



Annual Report 2007/2008

July 1, 2007 – June 30, 2008
With Updates through December 31, 2008

Clayton Downtown Development Association

PO Box 879
Clayton, NC 27528



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Introduction

Successful revitalization of a downtown district is incremental – it happens with small steps, activities and projects. An annual report helps visualize those incremental changes over a period of time. The time frame in this report follows the fiscal year from July 1, 2007 – June 30, 2008, with updates through December 31, 2008.

The DDA's operational structure follows the model of Main Street's Four Point Approach to downtown revitalization: Organization, Design, Promotion and Economic Restructuring.

In January 2008, the DDA held a planning retreat in New Bern, NC. During this retreat, members reviewed the Downtown Clayton: Vision 2012, mission statement, program accomplishments, ongoing programs and developed some Next Big Ideas.

A process for planning was developed and DDA members adopted twelve (12) Goal Statements, based on the Downtown Clayton: Vision 2012.

GOAL STATEMENT SUMMARY

- Goal 1:** New streetscape for Main Street
- Goal 2:** A diverse business center
- Goal 3:** Retain small town charm
- Goal 4:** A progressive future
- Goal 5:** Trendy restaurants with sidewalk cafes and entertainment
- Goal 6:** Every storefront is occupied
- Goal 7:** Buildings restored to their original architecture
- Goal 8:** Varieties of shops open to accommodate the needs of residents and visitors alike
- Goal 9:** An open-air market providing fresh, local produce and crafts
- Goal 10:** Growing visual and performing arts community
- Goal 11:** Attractive and informative signs
- Goal 12:** The social and cultural hub of Clayton

From these goal statements, specific goals and tasks were developed for 2008. The format of this document will be based on these goals within the Four Points and not necessarily reflect a priority nor chronology of order.

Design

APPEARANCE

1. Improve Implementation of Façade Grant Program
 - a. There had been interest in the program, but no applications had been submitted since its inception. The DDA discovered the initial reimbursement formula (25% / \$1200 cap) was not very appealing to property owners. The DDA recommended increasing the formula to 50% reimbursement with a \$5,000 cap. In February, 2008 the Town Council gave its approval and the first application was approved (Cider House Studio, 436 E Main Street) and completed in May, 2008.
 - b. The new formula was promoted in the *Downtown Clayton Insider* and the downtown blog as well as by one- on-one encouragement from the Downtown Development Coordinator and DDA members. At least 13 property and business owners have discussed potential façade projects since the increase. From July 1 to December 31, 2008 seven applications were approved, two of which were completed by December 31, 2008 and three others in the 1st quarter of 2009.
 - c. Approved Façade Grants
 - i. 104 N Fayetteville Street (complete)
 - ii. 104 W Main Street
 - iii. 236 E Main Street (Main Street Jewelers – complete)
 - iv. 131 E First Street (Eye of the Eagle Art – complete)
 - v. 226 E Main Street (Lucky Chicken – complete)
 - vi. 333 -335 E Main Street (Jewelry by Vincent/Edward Jones – complete)
 - vii. 219 E Main Street (Mulberry on Main)
 - d. Economic and Aesthetic Impacts

The project at 104 N Fayetteville Street is a very good example of the impacts of the program. The use of the building changed from residential to commercial. The whole building was rehabilitated upgrading utilities, façade and landscape. As importantly, they preserved the architectural integrity of the building, retaining original materials whenever they could and using similar materials for repairs. The economic impacts this project has brought to the town include an increase in tax base and utility usage.

STREETSCAPE PLAN

1. Develop Crosswalks at Main Street and Lombard Street
 - a. A signalized crossing at Lombard and Main was agreed to between the NCDOT and the Town of Clayton for installation in FY08/09.
 - b. Discussions were also held with NCDOT officials about marking crosswalks at several locations on Main Street, based on the *Parking Needs & Assessment* report from 2007. The priority was Lombard and Main where a crosswalk existed on Lombard Street, but none existed on Main Street. NC DOT agreed to the crosswalk there, but not mid-block because representatives said NCDOT incurs a potential liability due to a public inference of implied safety with crosswalks. The crosswalk at Lombard and Main was striped in June, 2008.

