter the height, feels like it is at a pedestrian scale. Consider design elements such as stepping back the upper floors from the street to preserve the human-scale. Consider a materials change on the upper floors to mitigate the visual bulk of upper floors.

Importance of Lighting

Prioritize pedestrian scale lighting on the facade to encourage a feeling of safety and intimacy at

night. Because Downtown Clayton has a significant restaurant concentration geared toward a dinner audience, encouraging developments that have adequate pedestrian lighting will help to build additional traffic Downtown at night.

Interesting Facade Elements

Use interesting facade elements to make large buildings more visually appealing. Consider ways to make larger buildings feel more intimate, particularly along pedestrian pathways. By creating attractive edges, more functional and comfortable streetscapes can be created. Articulated buildings should be encouraged, creating differing building planes and varied colors and materials, creating additional street-level interest.

Prioritize Activation

Encourage active building frontages by incorporating elements such as landscaping, outdoor dining, and window glazing. Functional items that contribute to a beautiful streetscape such as bike racks and public art should also be encouraged. Windows should be transparent and inviting, enhancing the experience for pedestrians, encouraging them to linger and visit businesses, not simply walk by.

Encourage Green Elements

Green elements such as living walls, planters, and other landscaping elements can help to soften a facade, particularly at the street level. This softening will help to create the charm desired, even when the building scale is significant.

Identify target uses for various districts that can be used to further priorities of incentive programs and assist with zoning code updates.

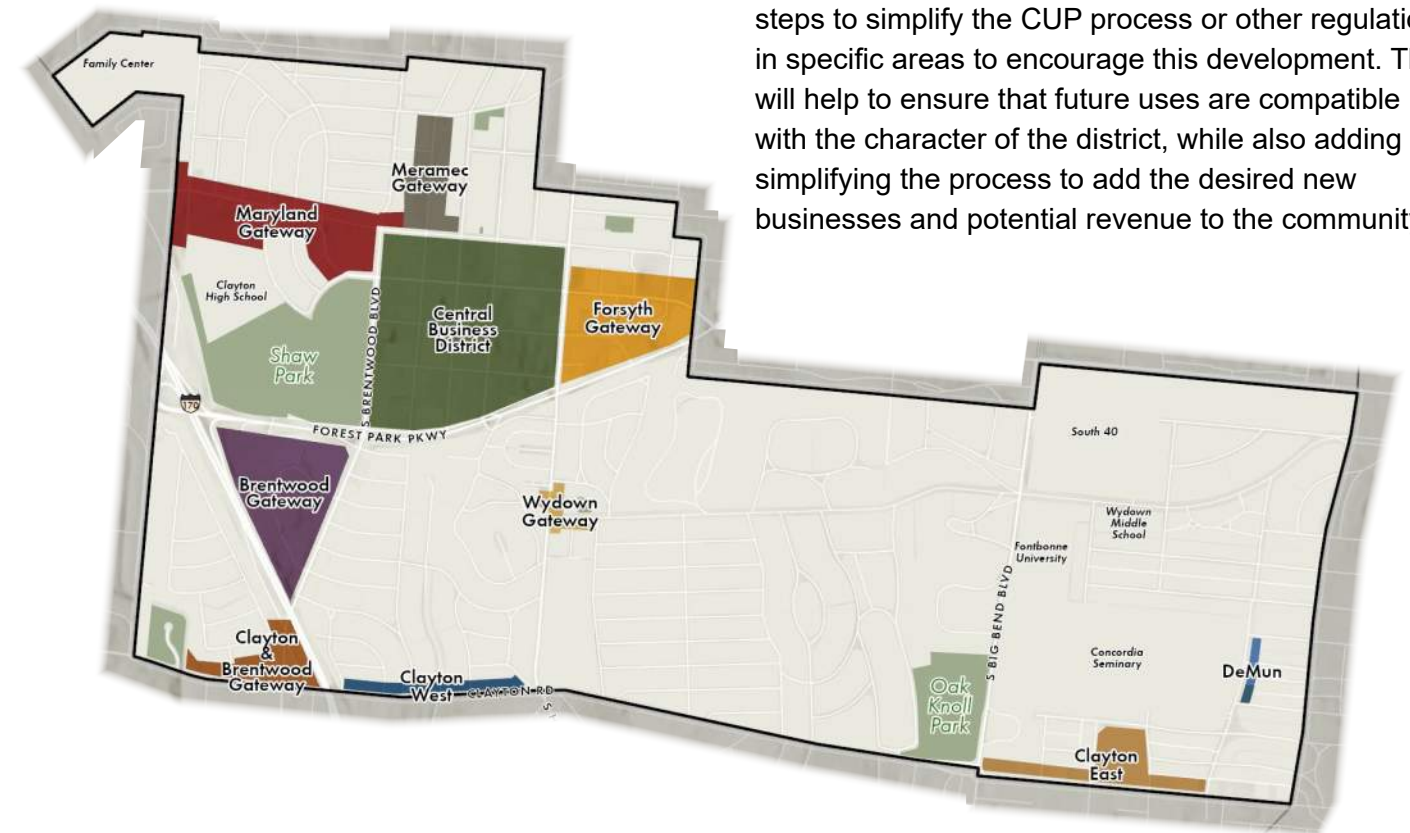
The City of Clayton has distinct business districts where visitors, residents, and the regional workforce can access a mix of job opportunities, shopping, restaurants, services, and visitor accommodations. These business districts range in size, scale, and available offerings.

The largest business district is the Central Business District (CBD), which contains 4.5 million square feet of office, retail, and hotel space. Office space makes up over 4.3 million square feet of the CBD's total space and it is one of the region's largest employment concentrations. Forsyth Gateway, immediately to the east of the CBD, is the second largest business district, with over 1.4 million square feet of office space and a small amount of retail space. Maryland Gateway, to the west of the CBD, is the third largest, with 1.2 million square feet of office, retail, and hotel space. The largest business districts in terms of retail space are the CBD (77,000 square feet), and the Clayton Gateway (41,500 square feet).

Visitation varies widely in the various commercial

areas across the City. The Central Business District has seen the highest average monthly visitation since January of 2017, at 627,000 with a peak of 942,000 in October of 2018. This dropped to under 200,000 in April of 2020, but has returned to 623,000 as of June 2023. The lowest visitation is in the DeMun area at just 19,000. That being said, the DeMun area has bounced back the strongest, at 96% of the highest monthly visitation since 2017 and the June 2023 visitation at more than 30,000. Most areas are between 65-75% of peak visitation as of June 2023. Given this, there is an opportunity for the City to think strategically about what uses to target for the various districts, focusing economic development efforts, zoning updates, and incentive programs accordingly.

To do this, the City should conduct an inventory of business licenses in each district, seeking to understand the current mix of businesses and what might be missing. Given the character of each district, the City should consider the primary mode of traveler, existing or potential audience, and how these businesses relate to other uses in the area. After identifying ideal or missing uses, the City could take steps to simplify the CUP process or other regulations in specific areas to encourage this development. This will help to ensure that future uses are compatible with the character of the district, while also adding simplifying the process to add the desired new businesses and potential revenue to the community.



Clayton promotes vibrant and attractive commercial nodes with creative enhancements to existing corridors.

Consider parcel consolidation and redevelopment on Clayton Road between Hanley and Brentwood to allow for better vehicle access and parking options.

Clayton Road between Hanley and Brentwood is currently home to a mix of businesses. Several service businesses such as salons, nail spas, dentists, and other like businesses are mixed amid professional services businesses like law firms and interior design firms. Based on conversations with existing tenants, the location is ideal, as it provides for a central location for a regional audience. That being said, the most often cited complaint by business owners and customers was the difficulty parking. Street parking is available on Clayton Road in certain stretches. In addition, some businesses have parking in the rear, though for many it is only for employees and customers have to park on the street. Currently, the development pattern is inconsistent and does not reflect a cohesive corridor on the north side, nor in relationship with the south side which falls in Richmond Heights.

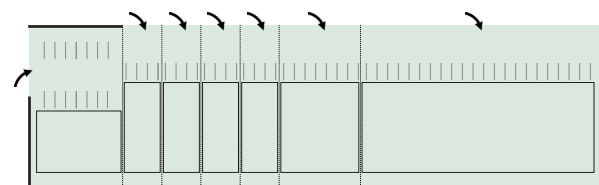
Residents of the neighborhood immediately north of this stretch cited a desire for context-sensitive redevelopment. Currently, the redevelopment potential on Clayton Road between Hanley and Brentwood is limited by the shallow depth of the current parcels. Combining contiguous parcels would create better opportunities for redevelopment and reinvestment in this important corridor.

As the diagram to the right displays, a block typical in this stretch of Clayton Road might have seven individual parcels each with limited parking behind the building and their own entrances off the alley. Many of the corner parcels also have entrances off side

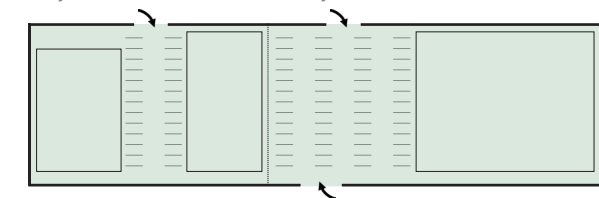
streets. The businesses maintain both a door fronting Clayton Road and one at the rear of the building where parking is located. The resulting configuration limits the possible parking for each parcel and makes entering off Clayton Road as a pedestrian difficult.

By consolidating parcels, larger buildings could be built on the site with sufficient parking for each building located adjacent. Depending on the site configuration, alley access could then be limited to one or two entrances, creating less traffic for nearby residential. Building entrances might also be located on Clayton Road or on the side of buildings to provide easy access to both pedestrians and automobiles. The City should work with existing property owners to facilitate this type of redevelopment pattern.

7 parcels, limited parking behind each business - each with their own entrances



2 parcels, sufficient parking for each business accessible off Clayton Road or via limited alley entrances.



Revise regulations requiring retail on the first floor Downtown to reflect the broader goal of street-level activation.

The City of Clayton currently requires street-level activation on the ground floor of properties in certain areas of Downtown. The goal of this regulation was to create street-level activity and life below office buildings and residential high-rises. While well intentioned, unfortunately, the regulation has not in all cases resulted in the kind of street-level activity that the policy intended. The City’s goal of street-level activation remains, and has been a consistent desire among community members, particularly in Downtown. Given this, the City should revise these regulations requiring retail on the ground level in favor of other ways the vibrancy desired might be able to be created.

Other strategies to activate existing vacant retail spaces or future ground-floor space could include:

Art / Sculptures

Vacant first floor retail spaces can conjure negative feelings in pedestrian passerby’s. While occupied spaces are ideal, in the interim, utilizing art and sculptures in the windows can help to create some street level interest. It is recommended that the City work with property owners to activate spaces with artwork in the interim period, rather than having unoccupied retail spaces in the community.

Murals

Instead of utilizing any building area for street activation, engaging murals can often create street-level interest and activity. Encouraging this type of engagement at the ground level of either new or redeveloped buildings could contribute to the area’s vibrancy while not sacrificing any building space. This type of approach has been used across the country to create interest in urban spaces while also contributing to the character of the place.

Active Greenspace

The ground floor of a building could be utilized as active greenspace, allowing for public use as an active park space or place for outdoor dining. This type of

**“The forced retail requirement on the first floors needs revisiting, possibly shifting to clustering retail in specific areas to make it more viable.”
- Community Stakeholder**

space would require either a building setback or a building design that integrates an overhang, creating street level public space with occupied building square footage above. It is important that this space is activated, either with movable seating for outdoor dining options or through programming, ensuring the space is adding life to the street level experience.

Should the City consider an Affordable Commercial Tenancing Program like what the City of Portland, OR currently has, the contributions to the Affordable Commercial Fund could be used to subsidize rent in existing empty storefronts to create activation.

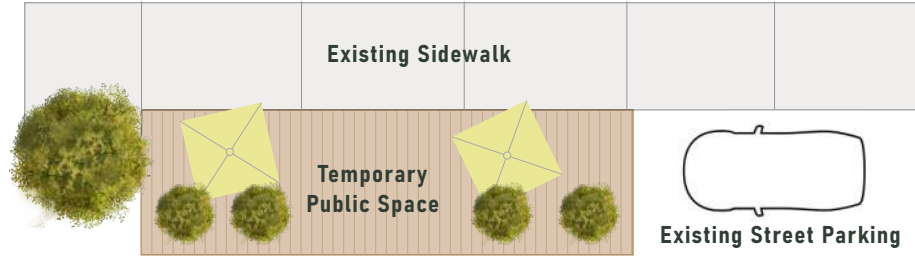
While the City’s goal of creating street level activation is consistently mentioned by residents, the numbers just haven’t worked for developers building new developments in Clayton. In order to support first-floor retail tenants, the City must continue to work with property owners to fill financial gaps, add new residents to continue to grow the audience for retailers, particularly in Downtown Clayton, and consider alternative ways to create street-level activation.

Participate in national Park(ing) Day or similar annual initiative to celebrate activation of public spaces with temporary activities.

Park(ing) Day is a participatory public project to encourage the temporary reuse of curbside parking spaces, converting them into public parks and gathering spaces. The annual event allows communities to temporarily “test” the reuse of spaces, raising awareness for greener, safer, and more equitable streets for community members to enjoy.

Clayton has a significant amount of parking located on private lots, in garages, and on public streets. The 2015 Parking Study identified more than 15,000 available spaces. Given this, participation in Park(ing) Day is unlikely to cause any parking shortages and can begin to educate community members about the potential of reusing some on-street parking spaces for other purposes.

A similar effort was conducted during the COVID-19 pandemic, when outdoor dining space all over the country became a requirement in order to provide safe dining conditions. Cities across the country moved to allow parklets and other dining space where surface parking previously existed as a means to expand capacity and allow restaurants the space they needed to try to survive additional regulations placed on capacity and distance between tables. This activity occurred in the DeMun business district where several temporary parklets were installed to add outdoor seating.



Nationwide, the movement has continued, with many restaurants opting for parklet-style outdoor dining as an expansion of their restaurants. This sort of public space adds significant vibrancy and street life to a corridor and should be encouraged where possible. The City of Clayton owns a parklet and has received no interest from eligible businesses in the last three years. Given this, the City should assess existing barriers to implementation and seek to remove them.

St. Louis County participated in Park(ing) Day in 2023 with an installation on S. Central adjacent to the County Administration Building. In the future, Park(ing) Day represents a good opportunity to coordinate and cooperate with County Government.

Participating in the annual Park(ing) Day and encouraging this type of use of public space is one way the City can continue to activate the street level experience and create vibrant and attractive commercial nodes with creative enhancements to existing corridors.

Park(ing) Day 2022 – St. Louis Region



**“The City needs to be more than just office development.”
- Developer**

Determine appropriate locations and development standards to support more flexible or temporary spaces that can support a variety of uses and transition through economic trends.

The City of Clayton has a significant amount of office space. It is often seen as the “second Downtown” in the St. Louis Region. Unfortunately, an overwhelming amount of office space left the City vulnerable to the COVID-19 pandemic and the transition away from traditional office space usage. While these trends are still in transition, this has prompted the City to think more broadly about preparing their commercial areas for future economic trends.

Part of the goal of promoting vibrant and attractive commercial nodes is ensuring these nodes are active, filled with in-demand uses, generating lively streets and revenue for the community. To do this, the City should determine appropriate locations and development standards that promote more flexible spaces that can support a variety of uses over time. Flexible architecture is a design approach that prioritizes adaptability and ensuring the physical space can respond to changing trends and functions. This type of approach focuses on incorporating flexible or modular architectural elements that allow for transitions of use without significant building changes. For example, buildings can be built in a way that allows for first-floor retail while also considering a future when that first floor might be converted to a live-work unit. This type of development prioritizes the idea that buildings should be able to evolve with economic trends, allowing for temporary uses or pop-ups, serving different purposes and audiences over the life of the building. This type of building also promotes sustainability, as it promotes the idea of reuse, rather than rebuilding, reducing the carbon footprint.

While not all building types or uses can be constructed or used in this way, the City should seek to identify the locations in the community where this makes sense. In addition, understanding what development standards might need to change to support this type of flexibility or short-term use should be a next step. Once achieved, the City can better support uses and buildings that transition overtime.

OBJ 3

The City builds economic resilience by valuing and fostering a diversified revenue base.

Create an incentives policy for developments in key areas of the City that diversify the city’s revenue base.

The City’s current revenue base is heavily reliant on both Sales & Use Tax and Property Tax. This makes up just over 50% of the City’s revenue and while the City is experiencing increases in economic activity and revenue, service levels have only been able to be maintained due to strict cost controls and the elimination of city paid waste collection services for residential properties. With pressure from inflation continuing to increase costs for services, the City is seeking ways to increase revenues to keep up with expenses.

While the City is interested in adding revenue, considering the use of incentives to spur certain types of development in areas that are compatible with the City’s overall land use plan should be considered. Increases in sales tax is the simplest way to increase the revenue base for the City of Clayton. Priority should be placed on the following:

Entertainment Uses

Many residents spoke to the desire for entertainment venues or other activities in Clayton to complement the robust dining scene. Small performance venues, game rooms, golf simulators, or other experiential activities were mentioned as potential ways to create something to do in Clayton and expand the potential audience for the community. Where possible, these uses should be encouraged in Clayton where they are compatible with area uses.

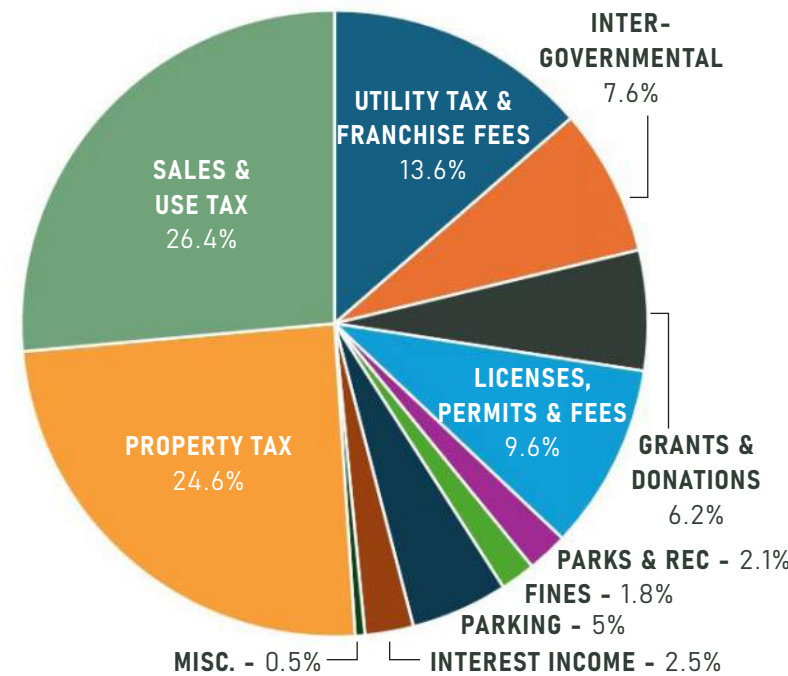
Significant Sales Tax Generators in Key Areas

There are opportunities for larger-scale national retailers in Clayton on Clayton Road adjacent to similar development to the south in Richmond Heights. The City should weigh the feasibility of these options, understanding potential revenue impacts and compatibility with nearby uses.

Filling Vacant Storefronts with Retailers

Priority should be placed on filling existing vacant retail spaces, encouraging activation and sales tax generation.

City Revenue by Type (FY 2024 Budget)



Continue to support the development of hotels that generate tax revenue and are compatible with nearby uses.

Supporting the City’s goal of creating a diversified revenue base provides the opportunity to continue to support hotel development in the community. These hotels provide opportunities for business travelers and visitors to stay overnight in Clayton, visiting restaurants and retailers and contributing sales tax dollars to the community. They also, if located in key areas, have minimal impact on residents in the area.

Hotel developments in Clayton should be scaled appropriately, depending on location, to ensure they are compatible with area buildings and provide the opportunity to be positive neighbors.

Allow high volume national stores on Clayton Road with conditions to address neighborhood compatibility.

Clayton Road between Big Bend and Skinker sees nearly 27,000 cars per day. This is 150% more than the average traffic seen on Clayton Rd west of Big Bend where the roadway is lined with residential uses. This area sees significant regional traffic with convenient access to I-64 and regional businesses such as Schnucks and the Esquire Theater, both of which are on the south side of Clayton Rd in Richmond Heights.

Clayton has the opportunity to capitalize on this regional traffic by allowing high volume national stores between DeMun Avenue and Big Bend. These stores should be oriented on the southern end of the available sites and be of a compatible scale, serving as a transition between the high-traffic corridor and the residential areas of Clayton immediately to the north. This development pattern has already begun to emerge, with Walgreens on the western end and the 3-story DeMun Pointe development in the 6400 Block of Clayton Rd. A similar opportunity exists on Clayton Rd. west of Brentwood where a similar character and regional audience also exists. As this trend continues, Clayton should seek to encourage retail developments on Clayton Rd that are context sensitive, while also generating significant sales tax revenue for the City.

Estimated Revenue from Hotel Developments

The City of Clayton published an estimate of revenues generated from several recent development projects. Revenues projected from two recent hotel projects are shown below.

Residence Inn (2023)



- \$223,000 Permit fee
- \$71,000 Property Tax for the City
- \$10,000 Special Business District Tax
- \$162,000 City Sales Tax
- \$25,000 Utility Tax

AC Hotel (2024)



- \$204,000 Permit Fee
- \$65,000 Property Tax for the City
- \$9,000 Special Business District Tax
- \$228,000 City Sales Tax
- \$35,000 Utility Tax

Identify barriers to resilient revenue generators in existing zoning codes that could be removed to promote businesses less susceptible to pandemic-like conditions.

After the COVID-19 pandemic, every community has begun thinking about the types of businesses that might be resilient to future economic downturns. During COVID-19, hardware stores performed extremely well. That trend was not something that could have been predicted, but communities with those types of retailers were able to weather the time much better than those that relied on restaurants or office for revenue generation.

The City of Clayton should work to identify barriers to resilient revenue generators by reviewing their existing zoning codes to understand what might be removed or changed to promote businesses less susceptible to these economic trends. A review of the types of uses permitted in various commercial areas is an easy step one. In addition, reviewing development guidelines that might preclude a certain use or development type would be a step toward eliminating barriers. Liquor laws, noise regulations, parking requirements, rules related to permitted service hours or other regulations that impact a businesses ability to operate in Clayton should be assessed. Reducing areas that are only commercially zoned and instead promoting mixed-use land patterns may also be a strategy to encourage built-in demand from nearby residents. Businesses in mixed-use areas rebounded quicker and tend to see higher rents than commercial or office-only areas.

Additional study of the performance of the City’s various commercial districts during the pandemic could shed additional light on what types of businesses or land use environments were more able to adapt during those conditions.

This type of review could be conducted internally by the City’s Planning & Development Staff, working in conjunction with the Economic Development staff.



There is intentional development of areas between residential and commercial uses that ensures thoughtful transitions.

Where possible, look to create pedestrian connections and cut-through paths in neighborhoods to improve connectivity.

Cited over and over by residents is their love for the many commercial districts in the City of Clayton. Having easy access to businesses and small-scale commercial near their home was seen as a strength by many. Ensuring there is intentional development and easy pedestrian connections is key to creating this type of environment where all residents in Clayton have access to commercial areas on foot.

The existing sidewalk network in Clayton is robust. That being said, because commercial nodes are concentrated in key areas, oftentimes that creates relatively long distances from residential to commercial areas. In addition, St. Louis County manages several major roadways in and through Clayton, creating an additional barrier to easy pedestrian connectivity in the community.

In order to ease this, the City should seek to create additional pedestrian connections and cut-through paths in neighborhoods to improve connectivity. Examples like Alexander Way and Cecil Way in the eastern part of the community already exist and serve as a model for what connections could look like in Clayton. These two streets provide pedestrian-only cut-through paths to connect to Wydown, a roadway that has prioritized lanes for bicycles and wide, expansive sidewalks for pedestrians. These cut

through paths exist in other areas of the community, as shown on the map below.

Acquiring right-of-way for these connections is difficult, but during new projects or development, agreements to create easements may be a way to facilitate these sorts of connections. Clayton also has several former pedestrian connections that are no longer open. Considering the future of these as a way to better connect commercial areas to residential areas in a way that makes them accessible, mitigating potential conflict, should be considered.



“My vision is to live on a pedestrian safe street, where you can walk your dog or small child on the public sidewalk and feel safe... Clayton Road, namesake for the City, is not safe nor civil, especially for pedestrians.”

- Community Member

“I worry about Downtown buildings towering over my neighborhood.”

- Resident

Develop guidelines and strategies for mitigating height and bulk transitions between residential and commercial districts.

Some communities utilize transitional zoning or other regulatory policies to mitigate height and bulk transitions between residential areas and more dense commercial districts. Because Clayton is an inner-ring suburb with a density of housing and commercial development more typical of many larger cities, there are numerous places within the City where several uses abut each other. This mix of uses is part of what makes the community feel vibrant, but it can also cause friction between property owners.

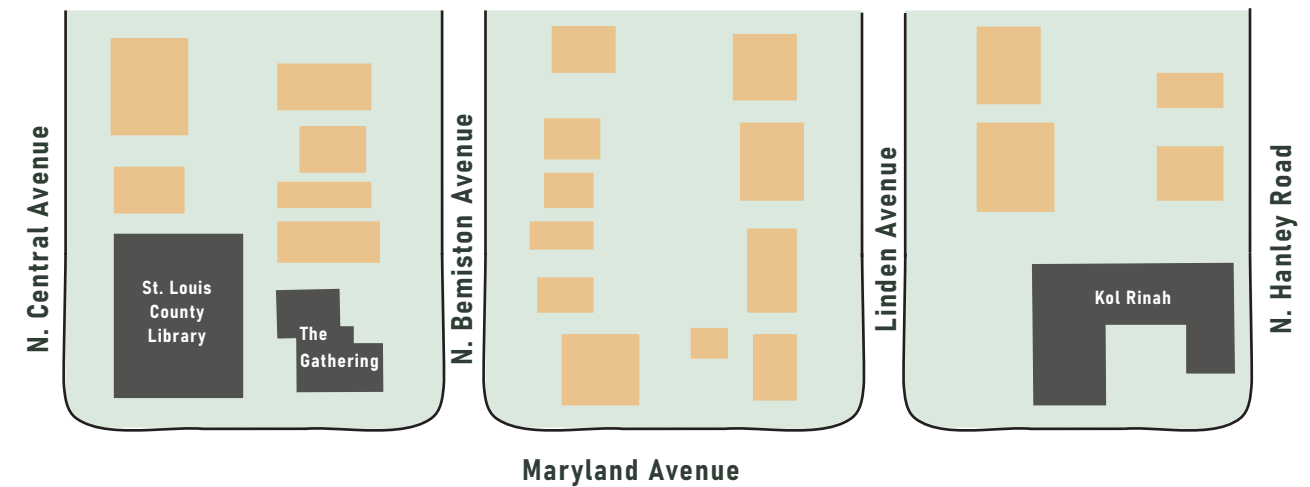
To reduce this, it is recommended that the City develop guidelines and strategies for mitigating any conflicts in transitional areas. These strategies could include:

- *reduced height regulations in key transitional areas on the edges of Downtown*
- *reduced lot coverage allowances in commercial districts that directly abut residential*
- *specific permitted uses such as institutional, medium-density residential, or other uses that will add vibrancy but have minimal negative impacts allowed in neighborhood commercial districts*
- *utilize buffer zones around Downtown that include site regulations and only permit certain uses*
- *require increased landscaping where uses abut each other*
- *consider additional regulations on commercial uses in key areas related to things like hours, lighting, and noise*

Where possible, utilize institutional uses such as schools, libraries, and religious uses as natural buffers between commercial and residential uses.

