

City of Clayton

Strategic Economic Development Plan 2020



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Statement of Purpose

The Strategic Economic Development Plan of Clayton will act as a guide to help the City foster continued growth. It should be treated as a living document that will be revised and reevaluated. It will:

- define economic development;
- give a baseline and comparisons of current demographic data;
- outline a plan to create a better community for businesses and citizens;
- identify issues and trends that could affect the achievement of Clayton's objectives;
- and describe a vision of success for the City.

The Strategic Plan emphasizes the process of economic development; that is, it strives to encompass all areas of life and work in the City for a more comprehensive approach to the planning process. Clayton is a major business hub for the region, and the Strategic Plan seeks to assess both what the City is doing well and what the City can improve upon in the quality of life of its citizens, in the growth of diverse businesses in downtown Clayton, in projecting the City and the surrounding region into a more sustainable future, and in attracting and retaining the exceptionally high level of private investment that it has enjoyed over the past few decades.

City of Clayton Mission Statement

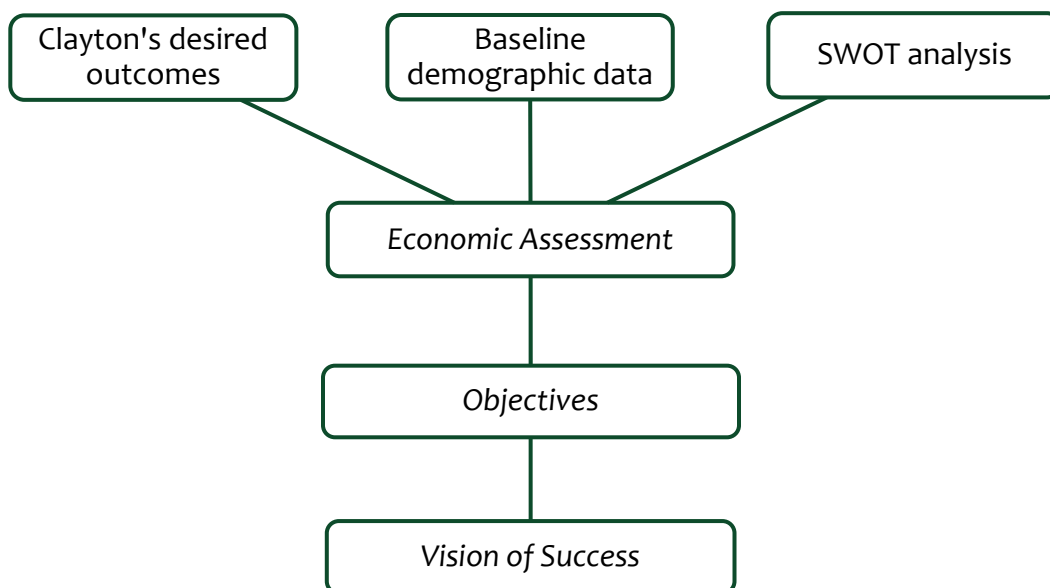
The Mission of Clayton City Government is to foster a vital, balanced community composed of outstanding neighborhoods, quality businesses, commercial and government centers, premier educational institutions and a healthy natural environment through an open, accessible and fiscally responsible government.



What is Economic Development?

Economic development for the City of Clayton is the process whereby the community promotes conditions which foster and facilitate the creation of economic wealth, leading to job creation and investment. This process improves the quality of life of citizens by supporting or growing income levels and the tax base. The City emphasizes the community aspect of this definition by bringing in feedback from business and citizens to support the analysis of demographic data.

In addition to overall increased quality of life for its citizens, the key, desired outcomes of Clayton's development include: keeping taxes low by bringing in new taxpayers, thereby broadening and growing the tax base; upgrading the City's infrastructure; improving the City's physical appearance and public amenities; attracting new companies with long-term growth prospects; reducing commercial and office vacancy rates; creating real development opportunities; creating a balanced mix of land uses; and promoting safe and healthy neighborhoods. The objectives presented in this Strategic Plan are made in accordance with the above outcomes and the idea that a clear vision shared by the City, businesses in Clayton, and the City's residents will be needed for the effective implementation of these objectives and in order to foster strong partnerships between citizens, business, and government. Furthermore, achieving these objectives requires clear methods and tools for evaluation and measures of progress and effectiveness.