- c. Development of a Streetscape Master Plan – Design Committee members met with a landscape architect who specializes in streetscape master plans and determined that the \$25,000 price tag was too high. So, the process remains to develop a Streetscape Plan Workgroup to utilize existing materials, reports, resources and public input to develop and implement a phased Streetscape Improvement Plan which will focus on sidewalks, street and sidewalk lighting, etc.

GATEWAY ENTRANCES

1. Main Street & US 70 Business
 - a. The Design Committee met with Town Staff to develop a landscape plan for the intersection, which had been reconfigured. The installation of the new landscaping was completed in late June, 2008.
 - b. Welcome to Downtown Clayton Sign – will be completed and installed in FY08/09

DESIGN STANDARDS

1. Develop Design Standards to be Applied in Downtown Overlay District
 - a. A rough first draft was developed in mid-June and presented to DDA for low-level review in mid-summer.
 - b. In August 2008, DDA recommended a workgroup be comprised of members of DDA, Stakeholders, Planning Board members, an architect and town staff. The workgroup comprised of Jeme Avent, Joyce Blackley, Jim Lee, David Teem, Tony Johnson, Barry Woodard, Shannon Duncan and Bruce Naegelen began meeting in late October with hopes for a proposal to Town Council in early 2009.

ANNUAL FOLLOW-UP ON “PICTURE DOWNTOWN”

1. Update Progress of Community “Like/Dislike” Photos Taken March, 2007
 - a. Downtown resident DJ Griffin took photos of all the “dislikes” in April, 2008 for comparison.

ECONOMIC RESTRUCTURING

OPEN AIR/FARMERS MARKET

1. Schedule and facilitate organizational meeting

The DDA strongly supports an open air/farmers market in downtown, but does not have the capacity to organize and operate one. So, the goal was established to encourage a separate organization to develop and operate the market independent of the DDA. In much the same way the Clayton Historical Association was created, the Economic Restructuring Committee scheduled an organizational meeting on April 24, 2008 to determine interest. About 15 people from throughout the community were in attendance. DDA’s Economic Restructuring Vice Chair Leslie Hubbard described the vision for the market in downtown and by the end of the meeting, there were 10 people who had an interest in putting the market together. A solid core of volunteer citizens has now developed the *Clayton Farmers and Community Market*, with a planned opening in spring 2009.

BUSINESS STRENGTHENING

1. Develop Workshop Series

- a. The goal is to develop a series of workshops geared toward downtown and independent businesses that would help strengthen their business. The committee identified potential speakers/presenters but was not able to put the workshops together in 2008. The workshops are scheduled to begin in late January, 2009. Topics include, but are not limited to:
 - i. Store design/floor plan
 - ii. Cash flow/profit & loss
 - iii. Technology as marketing tools
 - iv. Window display design
 - v. Niche marketing
 - vi. Converting Buildings from Residential Use to Commercial Use

2. ANNUAL DOWNTOWN MARKET ANALYSIS

Keeping track of market conditions is important in determining the economic health of a downtown. We gather information from the previous year from two sources: downtown business owners and a data compiler that provides retail leakage and demographic reports based on geographic specifications. *(See Appendix B for full results)*

Retail and service business surveys were sent to downtown businesses in March, 2008 to reflect downtown market conditions in 2007.

a. Retail Survey

At the time of the survey, there were 41 retail-oriented businesses downtown. 11 of those businesses completed the surveys for a 26.8% response rate.

The average sales per square foot was \$352 and 55% of the businesses reported an increase in sales over the previous year. Average rental rates were \$8-12 per square foot. The best sales months were February, June and December. 60% of the businesses rented their space vs 40% who owned their building.

Downtown Retail Sales are concentrated in:

- Groceries/Food & Beverage
- General Merchandise
- Food Service/Drinking Places
- Health & Personal Services
- Furniture
- Jewelry

b. Service Survey

At the time of the survey, there were 107 service-oriented businesses downtown, including office-based business. 31 of those businesses completed the surveys for a 28.7% response rate.