On the northern edge of Downtown, several institutional uses buffer the residential homes from the more intensive uses in Downtown. The St. Louis County Library Mid-County Branch, The Gathering Church, and Kol Rinah Synagogue serve as transitional uses between taller, more traffic heavy commercial uses and single family and duplex housing to the north. These uses provide a buffer from concerns often associated with the busier uses in Downtown such as noise, traffic, and parking.

Other areas of Clayton also utilize these types of transitional uses to buffer more intensive commercial areas from single family or lower density residential concentrations. In the future, the City of Clayton should seek to, where possible, utilize these types of uses as a way to transition areas from commercial to residential.



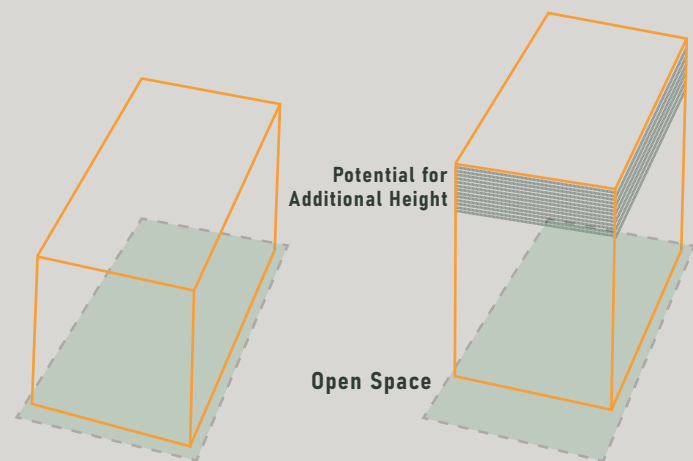
OBJ 5

Downtown Clayton is an active and inclusive place that provides opportunities to live, work, and play.

Encourage publicly available open space as part of new commercial developments in Downtown, either through updating the setback and building coverage requirements or allowing public use of private greenspace.

An important part of creating a successful and thriving Downtown is access to greenspace and creating a well-rounded neighborhood. Current requirements in Downtown can discourage small-scale greenspaces or open spaces as part of new developments, something that contributes to the continued feel of “emptiness” some residents cited. As the Livable Community Master Plan establishes, the City of Clayton has an abundance of quality parks with access to recreation and programming for all residents. That being said, Downtown can sometimes feel stale, with greenspace concentrated in Shaw Park and soaring buildings covering the vast majority of the land in the Downtown area.

In *A Pattern Language*, the renowned book by architect Christopher Alexander, the value of public spaces in a town center is described, saying “A town needs public squares. They are the largest most public rooms that the town has.” It is this concept that many residents spoke to when considering Downtown. While Shaw Park is adjacent to Downtown, the concentrated commercial area to the east has very little public open space, leaving many feeling like it lacks a civic identity and doesn’t feel like a neighborhood. To begin to alter the street level experience, it is recommended that the City look for ways to encourage publicly accessible greenspace as part of new developments.



TRADITIONAL BUILD-TO-MAX DOWNTOWN DEVELOPMENT

DOWNTOWN DEVELOPMENT WITH INTENTIONAL SETBACK



A building setback creates an open public space between the County Government Building and the County Courts allowing for community members and visitors to sit and enjoy a small open greenspace.

One way this could be done is through updating lot coverage requirements in this part of the community to encourage some open space as part of new developments. This could include a small setback allowing open greenspace in front of a building or could be more creative, cutting a corner off a large-scale building allowing additional space at the street level at a key node.

Simply setting back a building slightly can free up open space at the street level for a greenspace, park, or other publicly accessible space that softens the street level experience and creates an opportunity to provide a neighborhood-feel in Downtown.

Continue to encourage additional residential types in and near Downtown Clayton.

When asked about what type of residential development would be good to add to the City of Clayton, residents most often support duplex/two-family development, mixed-use with retail, and row houses. While Downtown Clayton is most suitable for additional mixed-use development, there are places on the edges of Downtown that are ideal for less dense options such as row houses and smaller-scale multi-family development.

Currently, the vast majority of housing in Downtown is in condominium and apartment developments of more than 100 units, creating a high-rise, dense feel that doesn’t satisfy all needs. For example, there are very few units in Downtown that are ideal for a family with several children. Much of the inventory in Downtown is also at a price-point that can make Downtown living out of reach for many. Similarly, very few buildings in the Downtown or adjacent area offers ground-level individual entrances, something desired by some residents that seek a neighborhood feel that isn’t achievable via a high-rise building.

One developer quoted their building’s demographics as “one third young professionals, one third empty nesters, and one third divorced dads”, leaving a significant opportunity for other demographics.

As development continues, the City should seek to encourage a wider range of housing options in Downtown.

Another easy way to add greenspace to Downtown is to work with private developers who might include this type of space in their development to ensure this open space is also publicly available. Many private developments across the country see the value of open space, plazas, and amenity floors for residents and tenants, but oftentimes these spaces are not accessible to the public. To soften Downtown’s streetscape and create greenspaces accessible to residents, workers, and visitors, the City might also work with developers to encourage publicly available greenspace and open space as part of private developments, creating a greener street level experience.



Remove restrictions on food trucks and identify appropriate locations to provide additional food options, especially during weekday lunch hours.

Food trucks are not currently allowed in public spaces in Clayton unless hired for one of two stated purposes. Currently, Section 505.125 of Clayton ordinances allows mobile food vending within the City only for City-sponsored events as well as private events. This is not dissimilar from the policies that many communities created when Food Trucks first hit the scene. There was fear that food trucks would take away from local business revenue. On the contrary though, research has found that food trucks create more vibrancy, street life, and actually generate more walking traffic on the streets. Clayton should capitalize on this as a way to bring back some of the liveliness that is currently missing from Downtown as a result of continued recovery and transitions in the office market.

The Institute for Justice released a report called Food Truck Truth in January 2022 that uses 12 years of county-level census data on food trucks and restaurants to explore whether growth in the number of food trucks results in fewer restaurants. The report found that food trucks do not appear to represent a major threat to the restaurant industry. Restaurants greatly outnumber food trucks and both sectors increased over the 12 years studied. Even as the number of food trucks exploded following the Great Recession of 2008, the number of restaurants continued to grow.

Food trucks can increase foot traffic to an area, helping existing brick-and-mortar restaurants and other businesses. Examples of this included in the Institute for Justice Report include, a weekly food truck gathering at ArtsPark in Hollywood, Florida, that before it ended due to COVID, drew hundreds of people downtown on Monday nights, traditionally the slowest night of the week for brick-and-mortar businesses. In another example, food trucks in the Farragut Square area of Washington, D.C. drew so much foot traffic that four new brick-and-mortar restaurants opened across the street. In Houston in 2012, many restaurants supported deregulating food trucks because they noticed trucks brought more foot traffic to their businesses. Many Clayton restaurants are not currently open for lunch, making daytime options difficult for workers in Downtown. By allowing food trucks on public streets, Clayton could further improve Downtown as a great place to work.

Food trucks also serve as a gateway for culinary entrepreneurs as a less expensive way to start a business. Many of these entrepreneurs will start with a food truck and graduate to a brick-and-mortar location once they have built the revenue and customer base to support that growth. Food truck owners often choose to open their brick-and-mortar restaurants in areas where they found success as a food truck vendor, because they have proven that their concept has customers there, further supporting the notion that Clayton might be a great place for food trucks.



Update liquor license regulations to allow bars in Downtown Clayton.

A vibrant nighttime economy and a wide variety of entertainment offerings are an important consideration when people are choosing where to live, especially for members of the Millennial and Generation Z demographic cohorts. This was further amplified during of the COVID-19 pandemic which has accelerated a growth in remote work trend allowing people to maintain their employment, while choosing where they want to live, regardless of location. When one can work from anywhere, “third places” where people can gather and connect, including parks, arts, culture, entertainment, sports, and nightlife, are more important than ever before in attracting people.

As the rapid conversion of uses shift after the COVID-19 pandemic, the nighttime economy has become even more important. As underutilized office space is being repurposed into housing and more housing is being built in Downtown, there should be increased opportunities for nightlife and other leisure businesses with extended hours to support these new residents. Today, liquor licenses in Clayton are attached to food sales. Separating or revising that relationship could help to encourage or allow businesses with a primary function other than food, such as a mini-golf or performance space, that would require alcohol sales to be viable.

A report done by Fourth Economy entitled “How Can Cities Plan for the Nighttime Economy” provides a methodology to understanding the economic impact of a city or neighborhood’s nighttime economy and breaks it down into five components.

- ***Direct Impact:*** This encompasses the employment opportunities and economic output generated by nightlife establishments, including restaurants, bars, nightclubs, and performance venues.
- ***Indirect Impact:*** This involves the economic contributions from local businesses that supply goods and services to the nighttime establishments. For example, businesses such as food suppliers, cleaning services, event production companies, and transportation providers benefit from the demand created by the nightlife industry.

**“Clayton’s office-centric downtown lacks a vibrant atmosphere and needs more mixed-use development, including residential units, to increase foot traffic and create a livelier environment.”
-Developer**

- ***Induced Impact:*** This refers to the economic growth resulting from nightlife employees spending their wages within the city.
- ***Ancillary Impact:*** This accounts for the additional spending associated with nightlife activities, such as transportation, and the expenditures of tourists specifically drawn to a city for its nightlife offerings.
- ***Fiscal Impact:*** This encompasses the tax revenues generated by the nighttime economy, including income, sales, and business taxes, which benefit both the city and the state.

Numerous cities have recognized the substantial economic benefits that a thriving nighttime economy can bring. For instance, Downtown Milwaukee, WI, has over 1,668 nightlife establishments that support 25,600 jobs and generates \$1.37 billion in annual consumer spending and is predicted to grow by 19% by 2027.

As the City of Clayton seeks to add new residential units and create a neighborhood feel in the traditionally office-heavy CBD, it will be important for the Board of Alderman to review the existing liquor license regulations and consider adjusting them, creating more after-work and nighttime activities for residents and office workers and creating a more vibrant environment.

Prioritize roadways in Downtown for different modes of transportation.

Clayton’s street network can efficiently and safely accommodate all road users, whether on foot, bike, on public transit, or in a private automobile. In particular, Clayton’s Downtown area is transforming into a mixed use neighborhood, welcoming visitors and residents in addition to its significant office population. These new additions to the neighborhood benefit from walking and biking conditions and offset automobile travel demand. However, maintaining a hierarchy of streets suitable for automobile traffic is still a priority for the City, ensuring traffic flow of the more than 20,000 people that visit Downtown each day is maintained while also ensuring easy delivery access and planning for large-scale events. Fortunately, many roadways within Clayton can convey large amounts of automobile traffic while still safely accommodating other modes of transportation.

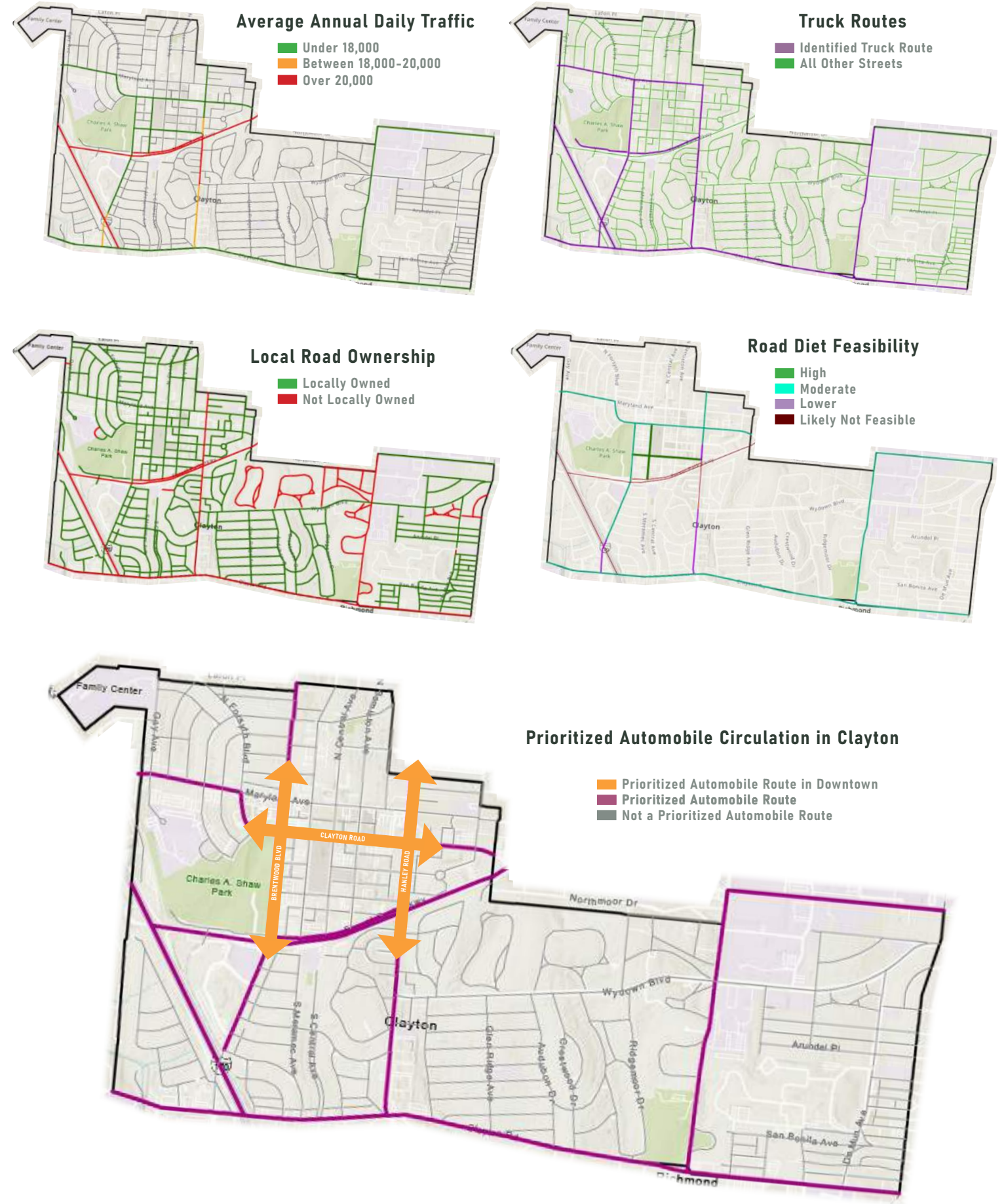
Road Diets are a proven way of improving road safety that has a limited increase in travel time to motorists. Generally, the Federal Highway Administration considers road diets feasible on streets with an Annual Average Daily Traffic (AADT) of 18,000-22,000. To assess road diet feasibility within Clayton, understanding AADT, roadway ownership, and regional street network considerations were crucial. The road’s status as a truck route by Clayton Ordinance was also considered (although this designation can be changed by ordinance if desired). Roads that were only two lanes in each direction and roads that have already had a road diet implemented were not considered in the analysis.

As the table below and maps to the right depict, very few roadways in Clayton experience AADT over

20,000. These roadways include Interstate 170, Forest Park Parkway, and one section of Hanley Rd. All other roadways have traffic counts at or below 20,000. Considering who owns the road is also an important factor in contemplating how feasible it might be to change the street conditions. This analysis determines that a road diet might be feasible on Bonhomme Ave and S. Meramec Ave in particular, creating an opportunity for improved bike and pedestrian safety, flow, and accommodations. Ultimately, while these feasibility criteria create a hierarchy of streets where road diets and lane reconfigurations are feasible, additional technical study (i.e. microsimulation and crash analysis), community engagement, and guidance from the Livable Community Plan should guide the City in its future decision making.

Taking this information a step further, it is recommended that the City consider several roadways in and around Downtown as prioritized automobile corridors, ensuring that as new improvements are made to roadways to make travel by foot or bicycle safer, there are roadways where the automobile is considered priority, bringing people safely and efficiently to and through the Downtown area. These roads have been identified as Maryland Ave turning south and becoming Forsyth Blvd east through Downtown, Brentwood Blvd, and Hanley Rd. Downtown also includes an intact alley network. Utilizing these for circulation and deliveries while prioritizing these roadways for automobile flow should allow for easy traffic flow, allowing other roadways in the area to be prioritized for other modes of transportation.

Criteria	High	Moderate	Lower	Likely Not Feasible
AADT	Under 18,000	Under 18,000	Up to 20,000	Over 20,000
Roadway Ownership	Locally Owned	Owned by County or MoDOT	Owned by County or MoDOT	Owned by County or MoDOT
Auto Circulation/ Network	Not a major north-south or east-west route through Clayton	Major north-south or east-west route through Clayton	Major north-south or east-west route through Clayton	Major north-south or east-west route through Clayton
Truck Route	Not a Truck Route	Truck Route	Truck Route	Truck Route



Clayton facilitates development opportunities with a clear regulatory process.

Conduct a review of the current Architectural Review Board (ARB) process and identify ways to streamline.

Per Section 400.140 of Clayton’s code, all proposed new construction, alterations, additions, renovations, or signage impacting the exterior appearance of a building or property shall be submitted to and approved by the Architectural Review Board. Some projects forgo this step by being approved through Administrative Review at the discretion of the City Manager. All others go through the ARB process, which is intended to assure that construction and/or renovation activities are of high quality, conform with adopted standards and regulations and are cohesive with the general style and design of surrounding structures.

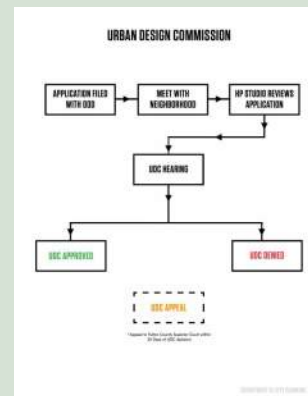
Criticism about this process was shared by both residents and developers, often with the indication that the system sometimes seemed arbitrary and was overly burdensome. In order to understand these concerns more fully, the City should conduct a review of the current ARB process and identify ways to streamline. Following this, the City could consider updating their website to reflect the new guidelines in a user-friendly format that allows for easy understanding.

Permitting Services Guide - Atlanta, GA

The City of Atlanta published a Permitting Services Guide in August 2023 to help property owners and developers navigate the process of land development and construction within the city. The 43-page guide reviews Zoning, Entitlement, Permitting, and Inspections, providing an overview of each process and how a person should navigate the existing regulations.

The guide includes an overview of the regulatory environment, color-coded processes, several flow-charts indicating the order of events, relevant review committees, and application information. The City also provides clear contact information for staff that can assist in navigating the process.

BUILDING IN ATLANTA CAN SEEM COMPLICATED - LET US GUIDE YOU



Revise the zoning regulations to remove conflicts between base zoning districts and overlay districts.

As the map below displays, the City of Clayton has 13 zoning districts and two Transit Oriented Development (TOD) overlay districts, in addition to 10 other overlays that apply to different parts of the City. This can often cause conflicts between the base zoning and the overlay districts and confusion about which regulations apply. In order to prevent this and to clarify the relevant regulations, the City should revise the zoning regulations to remove existing conflicts.

Typically, overlays impose standards and procedures that are in addition to those required by the base zoning standards. Where there is a conflict between the standards of a base and overlay, the overlay district standards apply. That being said, there can be confusion as to what standard a development must follow, creating regulatory barriers to moving through the development process.

Clarifying this is particularly important in the two areas

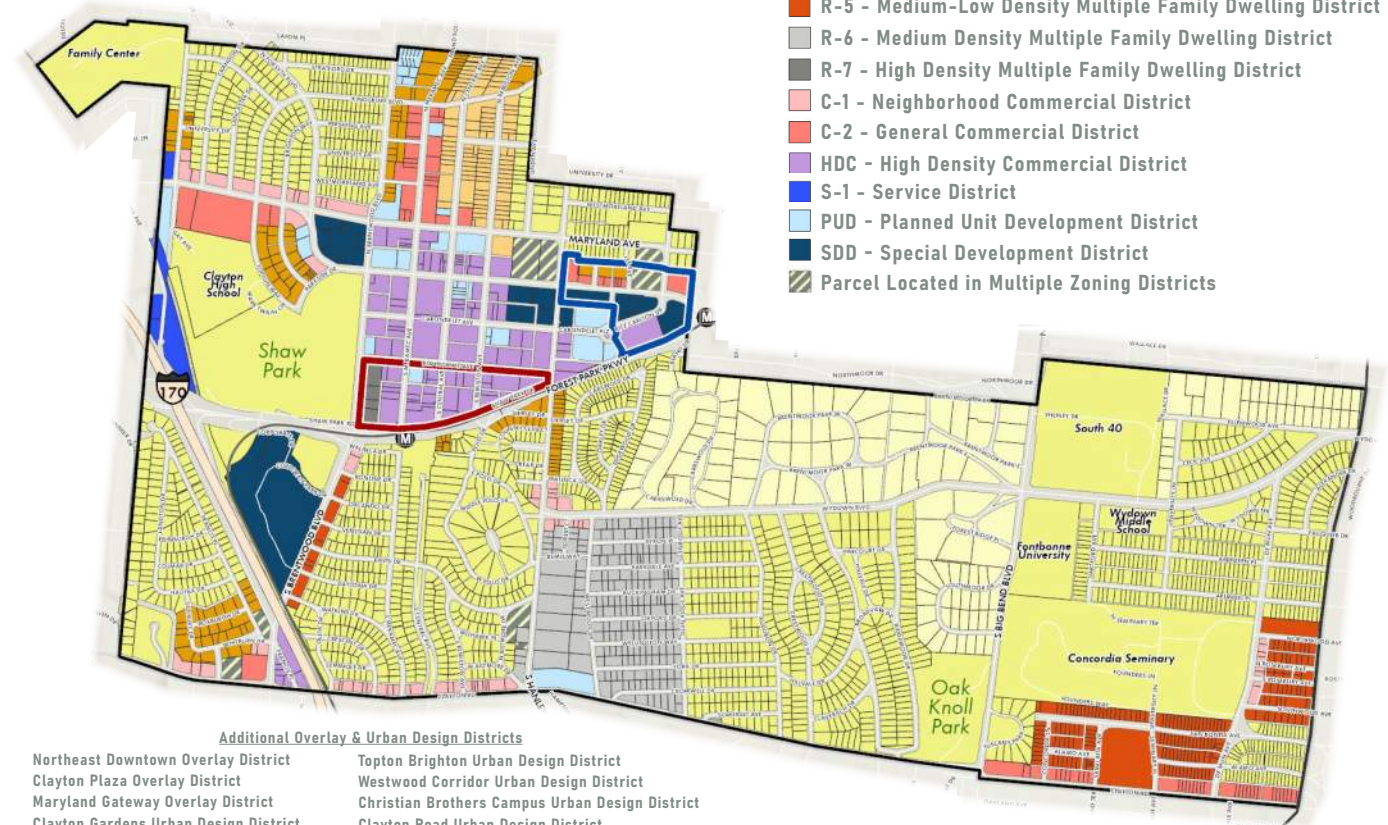
where the TOD overlay districts exist, as they are likely to experience redevelopment in the coming years. The Central Avenue Station TOD Overlay District currently includes several obsolete office uses that are likely to transition to modern office or residential uses. The Forsyth TOD Overlay District similarly occupies a significant area in Clayton that houses some of the only open land available for redevelopment.

Most recent developments in Clayton have utilized the PUD process, creating inconsistencies with existing zoning. Aligning the code better with community goals and development patterns could also reduce the need for PUD use.

In order to ease potential redevelopment projects, it is important that the City review the zoning and overlay regulations and streamline them to encourage easier implementation and mitigate potential development barriers.

TOD Overlay Districts

- Central Avenue Station TOD Overlay District
- Forsyth TOD Overlay District



- R-1 - Large Lot Single Family Dwelling District
- R-2 - Single Family Dwelling District
- R-3 - One & Two-Family Dwelling District
- R-4 - Low Density Multiple Family Dwelling District
- R-5 - Medium-Low Density Multiple Family Dwelling District
- R-6 - Medium Density Multiple Family Dwelling District
- R-7 - High Density Multiple Family Dwelling District
- C-1 - Neighborhood Commercial District
- C-2 - General Commercial District
- HDC - High Density Commercial District
- S-1 - Service District
- PUD - Planned Unit Development District
- SDD - Special Development District
- Parcel Located in Multiple Zoning Districts

- Additional Overlay & Urban Design Districts**
- Northeast Downtown Overlay District
 - Clayton Plaza Overlay District
 - Maryland Gateway Overlay District
 - Clayton Gardens Urban Design District
 - Clayshire Subdivision Urban Design District
 - Topton Brighton Urban Design District
 - Westwood Corridor Urban Design District
 - Christian Brothers Campus Urban Design District
 - Clayton Road Urban Design District

Publish district character guides to highlight development opportunities and desired uses for various commercial districts in the City.

As part of the Comprehensive Plan process, character areas have been defined. The City should take the next step, publishing character guides to highlight development opportunities and desired uses for various commercial districts in the City. These guides could identify specific sites that are available for development, potential uses that would contribute to the overall character, and the type of architectural guidelines or design characteristics that are desired.