Measures of Development

In order to effectively measure the City of Clayton's economic development, we will continue to periodically collect feedback from residents and businesses in Clayton via the City's business and citizen satisfaction surveys that were created in 2009. These surveys have been an invaluable resource to gather community feedback on different areas of life in Clayton. In the most recent residential survey, for example, 91% of surveyed residents who had an opinion were "satisfied" or "very satisfied" with the overall quality of life in Clayton. In the most recent business satisfaction survey, most businesses (who had an opinion) were either "satisfied" or "very satisfied" with the overall quality of services provided by the City (88%) and with the image of the City (93%). The residential part of these surveys will continue to help the City understand where it can change or improve in order to increase the quality of life in Clayton, while changes in the business surveys will help Clayton assess the interaction between business and government in the City as well as how effective efforts to boost and retain businesses have been.

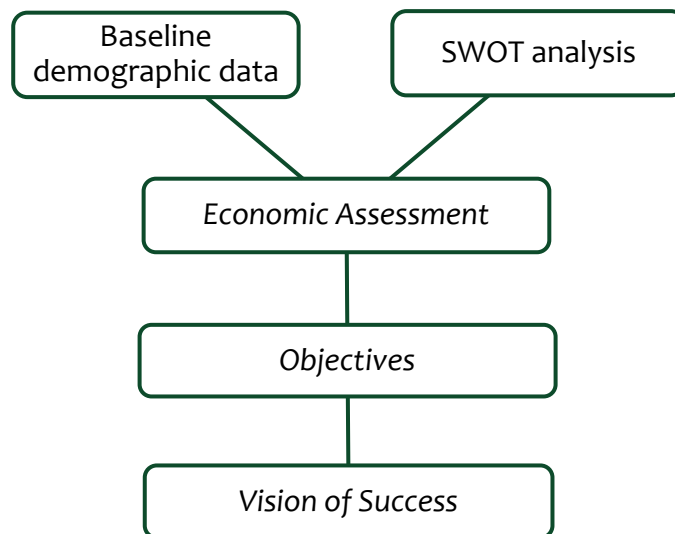
Rates of vacant office and retail space and relative strength of the housing market will be additional useful resources in examining the effectiveness of expansion and development projects. Population, household income, and property value growth is useful in determining how well Clayton is progressing into the future and how attractive it is as a community to live and work in, while retail sales and business strength can be measured in part by the amount of sales tax revenue. Furthermore, if strategies are implemented to increase public transportation use, carpooling, walking, and biking, the City can measure the rates of citizens driving alone in comparison to other modes as well as participation in events to promote alternative modes of transportation to understand how receptive the community is to these changes and how effective any education initiatives have been.

Finally, in order to establish useful baseline comparisons in demographic, housing, employment, real estate, and retail sales, the graphs and tables in this plan include data from Clayton and the following:

- the State of Missouri;
- St. Louis City, St. Louis County, and St. Louis Metropolitan Statistical Area (MSA);
- Brentwood, Maplewood, Richmond Heights, and University City;
- local shopping centers (i.e. West County Mall and Plaza Frontenac);
- Chesterfield;
- St. Charles County;
- and the U.S. (national rates).

Economic Assessment

The following pages outline important baseline data and data comparisons between Clayton and the State of Missouri, St. Louis, neighboring cities in St. Louis County, and other large business areas. These data are important in helping private investors and public decision makers determine the best routes for Clayton to take moving forward as well as where Clayton has progressed or changed in the past few years. They are also useful in comparing the assets of Clayton to other similar and surrounding areas and finding areas for continued improvement or expansion. The following tables are broken down into five main sections: general demographics, housing, employment and the labor market, commercial real estate, and retail sales. Also given under the introduction of each section are a few important highlights and summary of information.



Demographics



Population, household, and education comparisons between Clayton, St. Louis MSA, and Missouri are given in Table 1 on the following page. Tables 2, 3, and 4 show income by race for Clayton, St. Louis MSA, and Missouri, respectively.

Highlights and summary:

- Clayton's population, number of households, and average income is increasing at a faster rate than the Missouri and St. Louis MSA.
- Clayton's average household income and average retail expenditures are much higher than Missouri's and St. Louis MSA's.
- The City of Clayton's average resident is younger and more educated but less likely to own a house when compared to the Missouri and St. Louis MSA averages.
- Overall, St. Louis MSA's population grew at a slower rate between 2010 and 2017 than the State of Missouri's; this was also true for the number of households in St. Louis MSA versus Missouri.
- St. Louis MSA had a higher rate of homeownership than Missouri, and the mean age of its citizens was older than the Missouri average.
- Clayton has a significantly higher number of households where the householder was Asian alone but a lower number where the householder was black or African American alone, as compared to St. Louis MSA and Missouri.
- Clayton also had a much higher percentage of households where the householder was white alone in the \$200,000 or more income bracket than either St. Louis MSA or Missouri.