61% reported sales increases over the previous year. The average rent per square foot was \$11.93 with 70% of the services renting space vs 30% who owned their building.

c. Primary Trade Area (PTA)

Downtown businesses provide goods and services to a Primary Trade Area of 5 miles. As shown in the chart below, downtown businesses capture approximately 13% or \$47 million of the \$352 million in retail sales within a five mile radius.

Remaining \$100 million in potential sales within the five mile radius to be captured is lost to shopping centers and other towns primarily in:

Food Service (restaurants)	\$21 million
Clothing Stores	\$13 million
General (department store) Merchandise	\$ 7 million

Based on capturing just 10% of lost sales, the market could support 30,000 square feet of additional retail space.

2007	<u>CBD (.05 mile)</u>	<u>3 Miles</u>	<u>5 Miles</u>
Retail Sales	\$47 million	\$292 million	\$352 million
Retail Potential	\$21 million	\$184 million	\$416 million
Retail Surplus	(\$29 million)	(\$139 million)	(\$86 million)
Retail Leakage	\$925 thousand	\$17 million	\$100 million

Promotion

SPECIAL EVENTS

A series of special events were desired to be developed or continued. Several were moved to the following year for consideration, specifically, A restaurant/art crawl; Oktoberfest, and a possible jazz/blues festival.

1. Town Square Concert Series

a. The second season of the *Town Square Concert Series* concluded on September 18. The series featured an outdoor concert each month beginning in May.

b. Sponsors: *Major Sponsors* of the series were: Clayton News Star, Clayton Steakhouse, Novo Nordisk, Time Warner Cable and the Town of Clayton.

Contributing Sponsors were: Avent Permenter Group; Clayton Glass & Mirror; Hometowne Realty; Hudson’s Hardware; Matthews Motors; True Line Surveying

c. Vendors: *Venero’s Pizza* was our food vendor for the whole season, the *Clayton Area Development Foundation* (aka Downtown Development Association) sold private label bottled water, beer and wine and the *Clayton Historical Association* sold homemade ice cream.

d. Audience: The concert series attracted a total audience of approximately 3700 people of all ages. This year’s average audience was numbered at 740 people, which reflects a 41% increase from last year. We attribute the increase to selecting bands with recognizable name value in order to attract more people to downtown Clayton.

e. Promotion/Publicity: The DDA Promotion Committee developed a logo, poster, banner and signage that has helped “brand” the event.

There was also a direct mail postcard with the concert schedule sent to various neighborhoods in Clayton prior to the first concert. A total of 2000 postcards were mailed. The series and the individual concerts were promoted via news releases to print, broadcast and digital news media as well as through the Downtown Clayton Insider e-newsletter and the Downtown Clayton Blog. 2500 beer koozie's with the concert schedule were distributed throughout the concert series events.

DATE	BAND	ATTENDANCE	WEATHER
May 15	Nantucket	400	Rain
June 19	Liquid Pleasure	500	Clear, low 80's
July 24	Craig Woolard Band	1000	Clear, mid 80's
August 7	Breakfast Club	1000	Mostly Cloudy, mid-80's
September 19	Battle of the Bands	800	Clear, low 70's

2. Millstock Music & Arts Faire

The 8th Annual Millstock Music & Arts Faire on June 7, 2008 was the DDA's second year of involvement. The Clayton Area Development Foundation was awarded a \$1200 grant through the Johnston County Arts Council Grassroots Program to help pay the musicians. The event has evolved over the years from a privately run event to include Clayton Visual Arts as a non-profit partner and now DDA to help grow the event in downtown Clayton. In June, there were four musical groups and 23 artist booths and only 350 people in attendance due to extreme hot temperatures.

3. Live Christmas Village & Tree Lighting

November 29 2007

Downtown Clayton was transformed into a Christmas Village on the night of the traditional tree lighting ceremony. The Promotion Committee expanded the tree lighting ceremony from a student performance-based event into an event that promotes all of downtown while retaining the student performances and tree lighting. 98% of the downtown businesses decorated their store fronts, and nearly all held an open house the night of the event offering refreshments and Blinkies to the estimated 2,500 people in attendance. WRAL-TV 5 morning news anchor Linda Loveland was the guest host/emcee along with Mayor Jody McLeod. The event also featured a live nativity, a doggie costume contest and parade, and the first Downtown Storefront Decorating Contest.