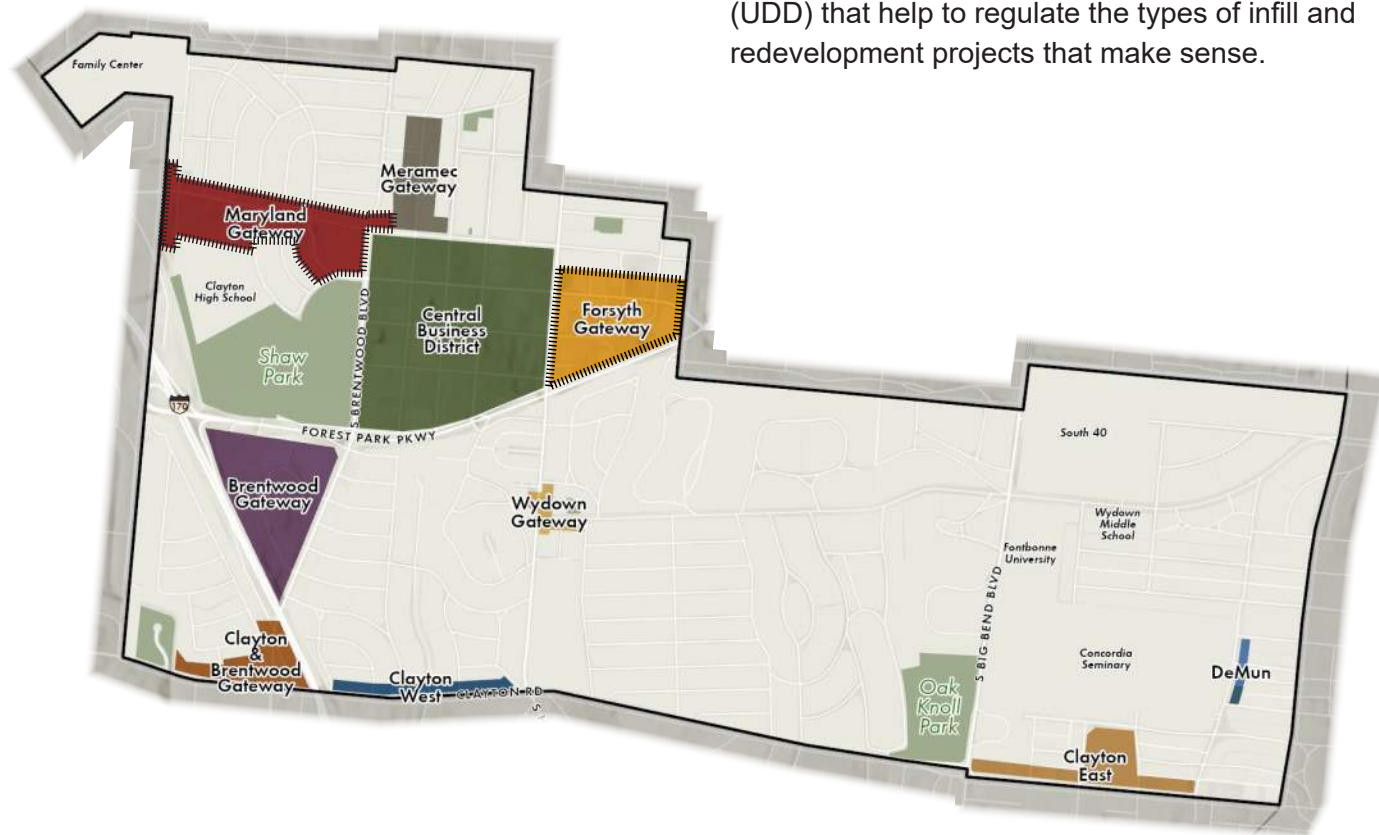
The City of Cedar Falls, Iowa defines Character Districts as “areas that focus on community character, through an emphasis on development character, intensity, and physical form and patterns... they emphasize the relationship between private development and the public realm to promote an overall sense of place within the designated areas of Cedar Falls, while allowing a wide variety of land uses.” Each Character District includes a set of building form standards that help to explain the types of development patterns that are compatible in the

area. In the case of Cedar Falls, these Character Districts are part of their zoning regulations, making them enforceable.

In Clayton, it is recommended that the City consider creating district character guides, rather than regulations, that provide for the types of infill and development patterns that are compatible with existing uses. These guides should be drawn from the Character Areas as defined in the Comprehensive Plan, but should be updated often to reflect new development opportunities, ideal land uses, and changing markets.

These sorts of district character guides are only necessary for commercial areas, where new businesses and developments are likely. Priority should be placed on the Forsyth Gateway and Maryland Gateway areas where new development is likely in the short-term.

The residential areas of the City that have historically seen the largest concentrations of new construction are already covered by Urban Design Districts (UDD) that help to regulate the types of infill and redevelopment projects that make sense.



Review PUD public benefits points system to identify opportunities for better alignment with city objectives.

The City of Clayton’s zoning regulations currently include a provision for Planned Unit Development Districts (PUDs). For larger development projects that might benefit from being planned and developed in a more unified manner with modifications to the existing zoning, subdivision, or design regulations, a property owner or developer may request a parcel or parcels be re-zoned to a PUD. In order to be approved for PUD designation, projects must be determined to further the City’s goals, such as those in the Comprehensive Plan or Downtown Master Plan. A project must also provide public benefits that would not be included as part of the project without the PUD. The City should review the entirety of the PUD ordinance to ensure its requirements and process encourage projects that align with the City’s goals and the Comprehensive Plan.

In order to approve a PUD, the City reviews the public benefits that are proposed as part of the project. Currently, a points system is in place to ensure a minimum amount of public benefits are included in the development. The points system is also used to balance the number of requests to modify any existing code requirements with the amount of public benefits provided above the minimum. The points system should be evaluated and adjusted to ensure that the items most important to the City are weighed more heavily.

The PUD ordinance and public benefits scoring system currently contains a lot of vague or open-ended language that leaves a lot of variability and uncertainty in the PUD approval process. While there is some value to the City having some discretionary powers over PUD approval and maintaining the ability to approve public benefits that are not currently listed in the code, there must be a balance with clarity and

transparency. Without a reasonable understanding of how a project might comply with the PUD ordinance or how its public benefits might be scored, developers may determine the risk of financial losses from the time spent pursuing a PUD for a project that could score dramatically differently than expected to be too high. The City should consider adjusting the language of the PUD regulations and its points system to be more specific, ensuring greater consistency and transparency. For the public benefits points system, it will be important to clarify what factors might affect where in the point range a project might fall.

In addition, the City should evaluate the current list of public benefits that are included in the points system. Some of the current public benefits overlap with one another and could result in confusion over which score would apply and whether a single benefit could be counted multiple times. Additionally, many of the benefits may not currently align with Comprehensive Plan objectives or are not scored according to priority. It may be necessary for the City to eliminate, combine, or adjust the scoring of benefits accordingly.

Based on the existing list of public benefits and the objectives identified in the Comprehensive Plan, the City should consider encouraging or prioritizing public benefits related to sustainability and energy efficiency, affordable housing and commercial space, public spaces and green space, public infrastructure improvements, transit oriented developments, active transportation infrastructure and connectivity, and public art.

Add a layer to an online interactive map to help advertise for potential development areas and outline objectives from the Comprehensive Plan for the public to view.

The City of Clayton currently provides a google-based online interactive map including city buildings, parks, and recreation facilities. In addition to this, the City has a robust GIS system and makes available many City-created maps to the public on the City's website. It is recommended that the City update its existing online interactive maps to include additional data layers that would be most useful for the public. Incorporating map layers that focus on objectives from the Comprehensive Plan, such as the location of key commercial corridors or opportunities could help to facilitate additional investment or furthering of community objectives.

Additionally, the City could add a layer showing the potential development sites in the City. These sites could be identified through collaboration with property owners that are considering selling or redeveloping large properties in the City. This will likely require coordination between the Planning & Development Department and the Economic Development Staff to market opportunity areas and provide guidance regarding implementation to ensure alignment with the Comprehensive Plan. By coordinating this sort of effort and providing the information publicly, the City can help to increase transparency around development opportunities and facilitate more timely development and redevelopment within the City.

The San Jose Housing Site Explorer

The City of San Jose, California launched an interactive map on their website that was designed to help the public identify sites that could support new housing development. The map provides a wide variety of data on every parcel in the city including current land use, future land use in the city's General Plan, assessed values, parcel size and usable area, number of buildings on the parcel and building attribute data, and building and planning permits issued on the parcel, among other data points. Clicking on a parcel takes visitors to a more detailed summary page for the parcel outlining all relevant data for the parcel. The interactive map can also be filtered by any of these data points to better facilitate the identification of properties that might fit a particular developer's or project's needs. The city also included additional filters that highlight sites that may be of particular development interest, such as properties eligible for infill affordable housing on commercial properties through the city's "1.5-acre" rule. Additional layers can be added to the map as well, such as transit stops, administrative boundaries, zoning districts, and Federal Opportunity Zones. Overall, the site aggregates an extensive amount of data from the city and its various departments and planning efforts and provides it all on a public-facing, user-friendly platform.

"I just hope all of this planning actually turns into action."

- Community Member

"Clayton has the potential to be the best City in this region. They just really need to get alignment between their desires and their policies."

- Developer

TRANSPORTATION & CONNECTIVITY



Objectives *Transportation & Connectivity*

- *Development adjacent to MetroLink stations is designed using TOD principles to increase density and capitalize on transit access.*
- *Clayton is a multi-modal city with networks that provide safe, comfortable, and convenient transportation.*
- *Clayton fosters a vibrant public environment that encourages community connections.*



OBJ 1

Development adjacent to MetroLink stations is designed using TOD principles to increase density and capitalize on transit access.

Encourage redevelopment and reuse in the Forsyth Gateway area adjacent to the MetroLink Station.

Nearly 38% of respondents to the first community survey indicated public transportation as a weakness of the City of Clayton. Much of this commentary from residents was due to the general lack of use. The excess open land near Centene's headquarters was noted as an important transit-oriented development opportunity, located directly adjacent to the Forsyth Station. A mixed-use approach with residential, retail, grocery, daycare, and potentially a hotel were mentioned as options by residents that would both fill underutilized land and capitalize on the presence of the metro station.

Transit-oriented developments (TODs) focus on creating housing and mixed-use developments in close proximity to public transportation stations. There are many environmental and socioeconomic benefits to TODs, including promoting public transit use, making room for construction of sustainable buildings and green developments, increasing a city's housing stock through high-density residential developments, creating opportunities for the most vulnerable members of a community, improving access to services, retail, and grocery stores, increasing an area's walkability and bikeability, and reducing congestion on roadways, which increases pedestrian and driver safety and reduces the amount of vehicle emissions. TODs can also decrease the amount of parking needed in an area, which can allow existing parking facilities to be transformed to other, more sustainable uses such as greenspace, parks and recreation, or construction of a new green

development.

Building these new developments and making improvements to transit facilities can be costly and will increase land value, but projects should also include an objective to avoid displacing existing residents who already live in the area around these stations, sometimes in more affordable or older living options, while also attracting new residents to the area. Residents noted that the surrounding mature residential area should be taken into consideration during Forsyth Station area redevelopment when considering aesthetics and land use.

Many cities around the country are realizing the value of TODs. In Seattle, Sound Transit has embarked on many TOD projects throughout the city in the last decade. As of 2022, the agency had constructed, or planned for construction, 2,500 new housing units around their transit stations, of which around 64% are considered "affordable," or below market rate, housing. To make this possible, Sound Transit focused on forming partnerships with developers, nonprofit organizations, local government entities, and public and private funders. The public transit agency in Washington, DC, published a 10-year plan in 2022 to accelerate TOD with the goal of creating 26,000 new housing units and 31 million square feet of new development.

A similar commitment to this type of development should be made at the Forsyth Gateway.

Conduct an inventory of existing office space near the Clayton MetroLink Station and identify potential redevelopment opportunities.

Clayton maintains the most Class A office space in the region and a significant inventory of Class B and C. As companies are upgrading space, more and more Class B and C office space is becoming vacant or underutilized and repurposing is likely.

Policymakers across the country are taking actions to revitalize office areas through commercial-to-residential conversions. In Missouri, the Revitalizing Downtowns and Main Streets Act would establish a state program to help incentivize the conversion of vacant office space into residential space. This program, or something similar, could be used in parts of Clayton to transition obsolete office space to more productive residential use, creating additional vibrancy in key nodes.

Revise the TOD overlay codes to include provisions for parking reductions, mixed-income residential developments, and design standards that align with desired community character and existing market realities.

Local codes and ordinances can impact the ability to create new TODs within certain communities. Adopting a TOD zoning district or TOD overlay codes can help to make it easier for cities and developers to bring a transit-oriented project to reality. The City of Clayton and other public entities in the community may need to pursue code amendments related to land use and zoning, maximizing density, and minimizing parking requirements in order to make these types of developments a realistic option. Currently, the City of Clayton has two TOD overlay districts that provide additional regulations in the areas immediately surrounding the Clayton MetroLink Station and the Forsyth MetroLink Station. These regulations prohibit certain auto-oriented uses, remove building height and Floor Area Ratio (FAR) restrictions, and eliminate parking requirements.

The City should revise these overlay codes to include additional provisions related to parking reductions,

The City of Clayton should conduct an inventory of existing office space near the Clayton MetroLink Station to identify potential redevelopment opportunities in this area. While there are financial and redevelopment challenges with this type of conversion, a recent Working Paper by the National Bureau of Economic Research found that 15% of commercial district office buildings in the 105 largest U.S. cities are suitable for residential conversion. Identifying suitable buildings near the Clayton MetroLink and then marketing them as such could help facilitate this type of development in Clayton, maximizing the residential population near the MetroLink Station while also creating a transitional use between the Downtown area and residential neighborhoods south of Downtown.

incentivizing mixed-income residential developments, and design standards that align with the adjacent community character. Funding for this work could come in the form of public-private partnerships or governmental grants, such as the Federal Transit Administration's Pilot Program for Transit-Oriented Development Planning.

OBJ 2

Clayton fosters a vibrant public environment that encourages community connections.

Coordinate with the Livable Community Master Plan to identify priority areas for widening sidewalks to allow for safe pedestrian access as well as outdoor dining and additional greenspace in place of on-street parking.

When asked, 80% of community members voted for wider sidewalks and outdoor dining space over on-street parking. This overwhelming support was found at both open houses in the community and through the online engagement portal.

The Livable Community Master Plan is a joint effort between the City of Clayton's Department of Parks and Recreation and Department of Public Works. The plan aims to set forth a vision for the future of Clayton's parks and recreation resources, as well as how residents get to those spaces on sidewalks, bike lanes, and trails. This plan updates the 2007 Parks

and Recreation Master Plan and the 2009 Bikeable Walkable Communities Plan. Because this plan occurred in conjunction with the Comprehensive Plan effort, it is recommended that the priority areas for widening sidewalks and adding new greenspace in place of on-street parking identified during this process be implemented through land use and development changes moving forward.

Coordination should be made to ensure that the areas prioritized for sidewalk widening and pedestrian accommodations capitalize on adjacent businesses and potential community gathering space.



Throughout the public engagement process, residents repeatedly called for places to gather. Whether this was pickleball courts, improvements to existing park spaces, more public events on the streets of Downtown, or opportunities for new entertainment districts, residents want initiatives that bring people together and create a sense of community. The City should support opportunities to build and improve social infrastructure, or the physical places that provide space for residents and communities to gather and build relationships. Establishing a robust social infrastructure of public and private spaces that support community connections can provide a multitude of long-term social, economic, and environmental benefits for the City.

Social infrastructure can be built into existing spaces or incorporated in new public or private development. Commercial businesses, parks and recreation facilities, open areas within or between buildings, streetscapes, transit areas, public institutions, and religious institutions can all serve a role in the City's social infrastructure, offering formal and informal gathering and event spaces, and in turn developing stronger social networks. According to the Urban Land Institute's 2023 report *Social Spaces, Resilient Communities*, "studies suggest that mixed-use, walkable environments, green spaces, and a density of amenities and destinations can promote interactions between neighbors, as well as a sense of trust, safety,

and community." The report also highlighted that "studies have found that stronger social networks can have positive impacts on obesity, stroke, and cognitive decline, while supporting healthy behaviors such as decreased smoking and alcohol consumption and increased use of preventative health care services." Social infrastructure can also be dual-purpose, incorporating other features that provide additional social, economic, or environmental benefits. For example, parks and green spaces could also be designed with green infrastructure that can provide better stormwater management and prevent flooding.

The City should consider ways in which social infrastructure can be introduced or improved in existing City facilities, parks, and the right-of-way. Maintenance of these facilities, as well as programming events and activities, will be important to fostering community connections. Additionally, the City should explore ways in which building design requirements, zoning regulations, the Planned Unit Development ordinance, and any incentive programs can encourage or require elements of social infrastructure be incorporated in new developments. The City should prioritize high-quality streetscapes with pedestrian walkways, cycling paths, and active store fronts or outdoor dining, where appropriate. New developments could also be encouraged to incorporate public parks, plazas, roof terraces, outdoor seating areas, indoor seating atriums, or other gathering spaces.

Types of Social Infrastructure

Public Institutions: places or facilities intended for public use that are provided at low or no cost. Examples include: libraries, museums, art galleries, schools, memorials, and plazas.

Green Spaces and Recreational Areas: places that are designed to facilitate leisure activities. These could be developed and owned publicly or privately and may be open or closed to the public. Examples include: parks, playgrounds, sports fields or courts, swimming pools, movie theaters, bowling alleys, and skate parks.

Transit Areas: spaces and infrastructure that involve mobility. Examples include: sidewalks, streetscapes, walking trails, cycling paths, bus stops, and subway stations.

Commercial Establishments: social spaces that might require payment for entry or the purchase of goods or services. Examples include: markets, shops, laundromats, cafés, bars, barbershops, hair salons, nail salons, restaurants, hardware stores, and street vendors.

Interstitial Spaces: open areas between or within buildings that become gathering points. These could be freely available to tenants, occupants, or the public and may have restrictions on use, such as hours or permitted activities. Examples include: building lobbies or atriums, plazas, small parks, terraces, courtyards, arcades, and seating areas.

Religious Institutions: places of worship. Examples include: churches, mosques, synagogues, and temples.

Urban Land Institute's 2023 report Social Spaces, Resilient Communities

Imagine it's 20 years from now... What does the City of Clayton look and feel like?

"The streets will be livelier because a broad assortment of new creative gathering places will give everyone a reason to want to get out into the community".
- Resident



Modify the existing outdoor dining permit regulations to increase enforcement.

The City of Clayton currently requires that all restaurants having outdoor dining on private and/or public property must apply for an outdoor dining permit prior to starting outdoor dining. This permit is then renewed annually. This permit ensures that there is appropriate space and the built elements are in compliance with City codes. Daily visual inspections are the only way to check compliance and most restaurants utilize moveable dining furniture, which means that layouts may shift throughout a day or from day to day. As a result, there are several areas of the community where sidewalks are being encroached upon for dining space.

While the City should continue to encourage street-level activation through outdoor dining, it is important to ensure enforcement is an aspect of the policy. Without it, dining areas quickly spread into the public right-of-way, encroaching on space for users. This is most often an issue in the DeMun area where wheelchair accessibility and stroller access can become difficult due to the width of sidewalks.

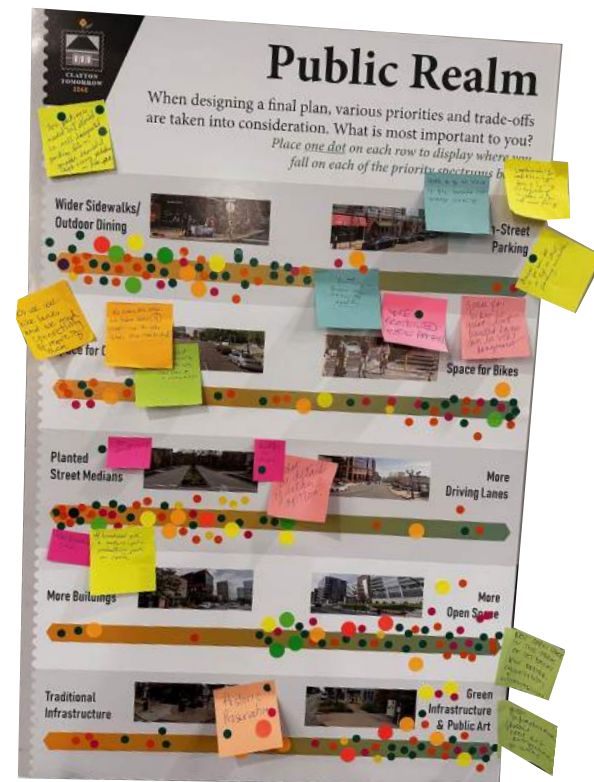
Encouraging enforcement and the use of parklets or widened sidewalks where possible will continue to ensure that outdoor dining is a robust part of the commercial areas, while also allowing for accessibility for residents and visitors.

Prioritize wide sidewalks and open plazas in key areas through development requirements or as a public benefit item under a PUD.

Given broad community support for wide sidewalks and more open plazas, the City should prioritize them in key areas either as a requirement or as a public benefit item under a PUD during redevelopment projects.

Today, the Clayton code provides for points to be awarded for a project based on providing or enhancing public open space, parks, or trail access. Additional points can be awarded for new or enhanced public infrastructure that is greater than the code requirement. To date, few projects have resulted in this type of space usage indicating that perhaps other requirements or additional points should be awarded for these items to encourage their development as part of new projects.

When asked to consider several public realm-related trade-offs, the public overwhelmingly favored wider sidewalks and outdoor dining over on-street parking, planted street medians over more driving lanes, more open space over more buildings, and green infrastructure over public art. This community sentiment was consistent throughout engagement and signals overwhelming support for prioritizing public realm and open space improvements throughout the City.



OBJ 3

Clayton is a multi-modal city with networks that provide safe, comfortable, and convenient transportation.

Support implementation of the bike lane network and pedestrian improvements recommended by the Livable Community Plan through changes to land use and development patterns in Clayton.

The Livable Community Master Plan provides a framework for a broader bike network in the City of Clayton. In order to ensure the community is truly a multi-modal city, with safe and convenient transportation options, the City should implement the recommended network by supporting code changes and development that aligns with the broader goal of supporting safe and active streets.

Encouraging pedestrian and bike-friendly streets that are greener and cleaner was indicated as the top preference in both of the community surveys conducted in 2023. It is clear that the community desires more opportunities to walk and bike. In addition, street safety and connectivity was a top priority for residents. In order to ensure Clayton is a safe, easy to navigate community regardless of mode of transportation, they should seek to implement the

bike network recommended by the Livable Community Master Plan.

This network, in coordination with the roadway prioritization scheme included in the Comprehensive Plan, creates a guide for how roadways in Clayton can be improved over time to prioritize key corridors for different modes of transportation. While it is important that the City is safe to navigate regardless of mode choice, identifying certain corridors for biking will help to separate modes and ensure they are provided with safe routes for travel both north/south and east/west through, to, and within Clayton. This bike network should relate to and consider the networks in nearby communities as well as the robust trail system in the St. Louis Region, which intersects with Clayton in Shaw Park.

Imagine it's 20 years from now... What does the City of Clayton look and feel like?

"Clayton is well integrated into the master plan for Great Rivers Greenway so recreational weekend cyclists can make their way across the region... and more comprehensive bicycle infrastructure for everyday commuting!"
- Clayton Resident



Ensure Clayton is prepared for new and emerging transportation technologies.

Several new modes or forms of transportation have emerged during the last few decades as the way we work, play, and live has changed. Two key types of new mobility have been the topic of discussion in academia, industry, and in legislation: micro-mobility and flexible mobility.

Micro-mobility, as generally defined by the Federal Highway Administration, is “any small, low-speed, human- or electric-powered transportation device, including bicycles, scooters, electric-assist bicycles, electric scooters, and other small, lightweight, wheeled conveyances.” Micro-mobility tends to exist, and sometimes act as an alternative to, active transportation modes like walking; additionally, micro-mobility can be used in conjunction with other transportation modes for the first-mile/last-mile of a trip. Currently, Clayton has an agreement with nearby Richmond Heights related to permitting bike and scooter companies, one form of micro-mobility. Further coordination on this type of transportation technology is recommended.

Flexible mobility is in the same thread as micro-mobility, as both focus on facilitating an alternative to car-centric lifestyles. Flexible mobility allows for individuals who may not have the means to own or maintain personal vehicles or individuals with limitations or disabilities that prevents them from operating or using certain modes of transportation safely or comfortably. Several types of services exist as a type of flexible mobility, such as Shared Mobility, Mobility on Demand, and Mobility as a Service. The American Association of State Highway and Transportation Officials defines each of these as follows:

- **Shared Mobility (SM)** allows users to shared vehicles such as cars or scooters and share trips such as rides in shuttles or cars.
- **Mobility on Demand (MoD)** allows people to access mobility options and goods delivery services on short notice and as needed, rather than relying on personally owned vehicles or needing to schedule a delivery in advance.

- **Mobility as a Service (MaaS)** platforms allow people to use a single app – usually on a cell phone – to plan trips in real time and make payments across multiple transportation modes.

Dockless Mobility Permit Pilot Program - Denver, CO

The City of Denver launched its Dockless Mobility Permit Pilot Program in July of 2018 to investigate impacts of commercial scooter and e-bike (i.e., micro-mobility) usage following the unauthorized deployment of these modes of transportation within the city. As part of the pilot, 29% of scooters and 20% of e-bikes needed to be deployed within designated opportunity areas to provide mobility options to areas that were historically under-served. The results of the pilot showed several benefits, including:

- Reduction of single-occupancy vehicle trips
- Improved connections to transit
- Provided alternative modes of transportation

Four million trips were taken during this pilot, with users traveling over 6.4 million miles. The pilot was converted to a permanent program—the Shared Mobility Program—in 2021 when the City entered license agreements with Lime and Lyft. As a part of this partnership, designated parking stations were established around the city to ensure that the micro-mobility options did not prevent use of other modes of transportation or restrict access. Additionally, access to these services was assisted through equity programs (need based reduced cost and free fares) provided by the vendors themselves and a discounted pass program managed by the City’s Department of Transportation and Infrastructure (DOTI). DOTI also partnered with the regional government agency Ride Report to provide open data, accessible through a dashboard, about ridership of commercial scooters and e-bikes.

Revise bicycle parking requirements for specific areas to coordinate private bicycle infrastructure investments with recommendations from the Livable Community Master Plan.

In order to align bicycle parking requirements with the plan for investment in the bike lane network as recommended in the Livable Community Master Plan, the City should revise bicycle parking requirements.

Currently, bicycle parking regulations require that bike racks be provided in all developments requiring site plan review, a conditional use permit, architectural review, or a building permit requiring changes. These requirements vary from 1 bicycle space per 20 dwelling units in a multi-family residential development, to 1 per 3,000-20,000 square feet in various commercial developments, to 1 per 40 automobile parking spaces in a structure or lot. These regulations apply regardless of the project’s location in Clayton and are intended to add bike facilities and accommodations to many types of developments.

The proposed bike network calls for priority streets for bicycle travel. The City’s regulations should be revised to prioritize publicly accessible bike infrastructure on these priority streets. For example,

for roadways identified as priority bicycle routes, the City could consider requiring more bike facilities or requiring that these facilities be located on the primary facade, accessible to the public. By requiring bicycle-supportive infrastructure in private developments, the City can help to encourage use of these priority or “spine” corridors, making bike travel easier and more accessible to the public.

Similarly, for roadways prioritized for automobile traffic, bicycle facilities might be relocated to the rear of the building or encourage a different type of bicycle-supportive infrastructure than publicly accessible bike racks. This could include in-building showers or bicycle storage for residential units.

As the City of Clayton continues to facilitate safe bicycle routes, aligning bike parking and facility requirements with the overall bike lane master plan will help to create more synergy and increase potential use.



Investigate opportunities to offer supportive infrastructure to encourage more sustainable forms of transportation.

About 39% of trips from the City of Clayton are under three miles in length, yet around 63% of these short trips are made in a private automobile or on-demand rideshare. The annual greenhouse gas emissions is around 6,400 tons per year from short trips alone. There is a significant potential to shift these short trips to more sustainable modes, such as walking, biking, or taking transit. On-demand transit (“micro-transit”) and bike and scooter sharing (aka “micro-mobility”) help leverage smart city technology to introduce new, more sustainable travel modes.

Restore Bike Share

The City of Clayton could work with the City of St. Louis, St. Louis County, or Bi-State Metro to develop a sustainable micro-mobility program run by a non-profit entity. The program could be focused on first-and-last mile connections to public transit and emphasize equitable deployment of scooters, traditional bicycles, and electric assist bicycles.