Table 1: General Demographics

<i>Demographic Measure</i>	<i>Clayton</i>	<i>St. Louis MSA</i>	<i>Missouri</i>
Total Population			
2010 Census	15,939	2,878,255	5,988,927
2017 Estimate	16,214	2,911,823	6,075,300
Percent Increase	1.73%	1.17%	1.44%
Households			
2010 Census	5,322	1,143,001	2,375,611
2017 Estimate	6,244	1,304,911	2,763,250
Percent Increase	17.32%	14.17%	16.32%
Educational Attainment (2013-2017 Estimate; Citizens Over 25)			
High School Degree	96.8%	91.1%	89.2%
Bachelor's Degree or Higher	78.9%	32.6%	28.2%
Average Household Income			
2016 Estimate	\$88,250	\$59,130	\$51,746
2017 Estimate	\$91,531	\$61,018	\$53,578
Percent Increase	3.72%	3.19%	3.54%
Other Indicators			
Homeownership Rate (2017 Estimate)	58.4%	68.9%	67.0%
Median Age (2017 Estimate)	31.2	39.3	38.4
Average Household Size (2013-2017)	2.09	2.47	2.47
Per Capita Retail Expenditures (2012)	\$49,259	\$16,007	\$15,036
Total Employees (2017 Estimate)	7,310	1,418,369	2,790,000

Source: US Census (2010), American FactFinder, DataUSA

Table 2: Household Income by Race Estimate in Clayton

<i>Income Bracket</i>	<i>White Alone</i>	<i>Black or African American Alone</i>	<i>Asian Alone</i>	<i>Hispanic or Latino (of any race)</i>
Less than \$10,000	4.49%	0%	1.73%	0%
\$10,000 to \$14,999	2.37%	0%	0.39%	0%
\$15,000 to \$19,999	0.76%	0%	0.72%	0%
\$20,000 to \$24,999	2.35%	0%	0.62%	0.14%
\$25,000 to \$29,999	3.50%	0%	1.13%	0%
\$30,000 to \$34,999	2.67%	0%	0.41%	0%
\$35,000 to \$39,999	3.16%	0%	0%	0%
\$40,000 to \$44,999	1.75%	0%	0.71%	0%
\$45,000 to \$49,999	1.89%	0%	0%	0%
\$50,000 to \$59,999	5.09%	0%	0.11%	0%
\$60,000 to \$74,999	10.11%	0%	1.63%	0.32%
\$75,000 to \$99,999	6.74%	0%	0%	0.19%
\$100,000 to \$124,999	3.93%	0%	1.27%	0.09%
\$125,000 to \$149,999	6.33%	0%	0.46%	0%
\$150,000 to \$199,999	7.62%	0%	0.78%	0%
\$200,000 or more	24.88%	0.12%	0.85%	0.41%
Total as percent of all households	87.64%	0.12%	10.80%	1.15%

Source: American FactFinder (2013-2017 estimate)

Table 3: Household Income by Race Estimate in St. Louis MSA

<i>Income Bracket</i>	<i>White Alone</i>	<i>Black or African American Alone</i>	<i>Asian Alone</i>	<i>Hispanic or Latino (of any race)</i>
Less than \$10,000	3.56%	2.54%	0.16%	0.14%
\$10,000 to \$14,999	2.72%	1.35%	0.06%	0.12%
\$15,000 to \$19,999	3.05%	1.38%	0.07%	0.11%
\$20,000 to \$24,999	3.48%	1.26%	0.06%	0.09%
\$25,000 to \$29,999	3.32%	1.15%	0.06%	0.12%
\$30,000 to \$34,999	3.62%	1.05%	0.08%	0.12%
\$35,000 to \$39,999	3.55%	0.99%	0.07%	0.12%
\$40,000 to \$44,999	3.56%	0.91%	0.06%	0.10%
\$45,000 to \$49,999	3.17%	0.75%	0.05%	0.08%
\$50,000 to \$59,999	6.42%	1.35%	0.11%	0.14%
\$60,000 to \$74,999	8.67%	1.34%	0.19%	0.21%
\$75,000 to \$99,999	10.90%	1.44%	0.26%	0.24%
\$100,000 to \$124,999	7.97%	0.76%	0.21%	0.14%
\$125,000 to \$149,999	4.90%	0.39%	0.12%	0.10%
\$150,000 to \$199,999	5.09%	0.31%	0.19%	0.08%
\$200,000 or more	4.97%	0.20%	0.24%	0.11%
Total as percent of all households	78.94%	17.15%	1.99%	2.01%