December 4, 2008

The Christmas Village and Tree Lighting was a success once again with an estimated 3,000 people visiting businesses, the live nativity, watching the students and other performances along the street and having a wonderful social experience. The tree lighting featured ABC-11's morning news anchor Barbara Gibbs and Mayor Jody McLeod. There was an improved stage and the sound system, while improved from the year before, still lacked the necessary volume.

Here are the winners of the Storefront Decorating Contest and the Residential Decoration Contest for the past two Christmas seasons.

Decorating Contests	2007	2008
COMMERCIAL		
Best Overall	Jones Lunch Café	NC Paper Co.
Honorable Mention	Lee's Produce	xxx
Most Traditional	Awards & Engravables	ABC Plumbing Co
Honorable Mention	Four Seasons Gift Baskets & More	HomeTowne Realty
Most Creative	Signage of the Carolinas	Awards & Engravables
Honorable Mention	Pizzaz	Cider House Studio
Grinch Award	Hometowne Realty	Glen's Barber Shop
RESIDENTIAL		
Best Overall	326 Page Street (Casey)	323 Page Street (Mullins)
Most Traditional	113 E Blanche St (Crabtree)	307 S Lombard St
Honorable Mention	404 Kildee St (Baucom/Strickland)	461 E Second St
Honorable Mention	406 S Fayetteville St (McLeod)	510 Hamby St
Honorable Mention	304 S Lombard St (Atchison)	***
Honorable Mention	307 S Lombard St (McNeese)	***
Most Creative	555 N O'Neil St (Sealey)	614 N O'Neil St
Honorable Mention	614 N O'Neil St (Burke)	237 Georgetown Dr
Honorable Mention	226 Pineland St (Sanders)	212 Central St
Honorable Mention	112 Hardee St (Garvey)	***
Honorable Mention	312 W Stallings St (Unknown)	***
Best Neighborhood Block	315 – 339 S Page Street	304-339 S Lombard
Honorable Mention	304 – 339 S Lombard St	210-301 Hardee St

BUSINESS DIRECTORY

The first Downtown Clayton Business Directory was published in the spring of 2007 and widely distributed. A goal for 2008 was to produce two directories, one was published in late June. The second was produced in conjunction with a downtown map and 25 have been framed and distributed to restaurants and beauty and barber shops for permanent display. Updates will be provided and the map is on the Town of Clayton website.

COMMUNITY CALENDAR OF EVENTS

1. Compile a calendar of all activities and events in Clayton
 - a. A calendar has been established and maintained by the Downtown Development Coordinator. It is used on the downtown blog and in the email newsletter, *Downtown Clayton Insider*.
2. Develop effective ways of sharing the calendar
 - a. We are still learning effective methods, such as Google Calendar and other ways of sharing the information.

PROMOTING ARTS

As opportunities present themselves, the DDA continues to support and promote cultural activities in downtown Clayton.

BRANDING & WAYFINDING PLAN

The final report from Arnett Muldrow was presented to the Town Council in May 2008. "Think Clayton" is being developed as the marketing brand for Clayton. A roll-out of the image was part of a promotion of downtown restaurants in November with a direct mail of 4"x 9" postcards featuring the Think Clayton image and featuring four of downtown's restaurants with specials. The front of the card has an image of all the downtown restaurants, so folks will Think Clayton and Think Dining.

Organization

BUSINESS/PROPERTY OWNER MEETINGS

1. Develop series of meetings with business/property owners to network and share ideas
 - a. The DDA hosted Block Party meetings with business and property owners on September 8-10 to provide an opportunity for business owners to meet each other and share thoughts and ideas about improving downtown Clayton. The first meeting was at 408 E Main Street, which was vacant at the time and is now the location of Heidi Wood Photography. The second meeting was held at Cakewalk Studio, 320 W Main Street and the third meeting was at Festejos Mexican Grill at 915 E Main Street. About 40 people attended the meetings and provided positive feedback. Some of the ideas that came out of the meetings include:
 - i. Improve street and sidewalk lighting
 - ii. Property/Business owners should make improvements to their buildings, including cleaning/painting and fixing windows and fixtures
 - iii. Develop a team/talent base of volunteers to band together to help rehab buildings
 - iv. Develop a "community spirit" with Clayton High School, especially during football season – businesses could put up banners supporting the Comets on game night
 - v. Develop a downtown walking tour
 - vi. Billboard campaign to promote downtown – joint effort with businesses and DDA
 - vii. More cross-promotion of businesses during special events
2. Design and develop folders with downtown information
 - a. Presentation folders were designed in late summer to create a professional image when providing downtown information to new and potential business/property owners and others.