Car Share Program

Transit access, safe walking and biking paths, and on-demand options can help households choose more sustainable travel options. Some households may choose to forego automobile ownership entirely. Introducing a car share program that offers hourly vehicle rental can help households have access to a car for certain trips when necessary and use other more sustainable modes for their typical daily trips. Car share programs have also been shown to reduce the demand for off-street parking for multi-family development. As Clayton continues to develop, offering zoning incentives for reduced off-street parking requirements in exchange for a car sharing program could help encourage sustainable transportation and reduce the costs of development .

Electric Vehicle Charging

Electric vehicles (EVs) will have a significant impact on the decarbonization of the transportation system. Automobile manufacturers have responded to

significant federal subsidies for EVs, and EV adoption will continue to expand throughout the country and St. Louis area. Level 1 and Level 2 charging are common in many residential homes and can be installed at relatively low costs. However, these chargers can take several hours to charge a vehicle to its full driving range. Level 3 DC Fast Charging stations offer a rapid charging option at public or commercial locations. Clayton has 38 public Level 2 chargers available at 18 locations. Thoughtful consideration of additional Level 2 chargers, as well as public DC Fast Charging stations, could help Clayton residents, employees, and business owners transition to more electric vehicles. Level 3 DC chargers often require upgraded electrical service to support fast charging demand. The Charging and Fueling Infrastructure (CFI) Discretionary Grant Program offers grants from \$500,000 to \$15 million for communities to install charging infrastructure.

Consider ways to use existing technology to create safer streets.

Clayton’s traffic signals are connected by fiberoptic communication. This interconnectivity allows the City to coordinate traffic signals to be centrally-controlled and create optimal signal progression for safety and operations. Additional safety improvements such as flashing yellow left turn arrows and leading pedestrian intervals for crosswalks have been installed in recent years.

Coordinated signals and vehicle detection technology have been used for years across the country to improve operations and traffic flow. This technology can also be used to promote safer travel speeds (e.g. 15-20 miles per hour). For example, traffic signal progression can be timed along a corridor for slower, pedestrian and bike-friendly speeds to promote a safe pace for traffic, “rewarding” drivers who drive at a safe speed with a green signal . Similarly, “Rest on Red” uses signal detection to measure the speed of approaching vehicles and use a red signal to slow down a vehicle with faster than desired speeds.

Rest-in-Red - Albuquerque, NM

The City of Albuquerque, to dissuade speeding along certain stretches of its road network and to hopefully reduced speeding-related crashes, has implemented Rest-in-Red (aka Rest-on-Red) traffic signal operations. Rest-in-Red operations is “where [a] traffic signal is set to run free (not coordinated with adjacent signals) and programmed such that the signal returns to red in all directions when there is no traffic detected.” Additionally, these operations include speed monitoring that will send a green request to the (red) light if motorists are traveling at or below an appropriate speed.

According to the Department of Municipal Development, approximately half of the drivers on the corridors fitted with Rest-in-Red were speeding, with many going 20 mph over or more. After the Rest-in-Red became operational, the city saw a decrease in crashes, experiencing periods of time with no reported crashes in an area that was considered unsafe.



Utilize technology to manage municipal transportation infrastructure and public realm assets.

Municipalities have limited access to several resources, including staff, budget, and time, which are necessary for municipalities to provide services to their residents. Certain services rely on asset management to even be executed. Asset management is essential to ensuring that these limited resources are appropriately, efficiently, and effectively used. One key component to asset management is the inventory of assets within the public realm or used in services provided to the public. Several examples of assets include:

- *Service equipment (e.g., garbage trucks, snowplows)*
- *Physical infrastructure (e.g., active transportation facilities, pavement conditions, utilities infrastructure)*
- *Signage*
- *Pavement markings*
- *Benches*
- *Trash Cans*

Clayton already has many existing infrastructure elements mapped using Geographic Information Systems (GIS), including City streets and pavement conditions, trees in the public right-of-way, signalized intersections, and sidewalks and ADA ramp conditions. This GIS data can be used to plan maintenance and replacement schedules and costs.

In addition, Clayton has made a significant effort to collect and digitize data on its physical assets, creating a digital twin of the city. A digital twin incorporates physical and operational data to create a single source of truth about on-the-ground conditions. In addition to housing significant information about existing assets and conditions, the digital twin could be used to visualize infrastructure development alternatives, the permitted buildable envelope of parcels, and private development proposals seeking public approvals. As well as to being a powerful tool for staff and external stakeholders, a public-facing version of a digital twin with sensitive information removed could help improve transparency and residents' understanding of the city around them.

Two examples of asset management can be found in Cedar Rapids, Iowa, who automatically collected data about pavement condition to address aging and decaying pavement methodically, and in Syracuse, New York, who collected and communicated the status of snow plowing.

Cedar Rapids, IA

The City of Cedar Rapids, to combat aging and decaying pavement, created their Paving for Progress program, a ten-year management program that collects data on every roadway regarding texture, pavement distress, and roughness. The data is collected by an Automatic Road Analyzer, which is outfitted with an array of sensors and cameras so the data can automatically be collected. The City partners with the Iowa Pavement Management Program at Iowa State University, who process the data using software and GIS mapping analyses to assign Pavement Condition Index (PCI) scores, which allows Cedar Rapids to identify appropriate measures and reconstruction techniques to plan for future projects. Additionally, the City hosts a Paving for Progress Dashboard that communicates projects by status (e.g., proposed, under construction, completed, and other) through a GIS dashboard.

Syracuse, NY

The City of Syracuse is one of the snowiest cities in America, averaging more than 100 inches of snow each year. As each winter season comes into effect, the City receives multitudes of inquiries about unplowed roads. To make information regarding the status of snow plowing more available and accessible to the public, the City partners with Samsara and Rubicon to create an interactive, real-time snow operations map. The map indicates how recently each city road was plowed and impediments (e.g., illegally parked cars) that prevented plows from operating, as well as waste management.

Reinforce active transportation goals of the Livable Community Plan with modifications to the City's land use codes for layout, parking, and access regulations on private property.

One of the four goals of the Livable Community Master Plan is to "Make it easy for people of all ages and abilities to walk or ride to their destination". This goal is supported by a variety of strategies including:

- *Invest in Clayton's robust sidewalk network, safety and crossing improvements, and accessibility (ADA) upgrades.*
- *Provide a high quality and convenient network of bike infrastructure.*
- *Implement policies to support walking and bicycling.*

These three strategies most closely connect to the Comprehensive Plan's vision for creating a multi-modal City with networks that provide safe, comfortable, and convenient transportation.

Through updates to the City's land use codes for layout, parking, and access on private property, the City can better align private development with the creation of a more multi-modal community. For example, adjusting parking requirements in the City to allow for deference to walking, biking, or taking public transportation. Some of this has been done through the City's removal of parking requirements in the TOD overlay codes. Additional work can be done in this arena in other areas of the City, though, providing a more urban land use environment to encouraging this type of development. The City should look to the Character Areas as defined in the Comprehensive Plan and the strategies discussed throughout the Livable Community Master Plan to identify specific changes to the land use code.

COMMUNITY CHARACTER



Objectives *Community Character*

- Clayton government is a regional leader with mutually beneficial partnerships with adjacent governments and institutions.
- Clayton is a dynamic center of economic and cultural activity for residents, businesses, and visitors.
- Our colleges, universities, schools, and institutions play a leading role in the cultural, social, and economic fabric of the Clayton community.
- Clayton is on the forefront of planning for a sustainable future.

OBJ 1

Clayton government is a regional leader with mutually beneficial partnerships with adjacent governments and institutions.

Facilitate relationship building and regular meetings with the leadership of St. Louis County and adjacent governments and institutions to coordinate development efforts along shared boundaries.

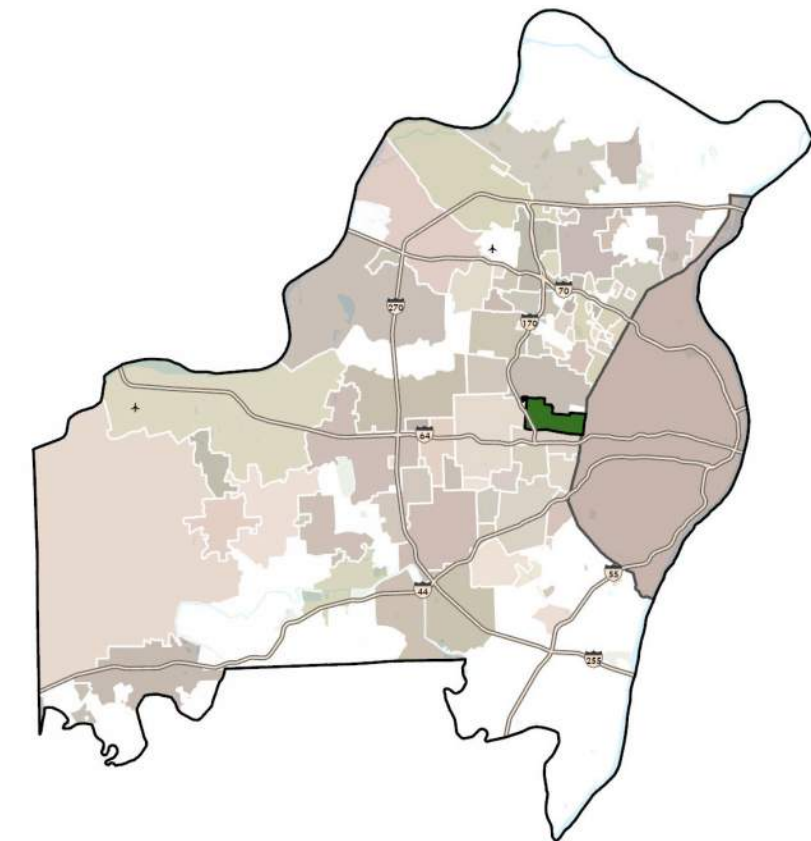
The community is bounded by University City to the north, Ladue to the west, Richmond Heights to the south, and the City of St. Louis to the east. Because these municipalities directly abut the community, the seek should seek to facilitate relationship building and regular meetings with the leadership of these governments and area institutions to ensure development and planning efforts along shared boundaries are coordinated and reflect a cohesive vision. Key areas that should be of focus include:

Forsyth MetroLink Area

The Forsyth MetroLink is in the City of University City but is directly adjacent to the City of Clayton. This border of the two communities serves as an entrance to Downtown Clayton and also provides an opportunity for future development on both the Clayton and University City sides. Conversations with University City should focus on increasing density, activating the MetroLink station, and serving as a transitional area between nearby residential neighborhoods and Downtown.

Clayton Road

The Clayton Road corridor in Clayton directly abuts the City of Richmond Heights for nearly its full extent. On the eastern end, the corridor is commercial in nature with a regional audience. This area is auto-oriented on the south side and is transitioning on the north. In the



central part of Clayton, Clayton Road bisects residential neighborhoods in both communities. These neighborhoods are similar in scale and context and are unlikely to change. On the western side of Clayton Road, significant opportunities exist for coordination and redevelopment opportunities. Conversations should focus on what the identity is for the corridor in those areas and how the two communities can work together, with St. Louis County, to create the desired development pattern.



“I just wish the City had a clear vision for what they wanted to see. If they did, we could plan accordingly instead of just guessing.”

- Developer

Create a clear, long-term vision for the City that is shared by the Board of Aldermen and the Mayor through an annual strategic planning process.

It is recommended that the City of Clayton and its elected officials go through an annual strategic planning process to outline a clear vision for the community. This should be a tactical, policy oriented plan that guides the work of the City and the Board of Aldermen in the year to come. This document will both help to communicate annual goals to the public, and help to ensure that each year’s work ties back to the broader goals outlined in the Comprehensive Plan.

This annual planning process would also serve as an opportunity to reflect on the Objectives and Key Results outlined in the Comprehensive Plan to evaluate progress and determine priorities for the following year.

This strategic planning process should be conducted alongside the budgeting process.

Lead the way on regional cooperation by ensuring Commissions, the Board of Aldermen, and others are in regular communication with adjacent municipalities.

The City of Clayton has shown a commitment to regional cooperation in recent years and should continue this effort by ensuring that the City’s Commissions and Board of Alderman are in regular communication with adjacent municipalities.

The Community Equity Commission, for example, meets regularly with like-boards in other St. Louis County municipalities, providing shared learnings and cooperation on regional efforts. This type of effort should be replicated by other Commissions, Boards, and Committees of the City.

Ensure Clayton is a regional leader, using technology to ensure transparent and effective service delivery for residents.

Transparent, efficient, and effective communication is essential for a municipality to provide relevant and accessible services to its residents. One such manner that this can be achieved is through an easy to navigate and an easy-to-use website. Residents can find or communicate their needs through this website, such as:

- Information about government services
- Information about local events
- Information regarding wayfinding
- Information regarding safety
- Information about utilities
- Information about data

The City makes use of multiple web or app-based channels to engage with residents and connect them with services. The Engage Clayton website uses the Bang the Table platform to solicit input and feedback on planning efforts, development proposals, and City policies and service delivery.

In addition to this platform, which enables in-depth discussion, the City also conducts a semi-annual Citizen Satisfaction Survey. This statistically valid survey is a way to ensure a consistent feedback loop between residents and their government. While opt-in surveys and online discussions tend to be skewed toward people that are already involved and knowledgeable about city government, the Citizen Satisfaction survey provides information that is representative of the population.

The MyClayton app is a mobile device application that connects Clayton residents to their local government. This app provides residents with the ability to report an issue or submit a request for service.

Clayton makes a wealth of information available to the public online and responds to Open Records (Sunshine Law) requests. An Open Data Portal would allow residents to quickly access data in an orderly, machine-readable format. Several vendors provide

tools that allow access to geospatial, tabular, and document-based data. An Open Data portal would help increase transparency and continue to build trust with the public and reduce the amount of time and expense associated with servicing open records requests.

Open Data Portal - College Station, TX

To improve citizen engagement and transparency, the City set several smart city goals:

- Provide transparency, improve resident services, and predict needs using data
- Provide open data
- Provide fiscal transparency
- Get communities involved and engaged
- Engage resident population including, but not limited to, youth, seniors, and neighborhoods

The City of College Station’s Department of Information Technology hosts several different services relating to these goals, including open data about government operations and finances, GIS data about public infrastructure, an electric outage viewer, and an application where residents can communicate concerns about code enforcement violations and other non-emergency issues.

The Open Data website hosts a variety of different datasets relating to the City’s current state and growth. Users can explore and export data using one of three different portals: Data Catalog (financial and statistical information), Open Budget (revenues and expenses) and Open Checkbook (payments made by the City).

This data collection and sharing effort reflects a commitment by the City to engagement and transparency, delivering high-quality services in an efficient and transparent manner.

OBJ 2

Clayton is a dynamic center of economic and cultural activity for residents, businesses, and visitors.

Update the Public Art Master Plan to include strategies for aligning public art and private art adjacent to public spaces throughout Downtown Clayton.

The Public Art Master Plan for the City of Clayton was initiated by the Clayton Art Commission and catalogs existing art while laying the foundation for future art in the community. This Public Art Master Plan should be updated to include strategies for aligning public art with privately owned artwork that is in or near public spaces and encouraging additional investment in public art. The 2017 update created the Public Art Advisory Committee which works with the Clayton Community Foundation to implement new public art projects and raise awareness for public art. The existing Public Art Advisory Committee provides feedback on the selection of public art as part of the approvals process, but does not currently have a role in ensuring that the art contributes to a broader identity or experience in Downtown.

The public art map on the City's website displays privately owned art that allows public access, but the Public Art Plan provides no procedure or strategy related to encouraging this type of arrangement. Through the PUD process, many recent developments have selected to incorporate public art as a form of public benefit. While the City has not the installation of large murals, this type of art has been discussed in the PUD process so guidance from the plan could be helpful. Elsewhere, temporary art installations have happened organically and represent an opportunity for further partnership and development. Art can create a destination, creating another reason for people to visit Clayton. Because the City is committed to creating a thriving and interesting Downtown environment, additional strategies related to public art inclusion and encouraging this type of interest should be investigated.

Ensure Clayton has a strong identity that is reflected in the built environment.

Nearly all residents involved in the Comprehensive Plan process felt a strong sense of community and identity associated with living in the City of Clayton. Whether new residents or those with generations of family living in the community, there were strong ties to the community and its identity.

To further this, the City should ensure that this clear identity that residents feel so strongly is reflected in the built environment. This could be done through a variety of physical projects including:

Gateway Treatments at Key City Access Points

The City of Clayton is located amid other municipalities, providing the opportunity for gateway signage at several key entrances. In particular, it is recommended that the City consider gateway signage on Maryland Ave and on Forsyth Blvd where new development is likely. These two entrance points provide the opportunity to integrate the community's identity into the built environment.

Branded Wayfinding Signage in Downtown

Downtown Clayton is full of exciting retail and restaurants, but oftentimes residents and visitors are unaware of their surroundings. Adding branded wayfinding signage is one way the community could ensure its identity and strong community assets are seen. While the City added wayfinding in 2017, it is recommended that this be assessed and added to given the priority of seeing Downtown as a neighborhood moving forward.

Character Elements in Individual Neighborhoods

Residents often requested additional investment in their neighborhoods including elements of play, placemaking, and public art. In order to do this, the City could consider character elements such as branded bike racks, trash cans, or other infrastructure elements that both tie to the community's identity or history, while also serving as functional solutions for community problems or needs.

It is recommended that the City partner with the Clayton Community Foundation to execute some of these projects.

Entry Signage in the City of Edwardsville, IL



Branded Wayfinding Signage in the Cambridge, MA Arts District



Bike Racks in the Edgewater Neighborhood of Chicago, IL and near the Minor League Baseball Stadium in Louisville, KY



X, (a river) will flow, video and sound installation at Mississippi River Bluffs. Commissioned by Counterpublic. Photo by Jon Gitchoff.



Continue to support local and regional events through partnerships and opportunities to utilize City streets and public spaces.

A topic area of the Livable Community Master Plan that also emerged in the feedback during the Comprehensive Plan process focused on using public space as a platform for gathering and connection in the community. Residents over and over pointed to the St. Louis Art Fair as their favorite event, oftentimes citing the use of public streets in Downtown for this festival as a key reason. Residents and visitors alike love the idea that the streets felt vibrant and full of people and that the event brought life to the streets of Clayton. As a result, it is crucial that the City continue to support local and regional events through partnerships and opportunities to utilize streets and public spaces for this kind of community cultural activity and community gathering.

Today, many residents see Clayton as a center of economic activity for residents, businesses, and visitors, but some cite the lack of cultural or entertainment uses as a barrier to being a truly complete community. Focusing on supporting events that take place on City streets or in public spaces can help to activate the City in a similar way, providing something to do after work or on the weekend.

Potential Partners

The Clayton Community Foundation (CCF) is a non-profit organization that partners with the City of Clayton to catalyze investment in arts, history, parks, and sustainability. The organization works to bring together philanthropic dollars to support cultural assets and community amenities and is a natural partner to further the effort to bring more festivals, events, and public space activation to Clayton.

The Whitaker Foundation supports a variety of events, investments in public art, and parks-related opportunities in the St. Louis area. They fund the Whitaker Music Festival at the Missouri Botanical Garden and might be a potential partner for the City of Clayton or the CCF on efforts to activate Downtown streets.

The Regional Arts Commission is an investor in arts and artists in St. Louis. The organization provides a variety of levels of support for arts-focused organizations and events in the St. Louis Region and, given the success of the St. Louis Art Fair, could be a partner in expanding arts-related programming in public spaces within Clayton.

St. Louis is home to several food-focused publications including Sauce Magazine and Feast Magazine. Both have a robust inventory of readers, followers, reviewers, and fans. The City of Clayton could coordinate with one of these organizations to create a more robust Clayton Restaurant Week type program to encourage food-focused events in Downtown Clayton. Based on feedback during the Comprehensive Plan process, many see the restaurants as one of Clayton's greatest assets so leaning into this for a larger food-focused event could be beneficial.

As Clayton continues to develop its Downtown area and invest in public spaces across the community, a focus should be placed on creating vibrancy through local and regional events being held on City streets and in community spaces.

Vibrancy looks like...

“An active, engaged citizenry supported by a varied and viable business base. Active and engaged = friendly, caring, visible neighbors interacting on the sidewalks at cultural events, at neighborhood gatherings, in parks, and at schools.”

- Resident

OBJ 3

Our colleges, universities, schools, and institutions play a leading role in the cultural, social, and economic fabric of the Clayton community.

Participate in research and economic development opportunities with local colleges and universities.

Institutional land covers 238 acres of 15% of the City of Clayton. These land uses include large campuses such as Washington University, Concordia Seminary, Fontbonne, and Clayton High School as well as smaller land uses such as religious institutions. Because local colleges and universities are such significant pieces of the Clayton community and institutional land uses are typically very stable, often providing services or amenities to the broader

community, the City should seek to participate in research and economic development opportunities in partnership with these institutions.

City staff and leadership should seek to stay informed and engaged with institutional leaders about land use planning, research, and economic development projects on the institutional campuses in and near Clayton. This kind of relationship can help to ensure the City is working collaboratively with its neighbors.

Continue promoting the Mayor's Youth Advisory Council to expose and educate high school students on local government.

The Mayor's Youth Advisory Council (MYAC) is collaboration between the City of Clayton and the Clayton School District and is designed to encourage high school students to become involved in City government. The MYAC allows students the opportunity to learn about the City and its functions while also providing key insight on particular issues. The members of MYAC hold their own monthly meetings with the Mayor, and also serve as representatives on several City Boards and Commissions.

MYAC Purposes:

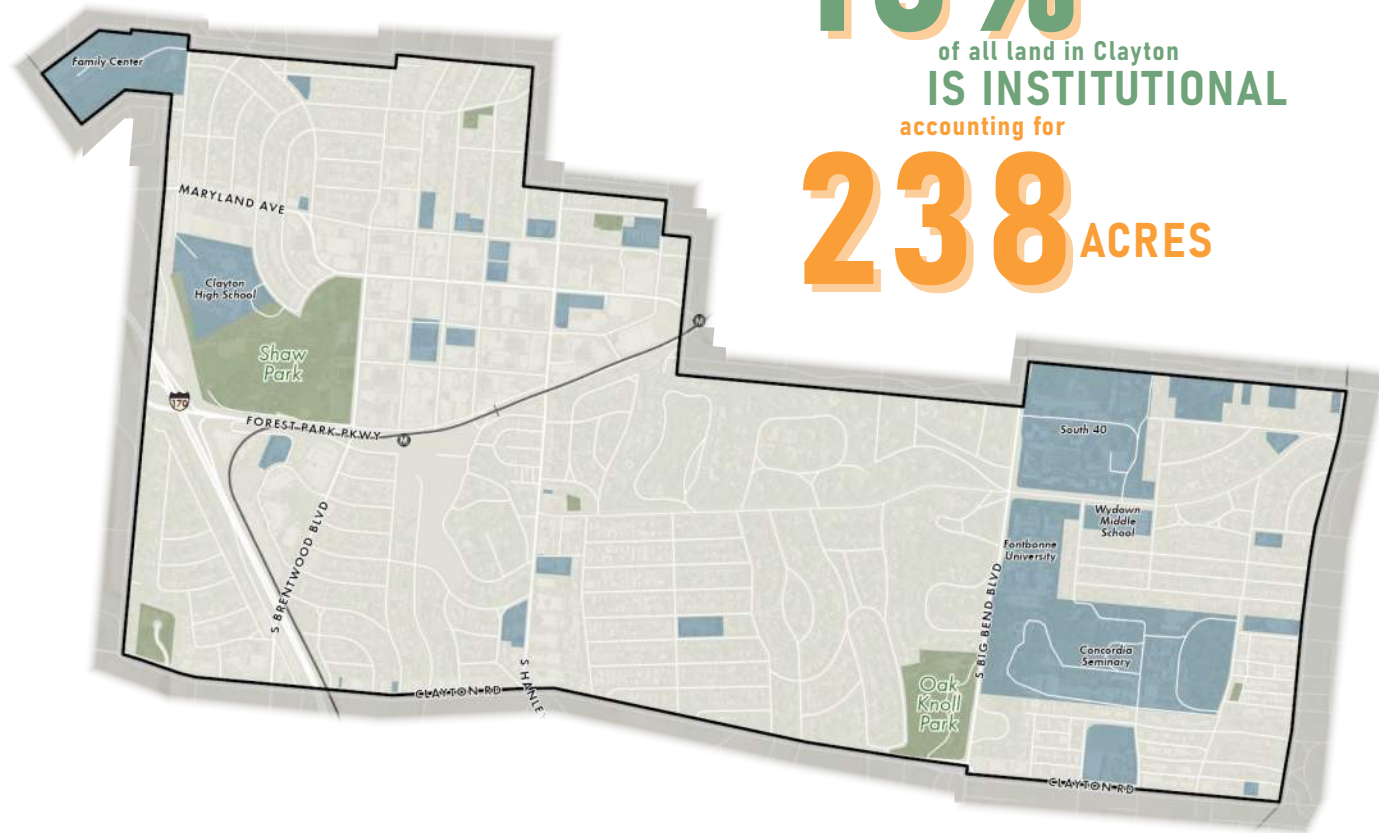
1. To provide an opportunity for the youth of the City of Clayton to acquire a greater knowledge of and appreciation for the American political system through action participation in that system.
2. To help the Mayor and Board of Alderman hear the perspective of students by working directly with the representatives of the youth.
3. To serve the youth of the City of Clayton by:
 - Participating in city boards and commissions
 - Encouraging the development of future community leaders
 - Promoting community pride and personal self-esteem

Strengthen relationships with institutions to facilitate discussions about future needs and goals.

Because significant amount of land in Clayton is occupied by institutions, it is crucial that the City maintain and strengthen relationships with these organizations to facilitate discussions about future needs and goals. Many of the area institutions go through their own planning exercises, considering their futures. Clayton should seek to be in regular communications with these institutions and participate in these conversations when possible.

In 2015, Synagogue Kol Rinah and the Journey Christian Church agreed to a building exchange, moving Kol Rinah into a structure on the northern side of Downtown Clayton, while the Church relocated to a building in University City. This then prompted significant construction on the site in Clayton to suit the new congregation's needs. This arrangement represented a great opportunity for the City of Clayton to be involved and supportive of area institutions, encouraging investment in the City while also benefiting many area members of each institution.

Other institutional property in the City of Clayton is likely in a state of transition. Considering the property on Clayton Rd owned by Washington University, Clayton should continue to be in regular communication with University leadership to ensure the future of this property provides positive outcomes for both the University and the City. Similar conversations should be held with Fontbonne as the transition of their land occurs in the coming years. Similar conversations should be had with other area institutions to maintain strong relationships and ensure lines of communication are always open and productive.



OBJ 4

Clayton is on the forefront of planning for a sustainable future.

Remove barriers for rehabilitation and modification of existing structures with energy efficient technology.

Older office, institutional, and commercial developments are a huge source of greenhouse gas emissions and stormwater runoff in urban areas. Although these buildings may be aging, they are unlikely to be demolished and replaced with newer, more sustainable developments due to the high costs and lengthy process of removal of the existing structure, design of a new structure, receiving necessary permits, site development, and finally, constructing the new building. In fact, these older buildings may continue to be used as they are today, or in a similar manner, over the next several decades. Since these developments were likely not constructed with sustainability or energy efficiency in mind, the easiest and most affordable way to make an existing structure more "green" is with simple retrofits, lighting and HVAC upgrades, installing digital systems, and converting underutilized parking or rooftop areas for

greenspace, rainscaping, or solar power generation and storage. Nearly 75% of community respondents indicated that environmental sustainability is important or critically important to the City's future. As a result, it is recommended that the City seek to remove barriers for rehabilitation and modification of existing structures with energy efficient technology.