DOWNTOWN OFFICE

1. Provide "street level" space for downtown development coordinator.
 - a. This project is being researched by members of the Organization Committee but a plan has not yet been determined.

ANNUAL MEETING

1. Institute a formalized DDA annual meeting to share accomplishments, recognitions with stakeholders and public
 - a. Held the initial annual meeting November 10, 2008 at Clayton Steakhouse

RECOGNITION PROGRAMS

1. Develop recognition opportunities to help instill community pride in downtown Clayton
 - a. A draft of potential opportunities has been developed and criteria are being researched.

ANNUAL STATISTICS – INVESTMENT IN DOWNTOWN

These numbers represent both public and private investment during July 1, 2007 – June 30, 2008. Numbers are gathered from building permits, Johnston County tax records, grants, Town of Clayton budget records and observation. This is the second complete year for which statistics have been compiled.

Annual Statistics (7/1/07 - 6/30/08)

Facades Redone: 8
Building Renovations: 0
New Businesses: 27
Businesses Lost: 16
NET Gain Businesses: 11
Business Expansions: 2
Jobs Created: 91
Jobs Lost: 16
NET Gain Jobs: 75
Value Private Investment: \$1,871,308.00 (includes acquisitions)
Value Public Investment: \$185,714.00
Value Total Investment: \$2,057,022.00

YEAR	Facades	Renovations	Net New Jobs	Net New Business	Expanded Business	New Investment PUBLIC	New Investment PRIVATE	New Investment TOTAL
FY06/07	0	0	20	6	1	\$448,931	\$3,206,150	\$3,655,081
FY07/08	8	0	75	11	2	\$185,714	\$1,871,308	\$2,057,022
TOTAL	8	0	95	17	3	\$634,645	\$5,077,458	\$5,712,103

Date	New Business Opening	Business Type	Address	Jobs
08/2007	Archaeological Consultants of The Carolina's	Professional Services	121 E First St	6
09/2007	Awards & Engravables	Awards/Plaques/Trophies	327 E Main St	1
08/2007	Cakewalk Creative Studios & Gifts	Gifts / Home Accessories	308 W Main St	1
08/2007	Cider House Studio, Inc	Building Trades	436-D E Main St	2
08/2007	Circle of Love Childcare & Learning Center	Child / Day Care	213 W Main St	4
02/2008	Clayton Steakhouse	Food and Dining	307 E Main St	6
01/2008	El Sabor de Oaxaca	Restaurant	226 E Main St	5
10/2007	Festejos Mexican Grill & Bar	Food and Dining	905 E Main St	6
12/2007	Lewis Tire & Automotive	Automotive	451 E Main St	2
05/2008	Main Street Cafe & Tea Room	Food and Dining	505 E Main St	2
07/2007	Media Two Interactive LLC	Communications	150 Mill St	10
06/2008	Mercado Advance Realty	Real Estate	912 E Main St	2
01/2008	Mulberry on Main Italian Restaurant & Catering	Food and Dining	217 E Main St	8
08/2007	New Hope Pregnancy Center	Health / Wellness	305 E Main St	1
06/2008	Paint It Red Parties & Internet Café	Food and Dining	115 E First St	1
08/2007	Petals & Pastries	Bakery	505-a E Main St	3
02/2008	Pine Village Treatment Services	Health / Wellness	106 S Lombard St	8
11/2007	Plain Jane Baking Company	Food and Dining	505 E Main St	1
12/2007	Restoration Family Services	Health / Wellness	442 E Main St	10
01/2008	Salon Envy	Beauty / Barber Services	395 W Main St	1
07/2007	Sookie`s Main Street Pawn	Thrift	222 W Main St	1
07/2007	Stellar Peer Recovery Center	Churches / Ministry	440 E Main St	1
04/2008	Stuff4Office	Communications	417 E Main St	2
09/2007	Teaching Is Terrific		408 E Main St	1
08/2007	The Pink Teacup		505 E Main St	3