Changing to LED lighting and adding motion sensors to switches, upgrading building insulation to improve thermal performance, and updating to more energy efficient or fully-electric HVAC and water heating systems with digital controls can save energy and greatly reduce carbon emissions from older buildings. Installing solar panels and battery storage is another way for property owners to save energy by generating their own. Other simple sustainable solutions that can be made in office and institutional buildings include



“Sustainability folded into future developments and the built infrastructure (solar on new buildings, permeable paving, etc.) is really important.”
- Youth Survey Respondent

single-stream, battery, and ink cartridge recycling, water bottle refill stations, and low-flow toilets. Forming office “Green Teams” can be helpful to push for these changes to be made, as well as provide opportunities for sharing waste-reducing or energy-saving campaigns and initiatives in the office.

Energy-saving and emission-reducing measures can be done to government buildings, institutional facilities, commercial structures, and offices. Even parking garages can become more sustainable through the installation of rooftop solar panels or greenspace. Funding for projects can be gathered through a variety of channels, such as incentives or grants from local and national organizations and companies, public-private partnerships, and government grants offered on a local, state, or federal level. For business owners and residents, Clayton may consider creating its own grant or incentive program to offer financial assistance for small-scale sustainable improvements like placing solar panels on homes or businesses, installing light sensors or low-flow toilets in buildings, adding a rain garden or native plant garden to their property, or replacing impervious surfaces with permeable pavement.

Many cities across the country both large and small are adopting building performance standards and green development policies, with some taking it a step further by creating requirements for certain types of buildings to meet specific energy- or emissions-related goals by a deadline or face fines. These include some of the nation’s largest metropolitan areas, such as New York City, Boston, Seattle, San Francisco, and Washington, DC. While these measures may or may not be appropriate for the City of Clayton, there are other ways to incentivize business and property owners to retrofit their buildings to be more sustainable and energy efficient, specifically through financial incentives or recognition through regional and national organizations like the St. Louis Green Business Challenge or US Green Building Council. Financial incentives could come from the City of Clayton itself or through state and federal government programs such as the Property Assessed Clean Energy (PACE) initiative.

Publish guidelines and regularly share resources or data related to sustainability and green infrastructure.

A primary focus of any sustainable initiative or program should be education, whether geared toward the general public, government officials, or developers and contractors. This can come in various forms, from sharing tips to be more “green” in your home and educating residents on what items can and cannot be recycled in the single-stream system, to formalizing sustainable development best practices and promoting methods to retrofit existing buildings to be more energy efficient. Without proper education and accurate shared knowledge, success of these initiatives and the ability to reach the City’s sustainability goals cannot be guaranteed.

While education is at the forefront of ensuring such programs are successful and sustainable, collecting data along the way and reporting milestones reached are equally important. Sharing the improvements and achievements that have been made with residents, officials, and stakeholders in the City show how these initiatives are working to help Clayton reach their sustainability goals and are worthwhile to continue or even expand upon. Various methods can be utilized to collect data, from performing energy audits and referencing differences in utility billing after energy efficiency measures are put in place, to keeping track of the number of grants applied for, the number of solar panels installed at homes and businesses, the number of sustainability-related projects in progress and completed, or the number of plastic bottles being saved from bottle refill stations. These refill stations keep track of the number of bottles saved themselves. Additionally, national and international organizations, such as the US Green Building Council and International Council for Local Environmental Initiatives offer certifications, guidelines, policies, best practices, and resources for sustainable development and construction.

Knowledge, data, educational materials, and milestones can be shared through a variety of sources. This information can be included in any existing City newsletters that are already going out to specific mailing lists and in posts on the City’s social media pages. Efforts being made by individuals, businesses, and government entities should be featured regularly to show Clayton as a whole is focused on sustainability. Adding a sustainability-specific section to newsletters where a range of data, tips and tricks, successes, and projects could be highlighted should be considered. Easy ways to be more sustainable in your own home, or “small green steps,” could be shared monthly via social media or a newsletter. The City may also consider creating a program to educate members of the public, community groups, or K-12 students on various topics, such as ways to be more green, how to keep watersheds clean, what can and cannot be recycled, and how to compost. Regular presentations to the City Council should also be made to emphasize sustainable efforts, milestones, and successful programs or projects that are happening within Clayton to its elected officials.

Develop a climate resilience action plan for Clayton based on the regional sustainability plans completed to date.

According to the statistically valid survey conducted in 2023, an overwhelming majority of residents are in favor of planting more street trees, increasing the tree canopy, and integrating green infrastructure and stormwater management into parks, open space, and main streets to help the community be more sustainable. Because there is a clear commitment by the community to this, the City should develop a climate resilience action plan for Clayton based on the regional sustainability plans completed to date.

Sustainability planning covers a wide range of topics from reducing greenhouse gas emissions and pollution, green development and energy efficient retrofitting, and stormwater infrastructure improvements to protecting biodiversity and tree canopy cover, improving air and water quality, installing native gardens and rainscaping, and sharing sustainable living know-how to use on an individual or household level. A few local communities already have sustainability-specific plans in place, including the City of St. Louis, Webster Groves, University City, and Collinsville and Edwardsville in Illinois. A regional master plan called OneSTL was created in 2013 to guide the St. Louis region as a whole in planning for a more sustainable future. One section of the OneSTL Plan includes a hot topic of sustainability planning in more recent years: climate resilience planning. As the climate continues to change, and the area sees increasing extreme weather events and natural disasters, it is more important now than ever before to create a climate resilience action plan.

Climate resilience plans examine an area's local climate hazards, identify the most pressing climate-related risks and vulnerabilities within that area, and create a framework that lays out how to prepare for, adapt to, and prevent property damage and economic losses from significant weather events and natural disasters. These plans are tailored to the climate and weather-related disasters that a specific area may experience, including flash flooding, extreme winds, fire, drought, sea level rise, tornadoes and hurricanes, and expansive power outages. The best resiliency

plans include both short- and long-term goals and solutions to increase readiness in the present day while laying the groundwork for increasing resiliency and financial stability as time goes on.

OneSTL identified flooding as one of the most significant climate concerns for the St. Louis region and provided methods to reduce and prevent flooding, including low-impact development, maintaining and improving levees, and installation of bioswales and rainscaping. Another climate risk pointed out for the region is extreme heat. The resiliency goals and strategies laid out in the OneSTL Plan would be a great starting point for the City of Clayton to adopt their own climate resiliency action plan. Resiliency objectives within the OneSTL Plan include protecting communities from known natural disaster risks by focusing on prevention, enabling efficient and effective recovery after a disaster occurs, and improving the integrity of aging water and utility infrastructure. OneSTL also provides a toolkit that offers sustainable solutions, retrofit options, and project ideas for a variety of planning topics, including climate resiliency.

Other great resources for creating a climate resiliency plan include existing plans in the St. Louis metro area that already focus on the issues effecting this region, as well as the US Climate Resilience Toolkit, which offers case studies, tools, expertise, best practices, and steps to becoming a more resilient community. Climate resiliency action plans have already been adopted by various communities in the St. Louis region. St. Louis County's website hosts a collection of plans that have been adopted by municipalities within the County, including Brentwood, Creve Coeur, and Maplewood. A metro east city with their own climate action plan is Alton, Illinois, which is situated along the Mississippi River and has a history of significant flooding events. These plans largely focus on promoting multi-modal transportation methods, energy efficiency and retrofitting existing buildings, waste reduction, and greenhouse gas emission abatement.

Develop a partnership with the Metropolitan Sewer District to coordinate updates to stormwater management regulations and proactive approaches to regional watershed management.

Cooperation among various overlapping government entities is central to the success of intergovernmental projects, community improvements, resource management, and educational and incentive programs. A strong relationship and open communication between governmental partners allow projects and initiatives to run more smoothly and more successfully. In this day and age, where flooding events in the St. Louis region are increasing in both occurrence and severity, it is particularly important to develop and maintain these relationships with local stormwater, floodplain, and watershed management agencies and organizations in the local area. For the City of Clayton, one of the major players to partner and share knowledge with is the Metropolitan Sewer District (MSD).

MSD focuses largely on wastewater treatment and stormwater management in the region, from maintaining large-scale facilities and infrastructure networks, to offering small-scale grants and public education. A strong relationship with MSD would allow the City to coordinate stormwater and wastewater system improvements, updates to water management codes and regulations, educational and incentive programs, knowledge sharing and best practices, and projects to improve water quality and reduce surface runoff. The City may consider creating a commission of sorts with MSD representatives to regularly meet and share ideas. The commission would then be able to create educational programs for the public and local schools, host or participate in regional stormwater and watershed management seminars or workshops, present project proposals to the City's elected officials, and offer financial incentives to private landowners for installation of stormwater management systems.

MSD currently offers its own small- and large-scale grants for rainscaping projects within its Green Infrastructure Grant Program Area that the City could promote to its business owners and residents to improve water quality and property appearance. These projects could include anything from installing permeable pavement, planter boxes, and bioswales to

creating rain gardens and new water features. From 2010 to 2015, MSD ran its \$3 million rainscaping pilot program that included building six neighborhood rain gardens in St. Louis, such as the Old North Rain Garden, which became the program's flagship neighborhood-scale project, as well as several site-scale rain gardens. The Old North Rain Garden is located in the Old North Neighborhood and acts as a 2140 square foot bio-retention filter with internal water storage that treats a drainage area of about 1.72 acres including runoff from homes, streets, and alleys. This rain garden alone can divert approximately 31,000 gallons of stormwater from the area's combined sewer system during a one-inch rain event, preventing sewer overflows and basement backups.



FEMA

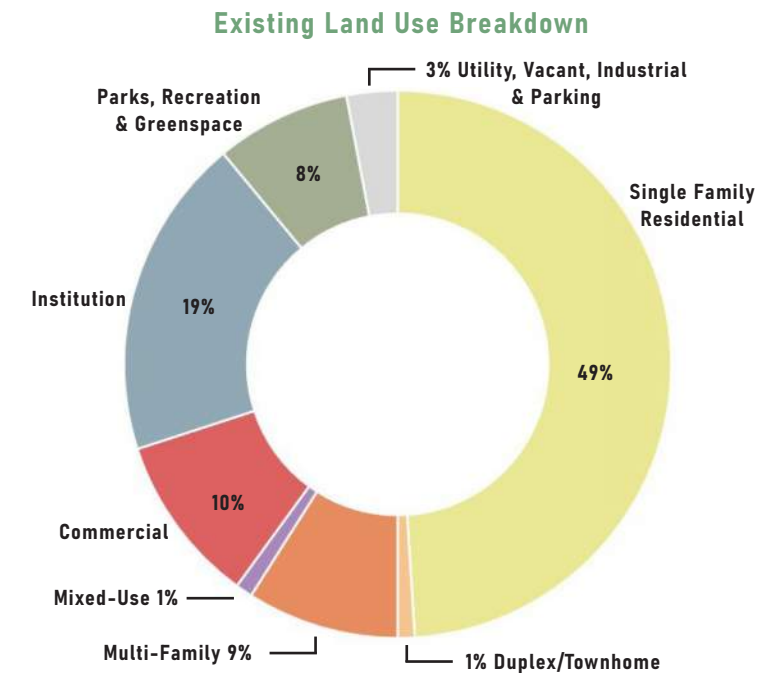
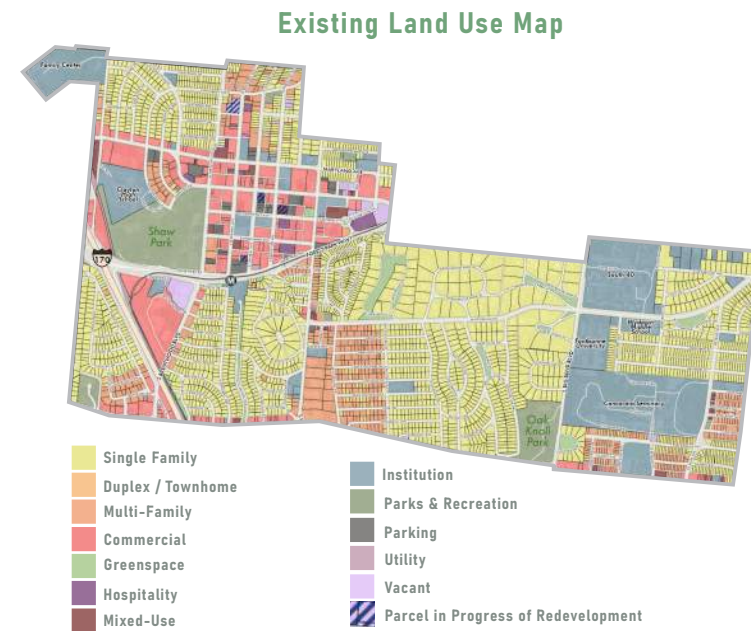
FEMA - Community Rating System

The Federal Emergency Management Agency (FEMA) offers a program called the Community Rating System for those participating in the National Flood Insurance Program (NFIP). This is a voluntary incentive program that recognizes and encourages community floodplain management practices that exceed the minimum requirements laid out in the NFIP. While over 1500 communities currently participate nationwide, and that number continues to grow every year, only five St. Louis County municipalities currently participate in the program: Brentwood, Ferguson, Florissant, Kirkwood, and Maryland Heights. Through the Community Rate System, FEMA offers financial incentives to municipalities and counties to reduce flooding risk.

FUTURE LAND USE

Future Land Use Strategy

Evaluating land use patterns, market forces, and potential development or redevelopment opportunities is an important part of understanding the existing community and creating future goals. Land use includes not only the specific business or residential use of land, but also the style and density of development. The land use review conducted as part of the Existing Conditions phase of the Comprehensive Plan process helps to inform the Future Land Use Strategy.



Existing Land Use

The built environment in Clayton is fully built out, with no additional room for growth and very little vacant land. That being said, due to market factors, the community has experienced significant construction in recent years, replacing previous buildings with new ones, often changing the land use and impacting the built environment in several key areas. Today, the land use environment is mixed, with a variety of uses across the community.

Residential land uses cover just under half of all land in Clayton. This includes single family homes on larger lots as well as large, multi-unit residential buildings.

Commercial land uses cover about 10% of land in Clayton. These land uses are scattered throughout the community in several commercial districts of varying size and character.

Mixed-Use covers about 1% of all land in Clayton. A growing typology, the City's mixed-use land is concentrated in Downtown and key commercial corridors and typically includes retail on the first floor with residential uses above.

Institutional land covers 19% of the City of Clayton. These land uses include large campuses such as Washington University, Concordia Seminary, Fontbonne, and Clayton High School as well as smaller land uses such as religious institutions and City-owned buildings.

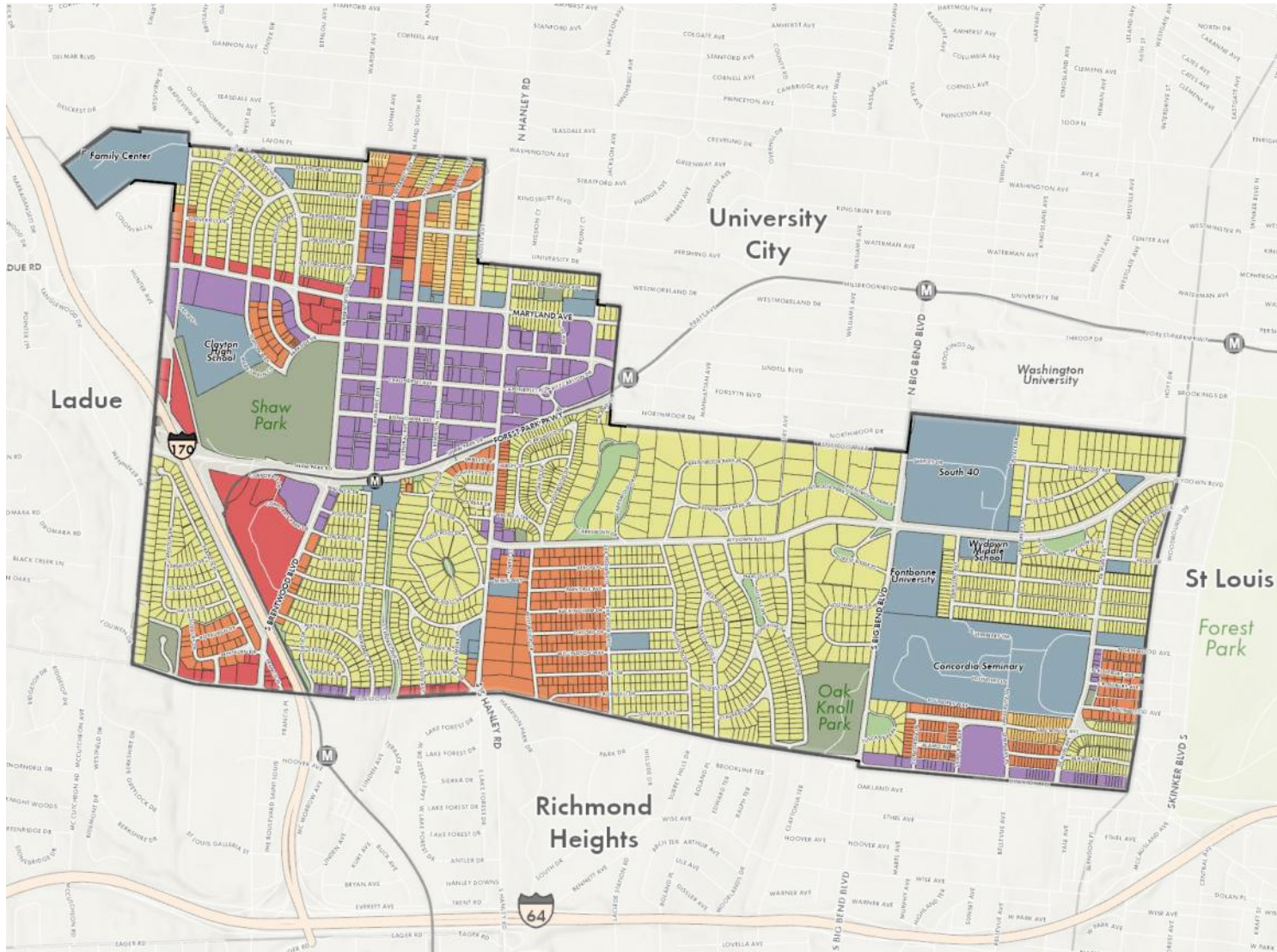
Parks, Recreation, & Greenspace land uses cover about 8% of land in Clayton and includes large and small parks, trails, and other informal greenspaces.

Streets, highways, railroads, and other easements and account for additional acreage of land in Clayton.



Future Land Use in Clayton

The Future Land Use Map envisions development patterns, intensity, and intended land use throughout the City. A zoning map, in contrast, provides detailed requirements for each parcel. The Future Land Use Map does not, but does provide an overview of the desired character of different areas of Clayton and can be the basis for changes to the zoning code.



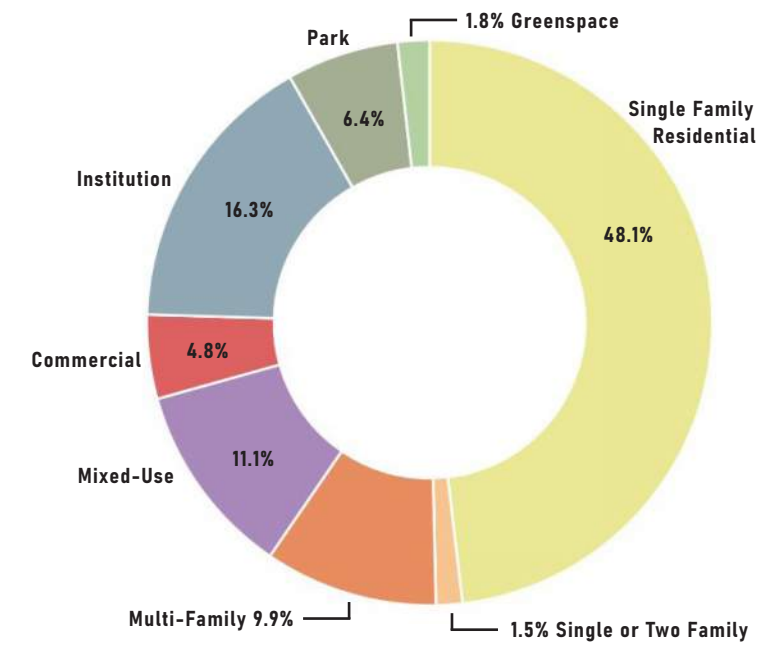
Overall, the Future Land Use environment imagines a more mixed residential environment, with two-family dwellings amid single family homes in key areas. It also identifies a mixed-use Downtown area, in addition to other commercial and mixed-use areas throughout the community. The Future Land Use environment seeks to complement the Character Areas defined in the Comprehensive Plan.

As the maps below depict, some changes are identified in the Future Land Use Map as compared to the Existing Land Use environment. A discussion of the breakdown of land uses is below:

Single Family Residential land uses cover about 48% of all land. This includes single family homes on larger lots as well as more dense single family on the eastern side of the community. Exclusively single family areas have been largely unaltered in the Future Land Use environment as compared to the existing land use map.

Single or Two Family Residential land uses are shown as about 1.5% of land. These areas are identified as places where single family and context-sensitive two-family dwellings could be closely located. Two-family dwellings also serve as ideal uses in transitional areas between single family neighborhoods and commercial corridors or areas of higher density.

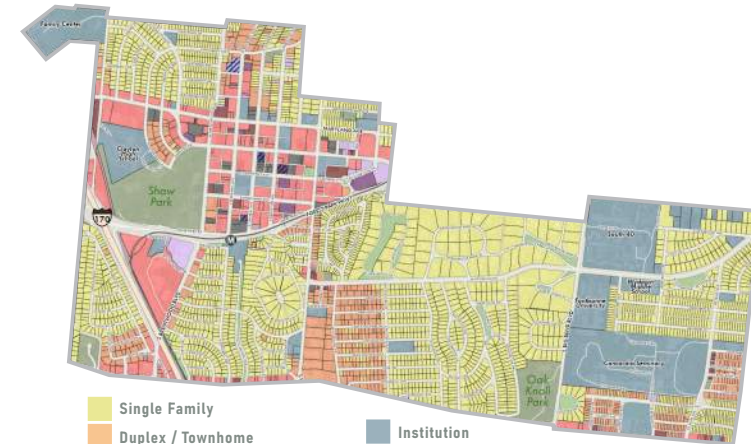
Future Land Use Breakdown



Multi-Family land uses comprise nearly 10% of land and are concentrated in the Moorlands, DeMun, on Hanley Rd and in other small pockets in the community. These uses include residential buildings with more than 2 units.

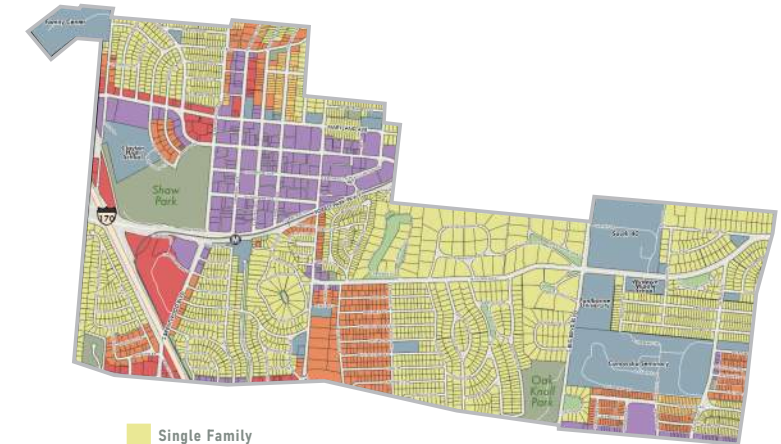
Mixed-Use land use covers 11.1% of all land in Clayton. A growing typology, the City's mixed-use land is concentrated in Downtown and on key commercial

Existing Land Use Map



- Single Family
- Duplex / Townhome
- Multi-Family
- Commercial
- Greenspace
- Hospitality
- Mixed-Use
- Institution
- Parks & Recreation
- Parking
- Utility
- Vacant
- Parcel in Progress of Redevelopment

Future Land Use Map



- Single Family
- Single or Two-Family
- Low-Density Multi-Family
- Mixed-Use
- Commercial
- Institutional
- Park
- Greenspace

corridors. It typically includes retail on the first floor and residential or office uses above.

Commercial land uses cover 4.8% of land in Clayton. These land uses are scattered throughout the community in several commercial districts of varying size and character. In general, these commercial areas do not include residential uses are focused primarily on commerce.

Institutional land covers 16.3% of acreage in Clayton. These land uses include large campuses such as Washington University, Concordia Seminary, Fontbonne University, and Clayton High School as well as smaller land uses such as religious institutions. These land uses are very stable, and the only change reflected is the change of the former CBC campus on Clayton Road from institutional to Mixed-Use.

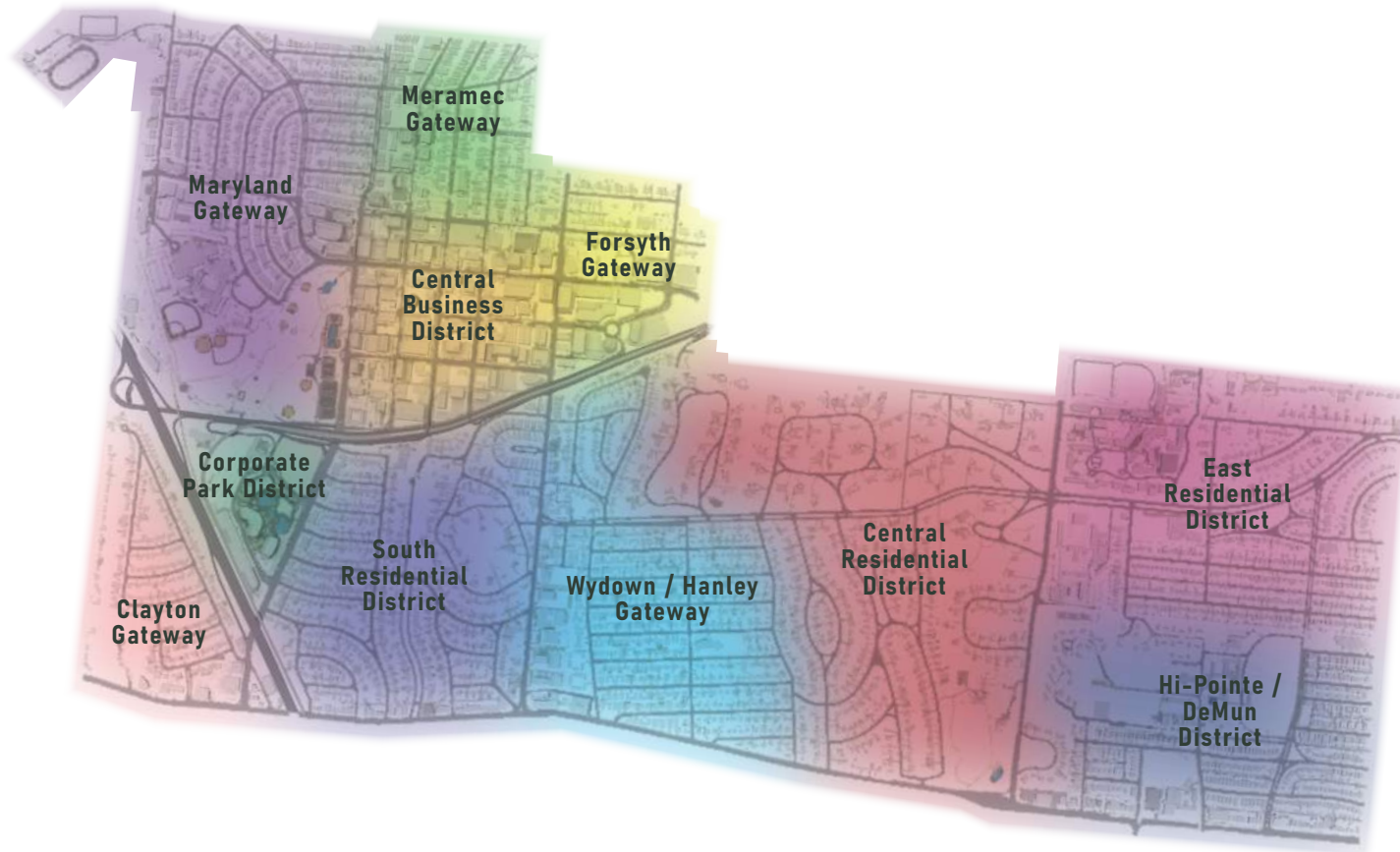
Parks, Recreation, & Greenspace land uses cover just over 8% of land in Clayton and includes large and small parks, trails, and other informal greenspaces.

CHARACTER AREAS



Character Areas

The City of Clayton has a variety of commercial corridors and residential neighborhoods with varied character. This creates a diversity of housing types, commercial offerings, and neighborhood environments, ensuring Clayton remains a community for all.



On the following pages is a description of each character area, with descriptions of the ideal character in each. These character areas reflect the unique identity of parts of Clayton and are intended to be utilized as a guide for appropriate future development. Character areas were determined utilizing past plans, a robust review of existing conditions, and stakeholder engagement throughout the community. The eleven unique character areas are:

- Maryland Gateway
- Meramec Gateway
- Central Business District
- Forsyth Gateway
- Corporate Park District
- Clayton Gateway
- South Residential District
- Wydown / Hanley Gateway
- Central Residential District
- East Residential District
- Hi-Pointe / DeMun District

Density and Connections

The densities and connections between these areas vary significantly, with some serving as gateways or entrances to the City while others present redevelopment opportunities or ways to better connect parts of the community.



The diagram above depicts densities, activity nodes, connections, gateways, building height relationship, and redevelopment opportunities in the various character areas across the City. Further description of these dynamics can be found on the following pages.

Maryland Gateway

The vision for Maryland Gateway is a mixed-use district that provides an iconic gateway into Downtown Clayton while respecting Clayton Gardens to the north and the civic and educational uses to the south.

The Maryland Gateway area includes Gay Field and the Clayton Schools Family Center at the northwest, the Clayton Gardens neighborhood to the north, the commercial district on Maryland Avenue between Gay Avenue and N. Brentwood, and Clayton High School, the Center of Clayton, and Shaw Park to the south. Given the varied uses in this area, the character and relevant density differ.

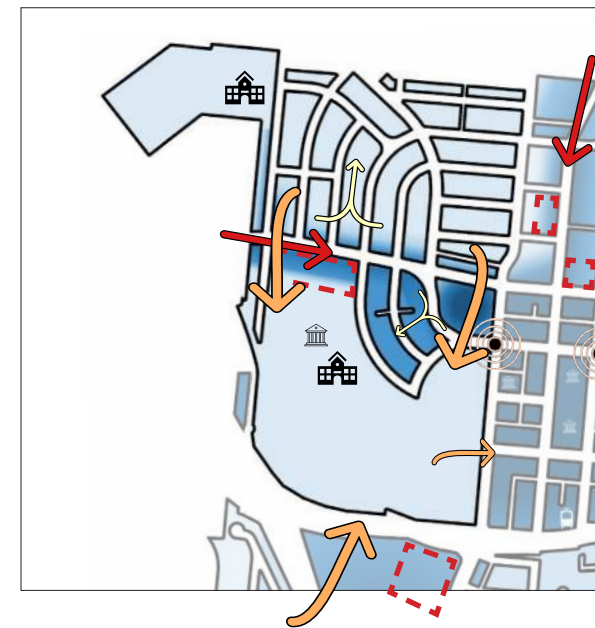
HEIGHT / DENSITY The commercial area on Maryland Avenue serves as the entrance to Downtown Clayton from the west. In that way, it serves as a gateway for residents, visitors, and workers entering the community each day. Given the existing concentration of office and commercial uses on Maryland, the character of this corridor should continue. Buildings on the north side of Maryland abutting the Clayton Gardens neighborhood should be between one and three stories. On the south side of Maryland, buildings could reach higher heights and densities, with nearby properties such as the Barton being 6-stories and buildings between Forsyth Blvd, Maryland Ave, and Brentowod Blvd being up to 14-stories. This area, depicted below as primed for redevelopment, should be built in a dense manner, utilizing this key property at the entrance to Downtown in a way that encourages activity and use. As the buildings step back off Maryland to the south, heights should decline, respecting the civic uses to the south.

BUILT ENVIRONMENT The built environment in this area should be pedestrian friendly with safe and walkable connections for students and area residents. A robust sidewalk network should be created

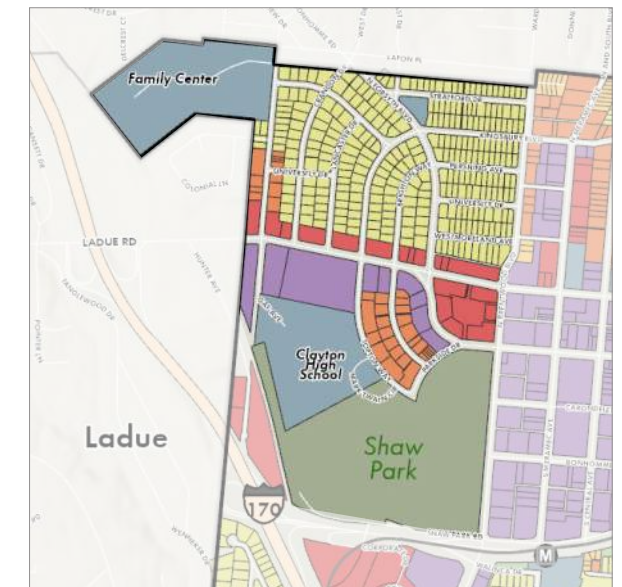
as part of any larger development on the south side of Maryland, creating connections between the corridor, and Clayton High School, the Center of Clayton, Shaw Park to the south, and the Clayton School District athletic facilities to the north. Additional connectivity could be created through intentional development of the commercial lining Maryland Avenue entering Downtown. The area also provides an opportunity for placemaking through public art, creating an entrance to Clayton from the west.

LAND USE MIX This area provides an opportunity for new residential development with access to Shaw Park and the Center of Clayton. Additional density of jobs in this area will help to create activity and support nearby retail and restaurant uses. This site also provides an opportunity for an entertainment use that is compatible with nearby civic uses.

DENSITY & CONNECTIONS



FUTURE LAND USE



- Single Family
- Single or Two-Family
- Commercial
- Institutional
- Mixed-Use
- Park
- Greenspace



Clayton Gardens

The vision for Clayton Gardens embodies a cohesive design characterized by lush streetscapes, specific architectural guidelines, and intentional development.

The neighborhood features 1-2 story single family homes on small lots with a compact street network. Future development provides an opportunity for infill development consistent with existing homes and limited additional density on Gay Avenue.

Meramec Gateway

The vision for Meramec Gateway District is a lower density mixed-use district that provides a gateway into Downtown Clayton from the north while respecting the adjacent residential neighborhoods.

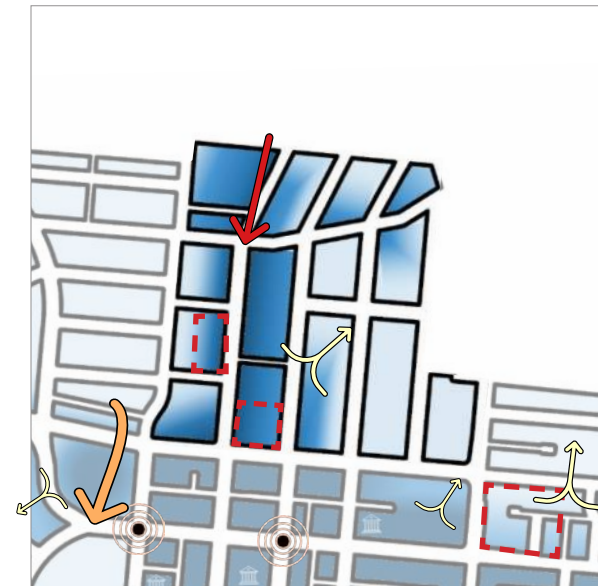
The Meramec Gateway area includes N. Brentwood, N. Meramec, N. Central, and N. Bemiston north of Maryland Avenue and consists of a mix of commercial, institutional, and residential buildings. The area is just north of the Central Business District and includes the Old Town neighborhood and Taylor Park. Several institutions buffer existing residential from the Central Business District to the south.

HEIGHT / DENSITY The vast majority of buildings in this area are one to three stories in height, with up to six stories in key areas. Commercial uses line N. Brentwood and N. Meramec, the vast majority of which are smaller buildings with surface parking lots. Residential buildings in this area range from one to three stories and have a range of densities from two to over 54 dwelling units per acre. In general, higher density residential is concentrated on N. Brentwood and off Kingsbury Blvd. Future development, potential sites depicted below in green, should prioritize taller commercial structures on the south, closer to Downtown, with the northern areas of the Meramec Gateway serving as a transition to single family and other residential areas with lower buildings. Two to three story institutional users should remain, serving as a buffer from the density in the Central Business District.

BUILT ENVIRONMENT The built environment in this area should be pedestrian friendly with safe, walkable connections to Downtown. Larger consolidated lots provide convenient opportunities for redevelopment. The sidewalk network should remain intact, with additional opportunities for cut-through paths and pedestrian connections where possible. As the area undergoes redevelopment, additional sustainable design elements should be integrated.

LAND USE MIX This area provides an opportunity for a mix of uses, allowing for new commercial and mixed-use redevelopment on N. Brentwood and N. Meramec with a focus on lower density, compatible commercial uses. These could include banks or financial institutions, office buildings, and service-oriented commercial. A focus here should be placed on commercial uses that generate less traffic, noise, and light than those in the Central Business District, easing potential resident concerns about proximity to residential neighborhoods. Mixed-use developments could also help provide a transitional use. The residential area should remain with a mixture of low-density multi-family options, two-family and duplex development, and single family residential. Institutional users should continue to be utilized as a buffer between single family homes and the Downtown area, primarily concentrated on Maryland Avenue.

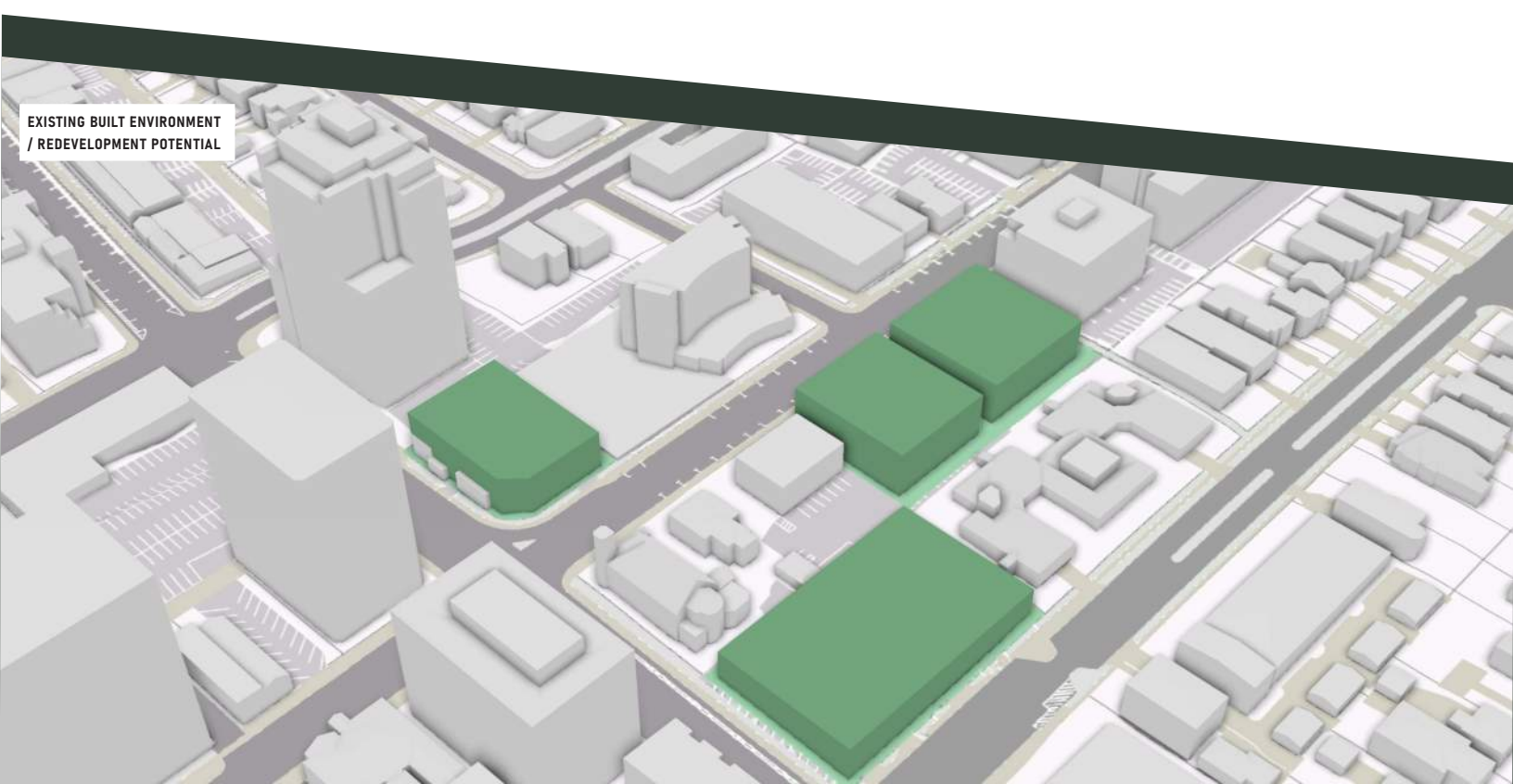
DENSITY & CONNECTIONS



FUTURE LAND USE



- Single Family
- Single or Two-Family
- Low-Density Multi-Family
- Mixed-Use
- Commercial
- Institutional
- Park
- Greenspace



Old Town

The vision for Old Town is to continue to be a dynamic, changing neighborhood with significant residential investment of high architectural quality and a mix of single family and low-density multi-family development.

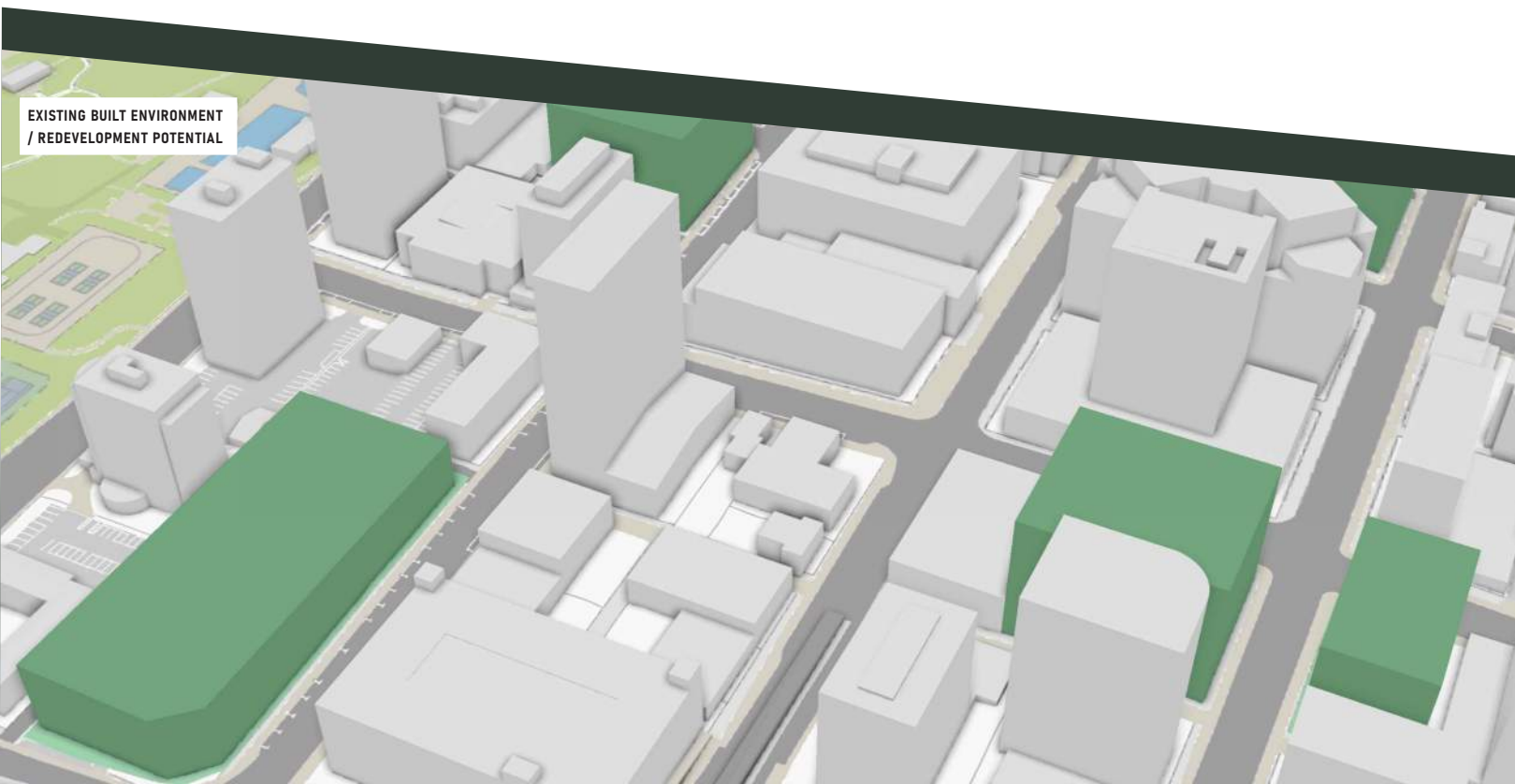
The area is characterized by one to three story residential buildings on compact lots with a mix of single family and low-density multi-family development with institutional users buffering the nearby commercial uses.

Central Business District

The vision for the Central Business District is a walkable, high-density mixed-use neighborhood with a variety of multi-family residential options, a thriving entertainment and retail environment, new office development, access to greenspace, and an active street life.

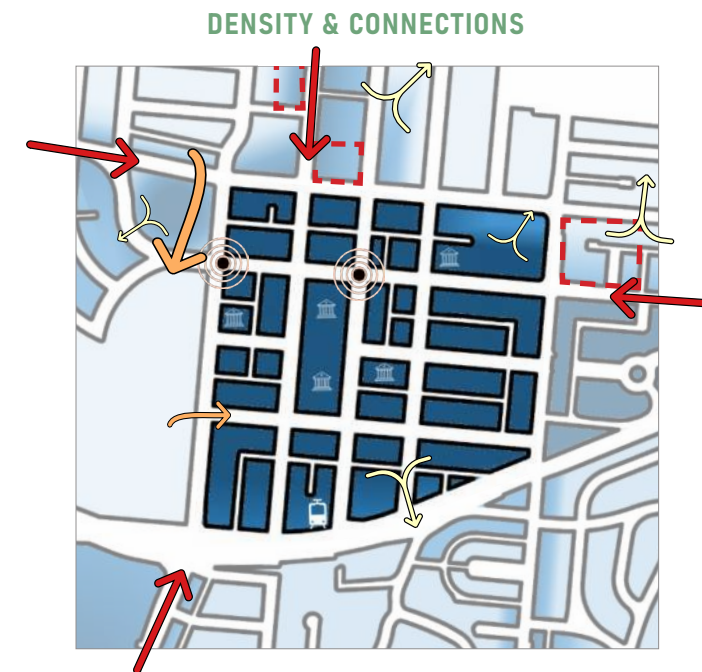
The Central Business District is bound by Maryland Ave to the north, Hanley to the east, Shaw Park Drive and Forest Park Parkway to the south, and N. Brentwood Blvd to the west. It contains the majority of Clayton's larger office buildings and serves as the City's Downtown center. In recent years, significant residential has been added to this area, creating a more vibrant mix of uses. Significant retail space also currently exists in this area. Overall, the area has transitioned from simply an office center to a neighborhood that is home to thousands of residents. As this transition continues, the Central Business District should seek to not only nurture the office environment and support continued growth there, but also create a well-rounded neighborhood with opportunities to live, work, and play within Downtown Clayton.

HEIGHT / DENSITY Buildings in this area are more than seven stories in most areas. Older, more obsolete offices are likely to be replaced with increased density. There are opportunities for redevelopment with maximized lot-coverage in certain areas, some of which are shown below. Surface parking lots should be replaced with buildings, creating additional density. Several existing residential towers in the Central Business District have more than 54 units per acre. These buildings include both condominiums and apartments and add significant residential density. This trend is likely to continue, with high-rise buildings concentrated in the Central Business District. Density should be balanced with strategically located open space, creating greenspace and street-level activation where possible.



BUILT ENVIRONMENT The built environment in this area should be pedestrian friendly with safe and active streets. Automobile traffic should be prioritized for key streets, allowing for easy flow of traffic and deliveries. Reduced on-site parking requirements and shared parking arrangements should be considered to ensure a dense, urban land use environment. Where possible, street trees, landscaping, medians, and other natural elements should be added to soften the built environment and balance building heights. First-floor activation should be prioritized, though uses could vary in the areas to the south where transit-oriented development is likely to occur. Safe connections to nearby neighborhoods should be a focus.

LAND USE MIX This area should include a mix of residential and commercial uses with active uses prioritized for the first floor. Opportunities for entertainment and creative retail uses should also be pursued. Open space and investment in green infrastructure will help to create a neighborhood feel. North of Bonhomme Ave, particularly centered between Meramec Ave and Bemiston Ave, is identified as the core area of Downtown that is likely home to much of the office environment and daytime activity. This area should include a mix of uses, though all should have first-floor activation, creating a vibrant street life. South of Bonhomme Ave, close to the Clayton MetroLink Station, should serve as a transitional mixed-use area. This area should focus on residential density, replacing obsolete office buildings with new uses that create street-level activation and density in Downtown.



- Single Family
- Single or Two-Family
- Low-Density Multi-Family
- Mixed-Use
- Commercial
- Institutional
- Park
- Greenspace

Forsyth Gateway

The vision for the Forsyth Gateway is a dense, walkable, mixed-use district that includes a significant new urban residential development oriented around the Forsyth MetroLink Station with appropriate connections to the existing development at Carondelet Plaza and the adjacent neighborhoods.

The Forsyth Gateway includes the Hanley Place residential neighborhood, directly abuts the Forsyth Station MetroLink, and includes significant commercial, mixed-use, and residential development south of Forsyth. The area is located on the eastern edge of Downtown Clayton and serves as an entrance to the community from the east. While the Forsyth Station MetroLink is located in nearby University City, the land immediately to the west and south is located in Clayton and is ripe for redevelopment that capitalizes on its location and creates a transitional area east of Downtown.

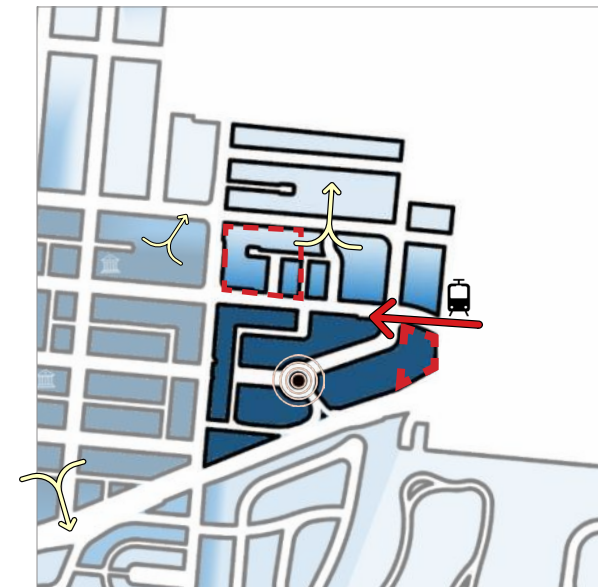
HEIGHT / DENSITY The majority of buildings on the north side of the street are currently two to three stories, with two to three story residential immediately to the north. Sensitivity to adjacent residential is crucial, and redevelopment heights in this area of four to five stories should step down as projects abut the neighborhood. On the south side, the current mix of six to eight story developments should be repeated where open space exists. New buildings could be as high as ten stories on the south side of Forsyth, capitalizing on adjacency to MetroLink, and should maximize density and be built to the lot line as shown below.

BUILT ENVIRONMENT The built environment in this area should focus on street-level activation and encouraging multi-modal transportation. Infrastructure investments will be required to create multi-modal opportunities with pedestrian friendly streets and access to the nearby MetroLink. Reduced

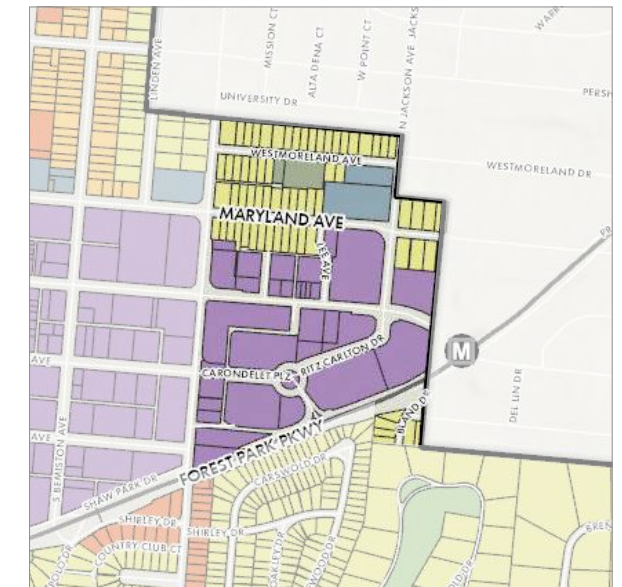
on-site parking requirements and shared parking arrangements with existing garages should be encouraged as part of future development. There is an opportunity in this area for placemaking efforts at the entrance to the community, creating street-level interest while also establishing a sense of place.