Date	Business Closed	Business Type	Address	Jobs
01/2008	Brass Plum Salon	Beauty /Barber Services	395 W Main St	-1
08/2007	Clayton Before & After School Care	Child /Day Care	404 E Main St	-2
09/2008	El Sabor de Oaxaca	Restaurant	226 E Main St	-2
03/2008	Four Seasons Gift Baskets & More	Gifts/Home Accessories	104 W Main St	-2
10/2007	Good Times Cafe & Tavern	Restaurant	217 E Main St	-5
12/2007	Main Steak Bistro & Wine Shop	Restaurant	312 E Main St	-5
08/2007	Petals & Pastries	Bakery	505-a E Main St	-3
01/2008	Scrap Happy	Arts/Crafts	111-a S Barbour St	-1
02/2008	Studio 216	Beauty/Barber Services	216 W Main St	-1
12/2007	Teaching Is Terrific	Office Supplies	408 E Main St	-1
08/2007	The Dance Studio	Cultural Arts	415 E Second St	-0.5
05/2008	The Pink Teacup	Restaurant	505 E Main St	-2
07/2007	Underwood Law Office	Professional Services	305 E Main St	-2
03/2008	Kelly's Antique Attic	Antiques	232 E Main St	-1

Date	Business Expansions	Business Type	Address	Jobs
06/2008	Cakewalk Creative Studios & Gifts	Gifts / Home Accessories	308 W Main St	0.5
08/2007	Pink Flamingo	Thrift	417 E Second St	0

Appendix A:

Downtown Clayton: Vision 2012

(adopted 6/18/2007)

The new streetscape of Main Street thrives amid a profusion of flowers and plantings, decorative street-crossings, walkways, and interesting buildings. Downtown is well-lit and safe. Overall, Clayton has a clean, uncluttered look, especially since the utility lines were put underground.

Now a diverse business center, Clayton retains its small town charm as it steams toward its progressive future. Trendy restaurants offer sidewalk cafes and entertainment for all tastes. Every storefront is occupied and restored to its original architectural glory accented by attractive landscaping. A variety of shops are open evenings to accommodate the needs of residents and visitors alike. The open-air market provides fresh, local produce and crafts.

Clayton's growing visual and performing arts community is alive with artists and music. Public art throughout downtown provides beauty and interest. The Clayton Center continues to flourish with live professional and community performances.

Attractive and informative signs welcome residents and visitors to downtown shops and parking. They guide the way to downtown from other Clayton communities.

The visitor's center provides us with maps of historic Clayton and a schedule of events, such as the Harvest Festival and Millstock, for the downtown area. The Clayton History Museum offers an interactive map and walking tour of the historical area and other points of interest.

Downtown has truly become the social and cultural hub of Clayton.

Appendix B

Market Conditions 2008 Clayton, NC

Economic Impact of Downtown

Property Value (net) \$ n/a

Property Taxes (Town) \$ n/a

Jobs 1481

Retail Sales \$ 47 million

Sales Taxes (local) \$ n/a

	CBD (.05 mile)	3 Miles	5 Miles
Retail Sales	\$47 million	\$292 million	\$352 million
Retail Potential	\$21 million	\$184 million	\$416 million
Retail Surplus	(\$29 million)	(\$139 million)	(\$86 million)
Retail Leakage	\$925 thousand	\$17 million	\$100 million

41 Downtown retail businesses

Downtown Retail Sales are concentrated in:

- Groceries/Food & Beverage
- General Merchandise
- Food Service/Drinking Places
- Health & Personal Services
- Furniture
- Jewelry

Downtown provides goods and services to a Primary Trade Area of 5 miles

Downtown captures approximately 13% or approximately \$ 46 million of the \$352 million in retail sales within a five mile radius.

Remaining \$100 million in potential sales within the five mile radius to be captured is lost to shopping centers and other towns primarily in:

Food Service (restaurants)	\$21 million
Clothing Stores	\$13 million
General (department store) Merchandise	\$ 7 million

Could support 30,000 square feet of additional retail space at 10% capture of lost sales

Downtown Retail and Service Business Surveys

Downtown Retail Mix

A *survey of retail-oriented businesses in downtown Clayton in March 2008 indicated the following:

Average Store Size	2,600 sf
Average Sales/ sf	\$352
Reported Sales Increase	55%
Rent/Own	60% / 40%
Rent /Month	\$901
Rent / sf	\$8 - \$12
Close / Relocate	82% No
Best Sales Months	February /June / December
Customers	Local Res Downtown Employees Other Visitors

**23.9% response (11/46 retail businesses)*

Service / Other

A survey** of service-oriented businesses in downtown Clayton in March 2008 indicated the following

Average Store/office Size	3,015 sf
Average Sales/ sf	\$239
Reported Sales Increases	61%
Rent/Own	70% / 30%
Rent /Month	\$1524
Rent / sf	\$11.93
Close / Relocate	82% No
Customers	Local Residents Regional Other Downtown Employees

***28.7% response (31/107 Service businesses (includes offices))*

Appendix C:

Clayton Downtown Development Association

The Clayton Downtown Development Association (DDA) is a town council-appointed advisory committee for the enhancement and protection of downtown Clayton.

The purpose of the DDA is to preserve the character of the Downtown Clayton area; to protect the historic significance of the buildings, facilities, and spaces within Downtown Clayton; to educate citizens and business people about the value of the history of Downtown Clayton; and to promote Downtown Clayton as a place to invest for the public benefit as well as the preservation and promotion of historic quality, unique features and historic landmarks.

The DDA is comprised of representatives from citizens inside the town limits, business persons with interests in the Downtown Clayton area, property owners within the Downtown District of Clayton, or other persons with knowledge or abilities deemed beneficial to the purpose of the Association by the Town Council. Regular and alternate members shall be appointed for three (3) year terms.

The DDA works on behalf of the Town of Clayton and serves the Town's interests in addressing the goals and priorities established by the Town Council for the Town of Clayton.

2008 DDA Members

Joyce Blackley, Chair
Blackley's Printing

Beth Williams, Secretary
Flowers By The Neuse

Edward Knight

Lyn Austin
Vice Chair, Promotions Committee

Jeme Avent
Vice Chair, Design Committee
Avent-Permenter Group

Betsy Grannis
Vice Chair, Organization Committee
Morning Glory Inn

Leslie Hubbard
Vice Chair, Economic Restructuring Committee

Paul Bomar

Michael Houser

Elton Pittman
Pittman's Jewelers

*Ex-Officio: Michael Grannis, Town Council; Bruce Naegelen, Downtown Development Coordinator;
Skip Browder, Planning Director; Steve Biggs, Town Manager*

Appendix D:

NC Main Street Program

The Main Street Four-Point Approach is a **comprehensive revitalization process designed to improve all aspects of a downtown**, producing both intangible and tangible benefits. Four elements are combined to create a well-balanced program:

Organization: Building partnerships to create a consistent revitalization program and develop effective management and leadership downtown. Diverse groups - merchants, bankers, public officials, property owners, the chamber of commerce and civic groups - must work together to improve downtown.

Promotion: Reestablishing downtown as a compelling place for shoppers, investors and visitors. This means not only improving sales but also rekindling community excitement and involvement. Promotion ranges from street festivals to retail merchandising, from community education to marketing and public relations.

Design: Enhancing the visual quality of the downtown. Attention is given to the downtown environment elements - not just buildings and storefronts but also public improvements, rear entries, signs, landscaping, window displays and graphic materials.

Economic Restructuring: Strengthening the existing economic assets of the business district while diversifying its economic base. Activities include conducting market analysis to understand the changing marketplace, adapting vacant buildings that have outlived their original purposes for use as entertainment, restaurant or cultural facilities and sharpening the competitiveness of Main Street's traditional merchants.