LAND USE MIX The single family and institutional uses on the northern edge of this area should remain. The land to the south should be prioritized for redevelopment with a mix of residential and commercial uses. Activation on the first floor should be a focus, creating a synergy with existing uses, while also serving as a transitional area on the eastern edge of Downtown. This area could also potentially house an entertainment use, capitalizing on existing parking and access.

DENSITY & CONNECTIONS



FUTURE LAND USE



- Single Family
- Single or Two-Family
- Low-Density Multi-Family
- Mixed-Use
- Commercial
- Institutional
- Park
- Greenspace



Hanley Place

Hanley Place is a residential neighborhood just northeast of Downtown. The area includes a variety of historic residential properties and is also home to Hanley House, the oldest structure in the City of Clayton. Hanley House was built in 1855 and is listed on the National Register of Historic Places. This, along with Hanley Park, is an important historic location in the City and contribution to the surrounding neighborhood.

Corporate Park District

The vision for the Corporate Park District is a mix of medium-density job uses with expansive green spaces, capitalizing on a concentration of regional employers attracted to the convenient location.

The Corporate Park District includes the area bound by S. Brentwood, Interstate 170, and Forest Park Parkway, in addition to the parcels between 170 and Shaw Park, north of Forest Park Parkway. These areas operate nearly independently, with very little relationship to other areas or land uses due to their isolation by major roadways. The areas currently consist of several corporate campuses, surface parking, open space, a City of Clayton Municipal Garage, and the Barnes Jewish Extended Care Center.

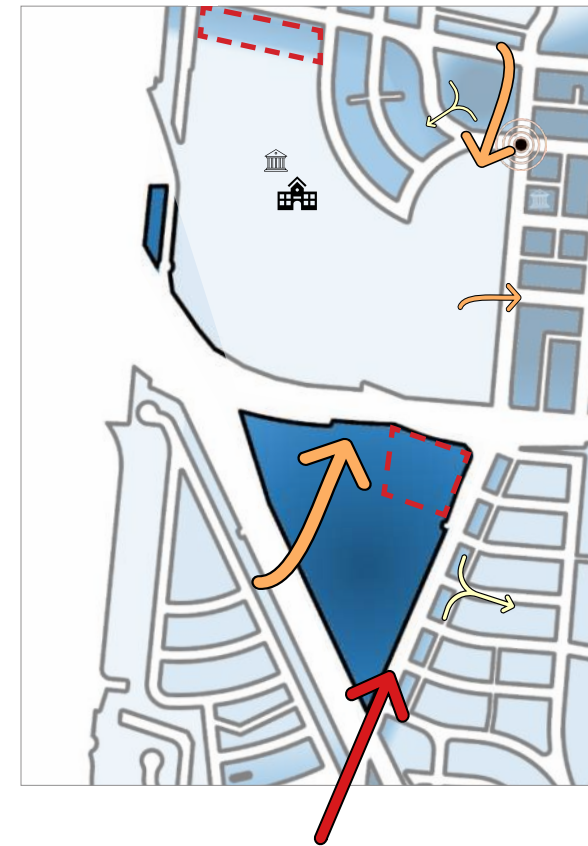
HEIGHT / DENSITY In this medium-density commercial area, the vast majority of buildings are between three to six stories in height, with up to six stories in key areas. Adequate open space should be provided, with walking paths and greenspace for daytime office workers. Additional office development could occur in these areas as shown below.

BUILT ENVIRONMENT The area has an automobile-oriented design to accommodate the majority of visitors that arrive in their personal automobile and utilize surface parking adjacent to their building. The area is not easily accessible on foot or through public transportation and requires sufficient surface parking. Walkable greenspace should be included on site and sustainable building design should be integrated

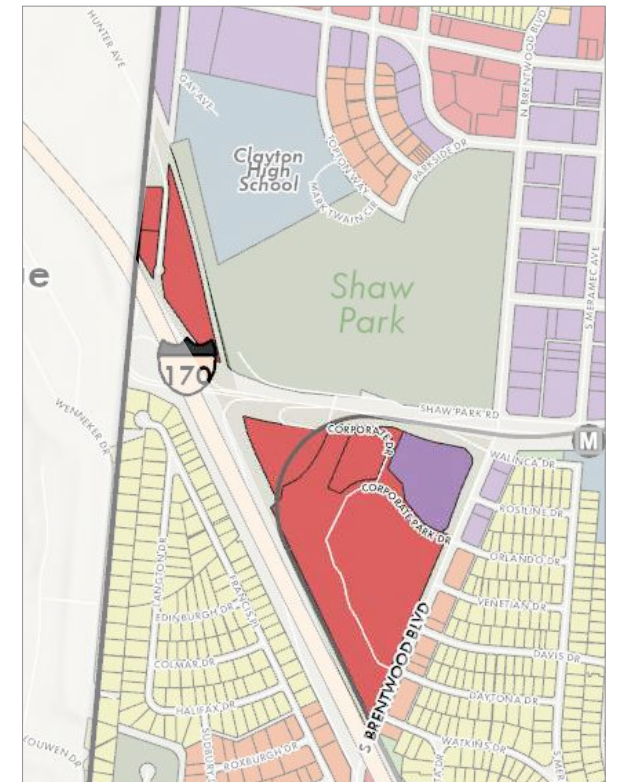
where possible. The pedestrian and bike connection through this district that connect the Clayshire neighborhood to Shaw Park and beyond is an important connection for the neighborhood that should be protected and maintained

LAND USE MIX The area should include a mix of uses with significant greenspace.

DENSITY & CONNECTIONS



FUTURE LAND USE



- Single Family
- Single or Two-Family
- Low-Density Multi-Family
- Mixed-Use
- Commercial
- Institutional
- Park
- Greenspace



Clayton Gateway

The vision for the Clayton Gateway is a medium-density commercial district that offers a regional audience access to a variety of businesses and entertainment options while respecting the Clayshire neighborhood to the north.

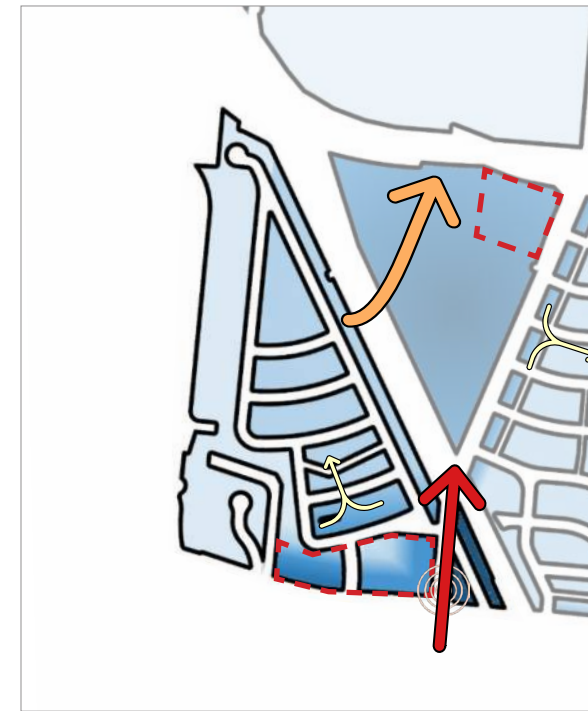
The Clayton Gateway area includes commercial development on Clayton Road between Louwen Drive at the western city limits and Interstate 170 on the east. Much of this commercial has undergone a variety of use changes in recent years as long-term retail or office users have vacated buildings. The Clayshire neighborhood is located to the north, abutting Ladue to the west and 170 to the east and includes a mix of multi-family homes on the south with single family ranch-style housing further north. Clayshire, Whitburn, and Anderson Parks are also located in this area.

HEIGHT / DENSITY The residential buildings in this area are one to three stories in height. Commercial buildings vary greatly, with heights up to four to six stories on Clayton Road. As depicted below, multi-family buildings provide a buffer between denser commercial options on Clayton Rd and less-dense residential to the north.

BUILT ENVIRONMENT Because this area is separated from much of Clayton by major roadways, the area requires less strict architectural standards. Consideration should be given to more automobile-oriented site arrangements, allowing for more regional commercial in the area. New pedestrian infrastructure is needed to create cohesive connections to the residential to the north and to the nearby areas.

LAND USE MIX The land use mix in this area should include redevelopment of existing uses on Clayton Road, transitioning to medium density commercial or entertainment uses that attract a regional audience. Immediately to the north low-density multi-family should buffer that commercial, providing additional housing options. The existing Clayshire neighborhood should remain residential, with opportunities for two-family infill amid existing single family options.

DENSITY & CONNECTIONS



FUTURE LAND USE



- Single Family
- Single or Two-Family
- Low-Density Multi-Family
- Mixed-Use
- Commercial
- Institutional
- Park
- Greenspace



Clayshire

The vision for Clayshire includes a serene suburban atmosphere characterized by leafy streets, spacious lots, and a mix of single family and low-density multi-family homes. Traditional brick exteriors, quaint architectural details, and significant greenspace contribute to the area's character.

The area includes 1-2 story residential homes with opportunity for increased density via two-family homes on single-lots. The area is automobile-oriented with slow-moving traffic and shared roadways.

South Residential District

The vision for the South Residential District is a quiet neighborhood characterized by dense residential homes, ample green space, and safe, walkable connections to adjacent commercial corridors, Downtown, Shaw Park, and Meramec Elementary.

The South Residential District includes the Davis Place, Country Club, Polo, and Remmerts neighborhoods and is located at the northwest corner of Hanley and Clayton Road. Tucked just south of the Central Business District, the area boasts convenient access to major roadways, Downtown, and Shaw Park. The area includes a variety of residential character, from larger, historic single family homes on the eastern side to dense multi-family options abutting Forest Park Parkway. The area is located just west of the Wydown/Hanley Gateway, providing residents access to the mixed-use services found there. Open space and medians are scattered throughout, providing access to greenspace for nearby residential.

HEIGHT / DENSITY Residential in this area is between one and three stories with a mix of single family and two-family options. Two-family units should be designed in a way that mirror the footprint and street frontage of adjacent single family homes, creating a cohesive character and utilizing form, parking, and lot coverage consistent with current form. In the Polo area, lot sizes and homes are larger, often up to three stories, with significant setbacks and greenspace. Low-density multi-family options off Hanley Road create additional density at key nodes.

BUILT ENVIRONMENT This area is walkable, with pedestrian friendly streets and safe connections to nearby areas. The built environment should remain dense, with intact sidewalks and pedestrian amenities, creating a cohesive, compact neighborhood. Existing two-family structures should be maintained with opportunity for additional two-family development on a small scale where form,

parking and lot coverage is consistent with existing character. Clayton Road will remain auto-oriented, though commercial and mixed-use developments should provide walkable connections to the neighborhoods to the north. Lot consolidation on Clayton Road in this area could provide an opportunity to support redevelopment with efficient, shared parking arrangements and small-scale retail or office developments.

LAND USE MIX This area provides an opportunity for new residential infill of consistent scale, adding new residential units to the area while retaining the existing character. Commercial and mixed-use options should be focused along Clayton Rd and Hanley Rd, with low-density multi-family and institutional users providing a land use mix.

DENSITY & CONNECTIONS



FUTURE LAND USE



- Single Family
- Single or Two-Family
- Low-Density Multi-Family
- Mixed-Use
- Commercial
- Institutional
- Park
- Greenspace



Clayton West

The vision for Clayton West between Hanley and Brentwood is to capitalize on its central location to offer convenient destination-businesses while respecting the residential uses in Davis Place to the north.

Redevelopment is likely to require lot consolidation to encourage shared parking arrangements and more efficient use of lots. Development could include one to three story buildings with surface parking.

Wydown / Hanley Gateway

The vision for the Wydown / Hanley Gateway is to create a thriving, walkable, mixed-use node that provides services and businesses for nearby residents while also attracting a regional audience.

The Wydown / Hanley Gateway area includes the commercial and mixed-use node at Wydown and Hanley along with the Wydown Forest, Wydown Court, and Moorlands neighborhoods to the north, east, and south, respectively. The area consists of a mix of commercial and residential development at a variety of scales and retains a dense, urban identity in many areas. Wydown Boulevard is located in this area and includes an expansive green median, creating a walkable, pedestrian friendly environment with significant greenspace. Glendridge Elementary serves as a neighborhood center.

HEIGHT / DENSITY Most buildings in this area are one to three stories with an opportunity for up to six in key areas. High-density multi-family lines Hanley Road at the southwest corner of this area, with building heights over 12 stories. Single-family residential is concentrated on the north side of Wydown on compact lots. Low-density multi-family buffers many of the higher-density and commercial uses, between Westwood Drive and Glenridge Avenue south of Wydown. The residential between Glenridge Avenue and Aububon Drive provides an opportunity for increased density in the form of two-family infill amidst existing single family residential.

BUILT ENVIRONMENT The built environment in this area is pedestrian friendly and of neighborhood scale, with buildings built to lot lines and on-street, rear, or shared parking arrangements in most areas. There are opportunities for placemaking and green infrastructure to be integrated into the existing built environment and as part of new developments. New development or infill in this area should be compatible in terms of scale, contributing to the dense, urban environment felt in this area. A focus

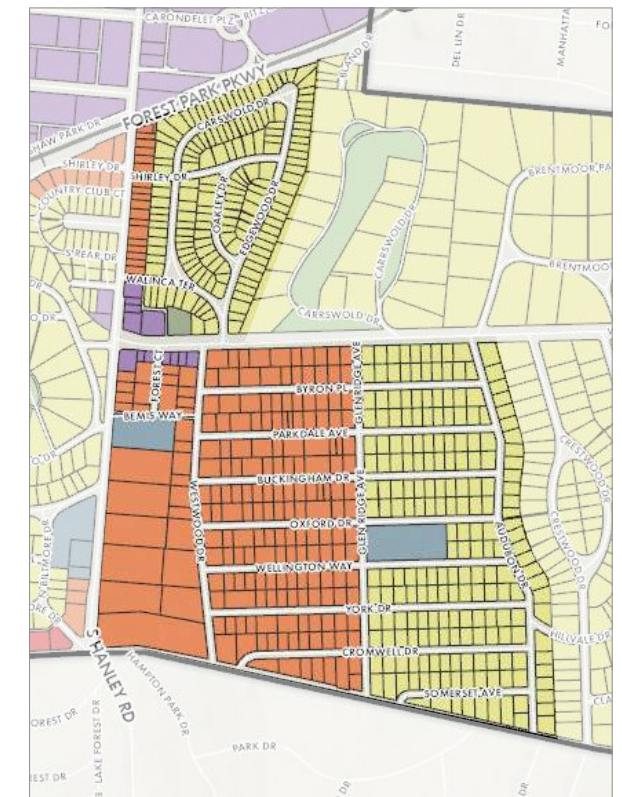
should be placed on ensuring this area is accessible to nearby neighborhoods through safe pedestrian connections.

LAND USE MIX The Wydown / Hanley Gateway should be a mixed-use node offering first floor commercial focused on retail services and restaurant uses and upper floor residential and office users. This should be surrounded by a mix of residential densities, offering a mixed-use and mixed-income neighborhood.

DENSITY & CONNECTIONS



FUTURE LAND USE



- Single Family
- Single or Two-Family
- Low-Density Multi-Family
- Mixed-Use
- Commercial
- Institutional
- Park
- Greenspace



The Moorlands

The vision for the Moorlands is a mix of single family and multi-family with a dense, walkable urban fabric, connected sidewalks, and old growth trees, centered around Glendridge Elementary.

This area is a target area for investment in existing building stock to preserve multi-family developments at an attainable price.

Central Residential District

The vision for the Central Residential District is a mix of large lot single family homes and significant greenspace and trees, supporting the preservation of the historic neighborhood character.

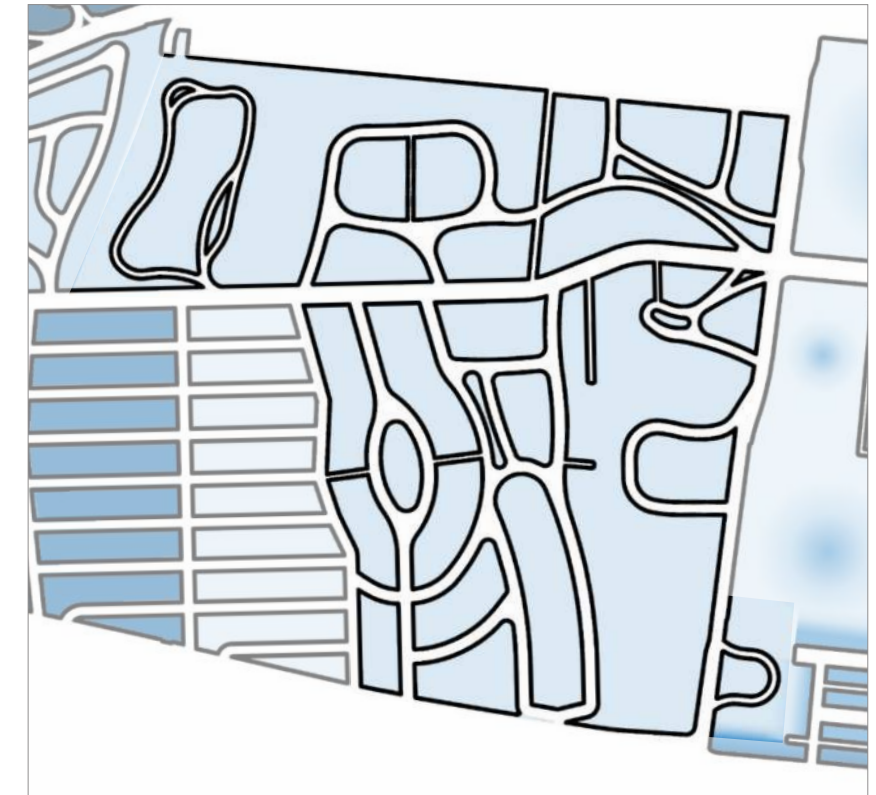
The Central Residential District includes the Carrswold, Brentmoor, Brentmoor Park, Claverach Park, Forest Ridge, Southmoor, and Tuscany Park neighborhoods in the center of Clayton. These neighborhoods are located just north and south of Wydown and are characterized by more suburban style streets with large lots, setbacks, and driveways. The area also includes Oak Knoll Park

HEIGHT / DENSITY Homes in this area are two to three stories and are set back from the street on lots of varying sizes. While there is limited infill potential in this area for new residential, any new infill should be of compatible density.

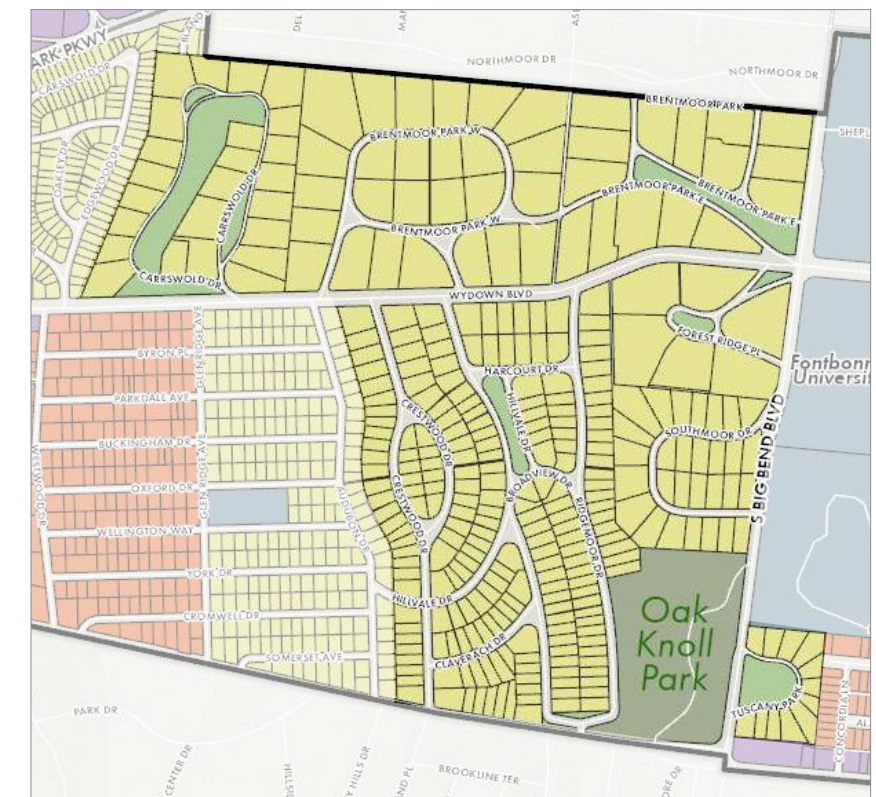
BUILT ENVIRONMENT The built environment of this area is made up of winding streets, large old-growth trees, significant open and common space, driveway access for many homes, and street parking. Sidewalks are present in some of the areas, though ADA curb ramps should be added to complete the network.

LAND USE MIX The area is made up of single family homes with significant open space.

DENSITY & CONNECTIONS



FUTURE LAND USE



- Single Family
- Single or Two-Family
- Low-Density Multi-Family
- Mixed-Use
- Commercial
- Institutional
- Park
- Greenspace



East Residential District

The vision for the East Residential District is a historic single family neighborhood living symbiotically with nearby institutions, while also providing residents with access to significant greenspace and neighborhood scale businesses.

The East Residential District includes the neighborhoods of Tesson, Skinker Heights, Ellenwood, and Hillcrest. These neighborhoods are characterized by two to three story single family homes built before 1947. Most of the homes are historic and part of the Wydown-Forsyth National Historic District. These homes are located on compact lots with very little room for infill development. The area remains a desirable residential neighborhood in Clayton, with easy access to major roadways and the DeMun commercial district to the south.

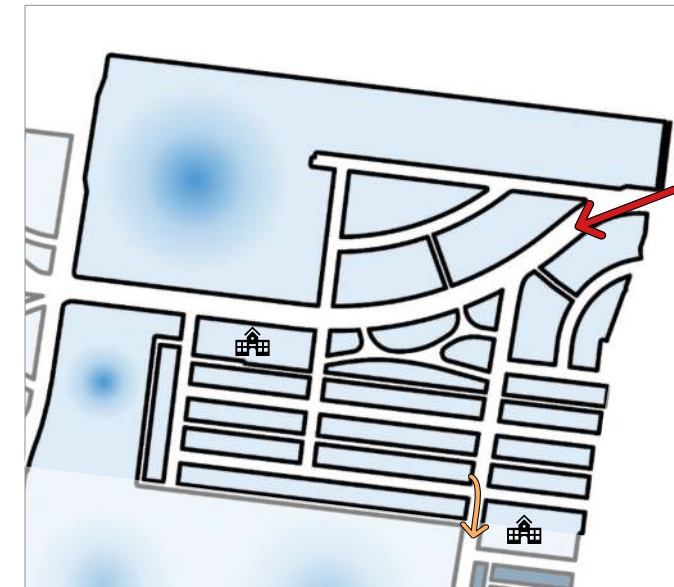
The Washington University South 40 Campus, which includes much of the University's student housing, and the entire Fontbonne University Campus are also located in this area. Other institutions such as the Wilson School and Wydown Middle School are also located in this area. Wydown Boulevard runs east-west bisecting these neighborhoods and includes a tree-lined median that creates a lush landscaped feel to the area. Access to Forest Park is also available to the east via the crosswalks at Wydown Blvd and Forsyth Blvd.

HEIGHT / DENSITY Homes in this area are two to three stories in height. Residential properties south of Wydown are on smaller lots with garages accessible via the alley, creating a dense urban feel. Those north of Wydown are larger homes on much larger lots, many of which include driveways accessible from the street. Many of the institutional buildings in this area are four to five stories in height and significantly larger in massing than nearby residential. These should be intentionally buffered from nearby uses using step downs or landscaping and should be concentrated on the existing campuses.

BUILT ENVIRONMENT The area includes a compact street network with an intact sidewalk network on both sides of the street throughout the area. Additional pedestrian connections via Alexander Way and Cecil Way provide additional connectivity. Bike lanes and marked crosswalks are available in several places in the area, along with ample greenspace, landscaped medians, and old growth trees. The area is just north of the existing DeMun commercial district and is well connected for pedestrians.

LAND USE MIX The area includes single family homes, greenspace, and institutional uses in key areas. The institutional users are concentrated on the north and west side of the area, and the Wilson School and the Church of St. Michael & St. George are located within the neighborhoods. Some single family homes on Forsyth just south of Washington University are now being used as academic buildings, serving as a transitional area between the two uses. Where residential directly abuts institutional uses, buffering should be utilized to ensure minimal impacts on residents.

DENSITY & CONNECTIONS



FUTURE LAND USE



- Single Family
- Single or Two-Family
- Low-Density Multi-Family
- Mixed-Use
- Commercial
- Institutional
- Park
- Greenspace

EXISTING BUILT ENVIRONMENT / REDEVELOPMENT POTENTIAL



In March of 2024, it was announced that Fontbonne University will close in 2025. Washington University will take over the campus, with future plans for the area still unknown. Given the land will remain institutional, it is unlikely to cause significant changes from a land use perspective, though specific planning for the site should be done to ensure the single family homes immediately to the east on Dartford Ave are unaffected.

Hi-Pointe / DeMun District

The vision for the Hi-Pointe / DeMun area is to grow at a human scale with dense development, active streets, a variety of residential options, and a walkable commercial district while retaining the area's historic character.

The Hi-Pointe / DeMun District includes Concordia Seminary and the residential areas to the south and east including Northwood Ave, North and South Rosebury Avenues, Southwood Ave, San Bonita Ave, Alamo Ave, Concordia Lane, and Saint Rita Ave in the DeMun Park, Hi-Pointe, and Hi-Point Addition neighborhoods. These residential streets contain a mix of single and multi-family residences. DeMun Park, Concordia Park, and other open greenspaces also occupy some of this area, as well as Captain Elementary School on the northern edge of the District. DeMun Ave is home to Clayton's smallest commercial district. Despite its relative size, it remains an active mixed-use area and sees significant visitation from across the region. This district also includes the former Christian Brothers College High School Campus on Clayton Road, which now houses Washington University facilities, as well as the mixed commercial area on Clayton Road, east of Big Bend Blvd.

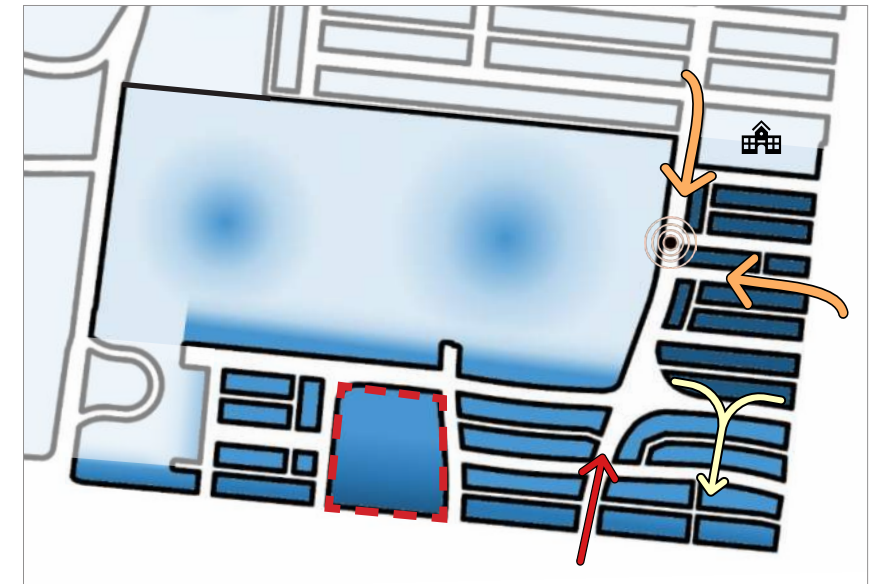
HEIGHT / DENSITY The area is a mix of three to four story historic buildings and two-story single family homes on compact lots. The buildings are very close together, creating a dense, urban feel. Residential in this area is dense in nature, with at least seven dwelling units per acre and has rear access garages and limited setbacks from the street. Parking is also available on the street. Parts of the area are far more dense, with multi-family buildings in close proximity and blocks with more than 54 dwelling units per acre. This density is balanced by the lack of density and presence of open space on the Concordia Seminary Campus and in the various small greenspaces throughout the district.

BUILT ENVIRONMENT The built environment in this area features an urban street network with sidewalks,

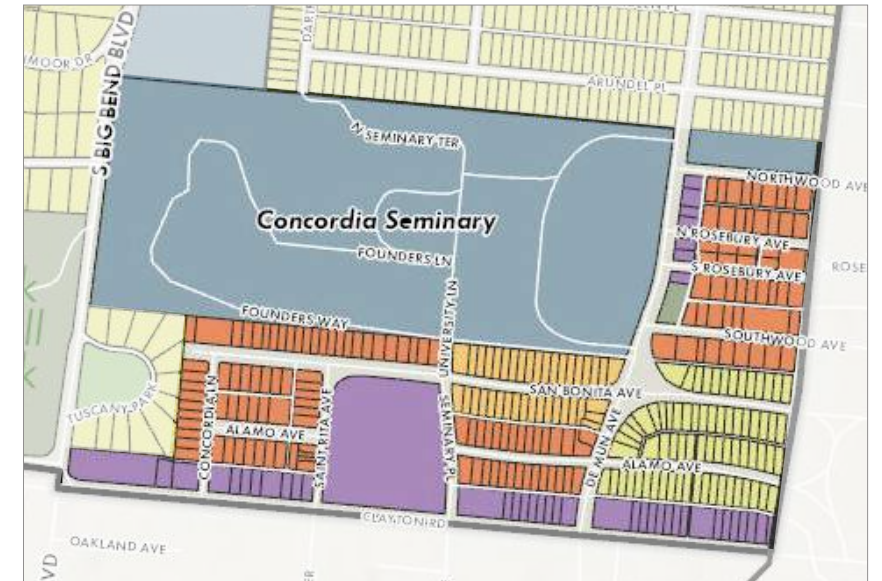
street trees, and a compact feel. While automobile accommodations are certainly present, the area feels more pedestrian oriented. Parking is accessible in the rear with additional street parking throughout the area. Despite the density, the area feels human scaled and very green. Adjacent property on Clayton Rd sees significant regional traffic and is auto-oriented in nature, with little connection to the interior neighborhoods.

LAND USE MIX A mixed-use environment is expected to remain in this area, with significant residential density surrounding the mixed-use DeMun commercial district where ground-floor commercial and upper floor residential and office uses should be encouraged. Where possible, infill should seek to match the historic character of the area while adding new housing units. Clayton Road should transition to the mixed-use commercial area, serving as a buffer between the neighborhoods to the north and the auto-oriented corridor at the south.

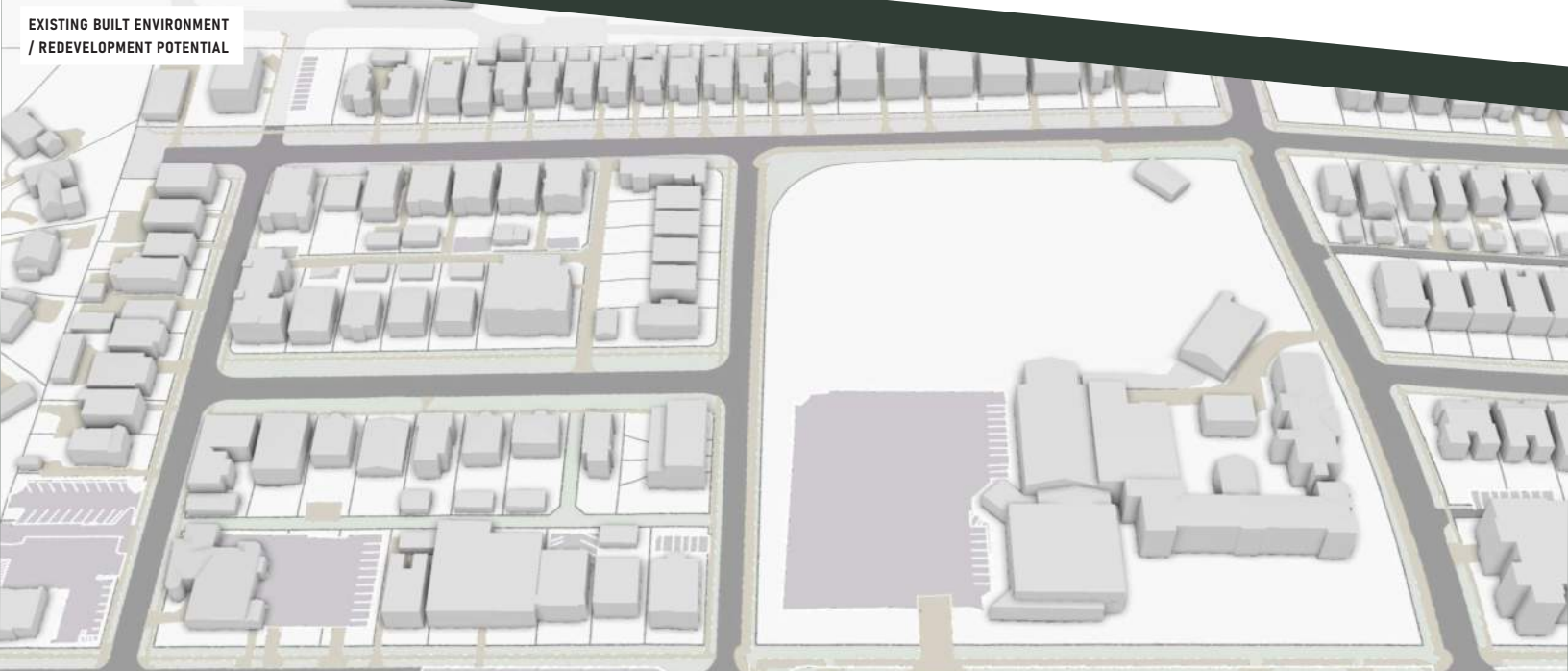
DENSITY & CONNECTIONS



FUTURE LAND USE



- Single Family
- Single or Two-Family
- Low-Density Multi-Family
- Mixed-Use
- Commercial
- Institutional
- Park
- Greenspace



Clayton East

The vision for Clayton East is to continue the existing development pattern for typical lots but create flexibility for certain areas to capitalize on opportunities for high volume national stores that leverage significant regional traffic and are compatible with, and serve as a transition to, the neighborhoods to the north. This will likely require redevelopment and parcel consolidation in key areas to facilitate the necessary buffering between Clayton Road and the residential uses to the north. Sustainable design principles should be considered as a way to off-set automobile-centric uses on Clayton Road. Where lots are large enough, new housing types should be considered in the interior of the neighborhood.

IMPLEMENTATION MATRIX



Implementation Matrix

Ensuring implementation of the Comprehensive Plan is crucial to building the future that residents, business owners, and City leadership desire for the City of Clayton. The following pages include a summary of all Objectives and Key Results with additional information about next steps to assist City Staff and Leadership with future implementation.

On its own, the Comprehensive Plan is simply a policy document outlining the future that the City would like to see. This outlines a vision and **Objectives** for the community but requires next steps, actions, and follow up in order to ensure implementation. Most of the actions or **Key Results** stated in this plan require a vote or formal approval process. Whether a public hearing is held by the Board of Aldermen or notice is provided to property owners, the City is committed to ensuring that the public has a robust say in the next steps following the Comprehensive Plan adoption.

The Implementation Matrix includes the following items to support the implementation process:

Alignment with the Vision

The Key Results outlined in the Comprehensive Plan are displayed on the following pages and assessed based on their alignment with the Vision for Clayton moving forward based on the following scale, which estimates the priority of the action and the related impact:

- Primary Action with Maximum Impact
- Primary Action with Medium Impact
- Secondary Action with Minimum Impact
- No Action with Indirect Impacts

Timeline

The timeline for implementation is also displayed using a scale that imagines a short (0-3 years), medium (4-10 years), and long (10+ years) term timeline for implementation for the various next steps. Because all of these items require actions to take the next step, assessing the feasibility of these actions and prioritizing annually will be important. It is recommended that as part of the annual Board of Aldermen Retreat, the Implementation Matrix is reviewed, directing responsible departments and staff toward appropriate goals and actions for the coming year. This Retreat also provides an opportunity to review progress made the prior year.

- Short Term (0-3 Years)
- Medium Term (4-10 Years)
- Long Term (10+ Years)

Responsible Party

The City Department, Staff Member, or Elected Body responsible for carrying out this Key Result is noted in the implementation matrix, identifying the primary responsible party tasked with implementation. For some items, it will require significant staff time or investment. For others, action by the Board of Aldermen will be necessary. As the Implementation Matrix is reviewed annually, identifying and prioritizing roles will be important.

Partners

In most cases, these next steps cannot be accomplished by one individual or one Department. Instead, they will require support from public, private, or non-profit partners. This support will look different for different task items, but will be necessary to ensure capacity for implementation.

Housing & Neighborhoods

We are a vibrant, safe and welcoming community where everyone feels they belong.

We prioritize a pedestrian-friendly infrastructure connecting neighborhoods, downtown, schools, and parks.

We are stewards of a sustainable future for a healthy environment.

We champion an inclusive, resilient and equitable economy.

Our economic environment allows for the reliable provision of high-quality city services and benefits.

We take pride in our neighborhoods, schools, businesses, and shared spaces.

Our public events and community spaces reflect a rich diversity of culture and character.

TIMELINE

RESPONSIBLE PARTY

PARTNERS

1. Clayton contains a diverse housing stock, providing attainable and quality housing options for a range of ages, income levels, and life stages.

<p>KR 1.1 - Modify unit size and ADU regulations to address modern design practices and historic development patterns.</p>		<p>Department of Planning & Development Services</p>	<p>Plan Commission</p>
<p>KR 1.2 - Develop an affordable housing program that utilizes parking reductions, density bonuses, or financial incentives to encourage mixed-income developments.</p>		<p>Department of Planning & Development Services, Economic Development Director</p>	<p>Board of Aldermen, Equity Commission</p>
<p>KR 1.3 - Review development barriers for zero-lot-line townhouse and villa developments and consider ways to update the Zoning Code to allow them in more parts of the community.</p>		<p>Department of Planning & Development Services</p>	<p>Plan Commission</p>
<p>KR 1.4 - Review residential zoning to ensure housing standards allow residents to age in place, care for dependents, and meet special needs, while maintaining neighborhood integrity.</p>		<p>Department of Planning & Development Services</p>	<p>Plan Commission, Equity Commission</p>
<p>KR 1.5 - Identify methods to incorporate Universal Design practices and encourage their implementation in new housing projects and home renovations.</p>		<p>Department of Planning & Development Services</p>	<p>St. Louis County Office of Community Development, Equity Commission</p>

- Primary Action with Maximum Impact
- Primary Action with Medium Impact
- Secondary Action with Minimum Impact
- No Action with Indirect Impacts
- Short Term (0-3 Years)
- Medium Term (4-10 Years)
- Long Term (10+ Years)

We are a vibrant, safe and welcoming community where everyone feels they belong.

We prioritize a pedestrian-friendly infrastructure connecting neighborhoods, downtown, schools, and parks.

We are stewards of a sustainable future for a healthy environment.

We champion an inclusive, resilient and equitable economy.

Our economic environment allows for the reliable provision of high-quality city services and benefits.

We take pride in our neighborhoods, schools, businesses, and shared spaces.

Our public events and community spaces reflect a rich diversity of culture and character.

TIMELINE

RESPONSIBLE PARTY

PARTNERS

2. Clayton preserves and enhances the unique identity of each neighborhood with relevant and compatible standards.

<p>KR 2.1 - Review the architectural guidelines against the character and development pattern of different neighborhoods to establish appropriate neighborhood identity standards.</p>		<p>Department of Planning & Development Services</p>	<p>Plan Commission, Architectural Review Board</p>
<p>KR 2.2 - Establish appropriate infill development standards for building form and materials.</p>		<p>Department of Planning & Development Services</p>	<p>Plan Commission, Architectural Review Board, Neighborhood Associations</p>
<p>KR 2.3 - Develop a preservation guide to support additional investment and protection of existing buildings that provide moderate rent options and consider ways to preserve existing affordable housing stock by incentivizing investment in historic buildings.</p>		<p>Department of Planning & Development Services</p>	<p>Plan Commission, Architectural Review Board, Missouri State Historic Preservation Office</p>
<p>KR 2.4 - Continue to encourage and develop a variety of amenities in Downtown Clayton to foster a well-rounded neighborhood that supports residents of all ages and life stage.</p>		<p>Department of Planning & Development Services, Office of Economic Development</p>	<p>Clayton Chamber of Commerce, Clayton Community Foundation</p>
<p>KR 2.5 - Modify lot size and setback regulations to better align with historic neighborhood patterns where applicable.</p>		<p>Department of Planning & Development Services</p>	<p>Plan Commission</p>
<p>KR 2.6 - Concentrate new housing development opportunities in key areas.</p>		<p>Department of Planning & Development Services</p>	<p>Plan Commission, Architectural Review Board</p>

Commercial Development & the Economy

We are a vibrant, safe and welcoming community where everyone feels they belong.

We prioritize a pedestrian-friendly infrastructure connecting neighborhoods, downtown, schools, and parks.

We are stewards of a sustainable future for a healthy environment.

We champion an inclusive, resilient and equitable economy.

Our economic environment allows for the reliable provision of high-quality city services and benefits.

We take pride in our neighborhoods, schools, businesses, and shared spaces.

Our public events and community spaces reflect a rich diversity of culture and character.

TIMELINE

RESPONSIBLE PARTY

PARTNERS

1. The City maintains a strong economic base by supporting commercial development at a variety of scales.

<p>KR 1.1 - Update the City's zoning code to reflect the unique identity of each commercial area of the community.</p>		<p>Department of Planning & Development Services</p>	<p>Office of Economic Development, Clayton Chamber of Commerce</p>
<p>KR 1.2 - Improve the design of new developments at street level to maintain the charm of Clayton.</p>		<p>Department of Planning & Development Services,</p>	<p>Architectural Review Board, Plan Commission</p>
<p>KR 1.3 - Develop an affordable commercial space incentive program for new development that utilizes parking reductions, density bonuses, or financial incentives to encourage attainable rents for small businesses and target uses.</p>		<p>Department of Planning & Development Services, Office of Economic Development</p>	<p>Plan Commission</p>
<p>KR 1.4 - Identify target uses for various districts that can be used to further priorities of incentive programs and assist with zoning code updates.</p>		<p>Department of Planning & Development Services, Office of Economic Development</p>	<p>City Manager</p>

Primary Action with Maximum Impact
 Primary Action with Medium Impact
 Secondary Action with Minimum Impact
 No Action with Indirect Impacts

Short Term (0-3 Years)
 Medium Term (4-10 Years)
 Long Term (10+ Years)

<p>We are a vibrant, safe and welcoming community where everyone feels they belong.</p> <p>We prioritize a pedestrian-friendly infrastructure connecting neighborhoods, downtown, schools, and parks.</p> <p>We are stewards of a sustainable future for a healthy environment.</p> <p>We champion an inclusive, resilient and equitable economy.</p> <p>Our economic environment allows for the reliable provision of high-quality city services and benefits.</p> <p>We take pride in our neighborhoods, schools, businesses, and shared spaces.</p> <p>Our public events and community spaces reflect a rich diversity of culture and character.</p>	<p>TIMELINE</p>	<p>RESPONSIBLE PARTY</p>	<p>PARTNERS</p>
---	-----------------	--------------------------	-----------------

2. Clayton promotes vibrant and attractive commercial nodes with creative enhancements to existing corridors.

<p>KR 2.1 - Consider parcel consolidation and redevelopment on Clayton Road between Hanley and Brentwood to allow for better vehicle access and parking options.</p>		<p>Department of Planning & Development Services, Office of Economic Development</p>	<p>Plan Commission</p>
<p>KR 2.2 - Revise regulations requiring retail on the first floor Downtown to reflect the broader goal of street-level activation.</p>		<p>Department of Planning & Development Services</p>	<p>Board of Aldermen, Economic Development</p>
<p>KR 2.3 - Participate in national PARKing Day or similar annual initiative to celebrate activation of public spaces with temporary activities.</p>		<p>Department of Planning & Development Services, Department of Public Works</p>	<p>Office of Economic Development</p>
<p>KR 2.4 - Determine appropriate locations and development standards to support more flexible spaces that can support a variety of uses and transition through economic trends.</p>		<p>Department of Planning & Development Services, Office of Economic Development</p>	<p>Clayton Chamber of Commerce</p>

	We are a vibrant, safe and welcoming community where everyone feels they belong.	We prioritize a pedestrian-friendly infrastructure connecting neighborhoods, downtown, schools, and parks.	We are stewards of a sustainable future for a healthy environment.	We champion an inclusive, resilient and equitable economy.	Our economic environment allows for the reliable provision of high-quality city services and benefits.	We take pride in our neighborhoods, schools, businesses, and shared spaces.	Our public events and community spaces reflect a rich diversity of culture and character.	TIMELINE	RESPONSIBLE PARTY	PARTNERS
--	--	--	--	--	--	---	---	----------	-------------------	----------

5. Downtown Clayton is an active and inclusive place that provides opportunities to live, work, and play.

KR 5.1 - Encourage publicly available open space as part of new commercial developments in Downtown, either through updating the setback and building coverage requirements or allowing public use of private greenspace.									Department of Planning & Development Services	Plan Commission, Office of Economic Development
KR 5.2 - Continue to encourage additional residential types in and near Downtown Clayton.									Department of Planning & Development Services	Plan Commission
KR 5.3 - Remove restrictions on food trucks and identify appropriate locations to provide additional food options, especially during weekday lunch hours.									Board of Aldermen	Plan Commission
KR 5.4 - Update liquor license regulations to allow bars in Downtown Clayton.									Board of Aldermen	Department of Planning & Development Services
KR 5.5 - Prioritize roadways in Downtown for different modes of transportation.									Department of Public Works	St. Louis County

	We are a vibrant, safe and welcoming community where everyone feels they belong.	We prioritize a pedestrian-friendly infrastructure connecting neighborhoods, downtown, schools, and parks.	We are stewards of a sustainable future for a healthy environment.	We champion an inclusive, resilient and equitable economy.	Our economic environment allows for the reliable provision of high-quality city services and benefits.	We take pride in our neighborhoods, schools, businesses, and shared spaces.	Our public events and community spaces reflect a rich diversity of culture and character.	TIMELINE	RESPONSIBLE PARTY	PARTNERS
--	--	--	--	--	--	---	---	----------	-------------------	----------

6. Clayton facilitates development opportunities with a clear regulatory process.

KR 4.1 - Conduct a review of the current ARB process and identify ways to streamline.										Department of Planning & Development Services, Board of Aldermen
KR 4.2 - Revise the zoning regulations to remove conflicts between base zoning districts and overlay districts.										Department of Planning & Development Services, Plan Commission
KR 4.3 - Publish district character guides to highlight development opportunities and desired uses for various commercial districts in the City.										Department of Planning & Development Services, Plan Commission
KR 4.4 - Add a layer to an online interactive map to help advertise for potential development areas and outline objectives from the comprehensive plan for the public to view.										Department of Planning & Development Services
KR 4.5 - Review PUD public benefits points system to identify opportunities for better alignment with city objectives.										Department of Planning & Development Services, Board of Aldermen, City Manager

Transportation & Connectivity

We are a vibrant, safe and welcoming community where everyone feels they belong.

We prioritize a pedestrian-friendly infrastructure connecting neighborhoods, downtown, schools, and parks.

We are stewards of a sustainable future for a healthy environment.

We champion an inclusive, resilient and equitable economy.

Our economic environment allows for the reliable provision of high-quality city services and benefits.

We take pride in our neighborhoods, schools, businesses, and shared spaces.

Our public events and community spaces reflect a rich diversity of culture and character.

TIMELINE

RESPONSIBLE PARTY

PARTNERS

1. Development adjacent to MetroLink stations is designed using TOD principles to increase density and capitalize on transit access.

<p>KR 1.1 - Encourage redevelopment and reuse in the Forsyth Gateway area adjacent to the MetroLink Station</p>	○	○	○	○	○	○	○	○	●	Department of Planning & Development Services, Office of Economic Development	
<p>KR 1.2 - Conduct an inventory of existing office space near the Clayton MetroLink Station and identify potential redevelopment opportunities.</p>	○	○	○	○	○	○	○	○	○	Office of Economic Development	Department of Planning & Development Services
<p>KR 1.3 - Revise the TOD overlay codes to include provisions for parking reductions, mixed-income residential developments, and design standards that align with desired community character and existing market realities.</p>	○	○	○	○	○	○	○	○	○	Department of Planning & Development Services	Plan Commission

- Primary Action with Maximum Impact
- Primary Action with Medium Impact
- Secondary Action with Minimum Impact
- No Action with Indirect Impacts
- Short Term (0-3 Years)
- Medium Term (4-10 Years)
- Long Term (10+ Years)

We are a vibrant, safe and welcoming community where everyone feels they belong.

We prioritize a pedestrian-friendly infrastructure connecting neighborhoods, downtown, schools, and parks.

We are stewards of a sustainable future for a healthy environment.

We champion an inclusive, resilient and equitable economy.

Our economic environment allows for the reliable provision of high-quality city services and benefits.

We take pride in our neighborhoods, schools, businesses, and shared spaces.

Our public events and community spaces reflect a rich diversity of culture and character.

TIMELINE

RESPONSIBLE PARTY

PARTNERS

2. Clayton fosters a vibrant public environment that encourages community connections.

<p>KR 2.1 - Coordinate with the Livable Community Master Plan to identify priority areas for widening sidewalks to allow for safe pedestrian access as well as outdoor dining and additional greenspace in place of on-street parking.</p>	○	○	○	○	○	○	○	○	○	Department of Parks & Recreation, Department of Public Works, Department of Planning & Development Services	
<p>KR 2.2 - Support additional opportunities for residents to gather.</p>	○	○	○	○	○	○	○	○	○	Department of Parks & Recreation, Office of Economic Development	Clayton Community Foundation
<p>KR 2.3 - Modify the existing outdoor dining permit regulations to increase clarity and compliance.</p>	○	○	○	○	○	○	○	○	○	Department of Public Works, Department of Planning & Development Services	
<p>KR 2.4 - Prioritize wide sidewalks and open plazas in key areas through development requirements or as a public benefit item under a PUD.</p>	○	○	○	○	○	○	○	○	○	Department of Public Works, Department of Planning & Development Services	Board of Aldermen, Plan Commission

	We are a vibrant, safe and welcoming community where everyone feels they belong.	We prioritize a pedestrian-friendly infrastructure connecting neighborhoods, downtown, schools, and parks.	We are stewards of a sustainable future for a healthy environment.	We champion an inclusive, resilient and equitable economy.	Our economic environment allows for the reliable provision of high-quality city services and benefits.	We take pride in our neighborhoods, schools, businesses, and shared spaces.	Our public events and community spaces reflect a rich diversity of culture and character.	TIMELINE	RESPONSIBLE PARTY	PARTNERS
--	--	--	--	--	--	---	---	----------	-------------------	----------

3. Clayton is a multi-modal city with networks that provide safe, comfortable, and convenient transportation options.

KR 3.1 - Support implementation of the bike network and pedestrian improvements recommended by the Livable Community Plan through changes to land use and development patterns in Clayton.	●	●	○	○	○	○	○	●	Department of Parks & Recreation, Department of Public Works, Department of Planning & Development Services	Trailnet, Great Rivers Greenway
KR 3.2 - Ensure Clayton is prepared for new and emerging transportation technologies.	○	○	●	○	○	○	○	●	Board of Aldermen	All Departments
KR 3.3 - Revise bicycle parking requirements for specific areas to coordinate private bicycle infrastructure investments with recommendations from the Livable Community Master Plan.	○	○	○	○	○	○	○	●	Department of Planning & Development Services	
KR 3.4 - Investigate opportunities to offer supportive infrastructure to encourage more sustainable forms of transportation.	○	●	○	○	○	○	○	●	Department of Public Works	
KR 3.5 - Consider ways to use existing technology to create safer streets.	○	●	○	○	○	○	○	●	Department of Public Works	
KR 3.6 - Utilize technology to manage municipal transportation infrastructure and public realm assets.	○	○	○	○	○	○	○	○	Department of Public Works	All Departments
KR 3.7 - Reinforce active transportation goals of the Livable Community Plan with modifications to the City's Land Use Codes for layout, parking, and access regulations on private property.	○	●	○	○	○	○	○	●	Department of Planning & Development Services	Department of Public Works

Community Character

	We are a vibrant, safe and welcoming community where everyone feels they belong.	We prioritize a pedestrian-friendly infrastructure connecting neighborhoods, downtown, schools, and parks.	We are stewards of a sustainable future for a healthy environment.	We champion an inclusive, resilient and equitable economy.	Our economic environment allows for the reliable provision of high-quality city services and benefits.	We take pride in our neighborhoods, schools, businesses, and shared spaces.	Our public events and community spaces reflect a rich diversity of culture and character.	TIMELINE	RESPONSIBLE PARTY	PARTNERS
--	--	--	--	--	--	---	---	----------	-------------------	----------

1. Clayton government is a regional leader with mutually beneficial partnerships with adjacent governments and institutions.

KR 1.1 - Facilitate relationship building and regular meetings with the leadership of St. Louis County and adjacent governments and institutions to coordinate development efforts along shared boundaries.	●	○	○	○	○	○	○	○	City Manager, Director of Planning & Development Services, Mayor	St. Louis County Municipal League, St. Louis County
KR 1.2 - Create a clear, long-term vision for the City that is shared by the Board of Alderman and the Mayor through an annual strategic planning process.	●	●	●	●	●	●	●	●	Board of Aldermen, Mayor	City Manager
KR 1.3 - Lead the way on regional cooperation by ensuring commissions, Board of Aldermen, and others are in regular communication with adjacent municipalities	○	○	○	○	○	○	○	○	City Manager, Board of Aldermen, Mayor	All Commissions
KR 1.4 - Ensure Clayton is a regional leader, using technology to ensure transparent and effective service delivery for residents.	●	○	○	○	○	○	○	○	All Departments	

● Primary Action with Maximum Impact
 ○ Primary Action with Medium Impact
 ○ Secondary Action with Minimum Impact
 ○ No Action with Indirect Impacts

● Short Term (0-3 Years)
 ● Medium Term (4-10 Years)
 ● Long Term (10+ Years)