Source: American FactFinder (2013-2017 estimate)

Table 4: Household Income by Race Estimate in Missouri

<i>Income Bracket</i>	<i>White Alone</i>	<i>Black or African American Alone</i>	<i>Asian Alone</i>	<i>Hispanic or Latino (of any race)</i>
Less than \$10,000	4.99%	1.59%	0.18%	0.22%
\$10,000 to \$14,999	4.05%	0.91%	0.06%	0.16%
\$15,000 to \$19,999	4.18%	0.85%	0.05%	0.19%
\$20,000 to \$24,999	4.51%	0.81%	0.07%	0.19%
\$25,000 to \$29,999	4.35%	0.73%	0.06%	0.20%
\$30,000 to \$34,999	4.53%	0.69%	0.06%	0.17%
\$35,000 to \$39,999	4.27%	0.70%	0.05%	0.16%
\$40,000 to \$44,999	4.25%	0.61%	0.07%	0.16%
\$45,000 to \$49,999	3.69%	0.48%	0.05%	0.13%
\$50,000 to \$59,999	7.14%	0.86%	0.09%	0.25%
\$60,000 to \$74,999	9.18%	0.95%	0.13%	0.27%
\$75,000 to \$99,999	10.80%	0.93%	0.19%	0.30%
\$100,000 to \$124,999	7.05%	0.48%	0.14%	0.17%
\$125,000 to \$149,999	4.05%	0.24%	0.08%	0.08%
\$150,000 to \$199,999	3.88%	0.20%	0.11%	0.07%
\$200,000 or more	3.56%	0.13%	0.16%	0.07%
Total as percent of all households	84.48%	11.14%	1.54%	2.78%

Source: American FactFinder (2013-2017 estimate)

Housing



Table 5 gives general housing data for Clayton and Missouri, including property value and house type as well as owner and renter data.

Highlights and summary:

- Clayton's estimated median property value is more than 3.5 times that of the median value for the State of Missouri.
- The number of renter-occupied units in Clayton is increasing at a much higher rate than Missouri, while the number of owner-occupied units is decreasing but at a slower rate than for Missouri as a whole.

Table 5: Household Demographics

<i>Household Type</i>	<i>Clayton</i>	<i>St. Louis MSA</i>	<i>Missouri</i>
Married Couples With Own Children at Home	1,071	210,301	449,855
Married Couples Without Own Children at Home	1,393	334,489	701,074
Living Alone	1,998	341,965	672,276
Estimated Median Property Value (2017)	\$590,800	\$172,200	\$156,700
Owner-Occupied Housing Units			
2010	3,226	807,431	1,633,610
2016	3,189	788,581	1,567,597
Percent Change	-1.15%	-2.33%	-4.04%
Renter-Occupied Housing Units			
2010	2,096	335,570	742,001
2016	2,545	365,207	804,593
Percent Change	21.42%	8.83%	8.44%

Source: US Census (2010), American FactFinder, City-Data.com, Data USA



Employment and the Labor Market

Table 6 was created to examine the industries with the highest employment in Clayton, while Table 7 shows employment broken down by different occupations, including information on salary and a location quotient.

Highlights and summary:

- The top three major employment groups in Clayton are: (1) education and health care; (2) professional, scientific, technical, and management services; and (3) finance, insurance, and real estate.
- Wages in St. Louis were highest for:
 - management occupations,
 - computer and mathematical occupations,
 - and architecture and engineering occupations.
- St. Louis wages were higher than the national average in the following occupational areas: Protective Service; Building and Grounds Cleaning and Maintenance; Sales and Related, Office and Administrative Support; Farming, Fishing, and Forestry; Construction and Extraction; Installation, Maintenance, and Repair; Production; and Transportation and Material Moving.

Table 6: Employment by Industry

<i>Major Industry</i>	<i>Clayton</i>	<i>St. Louis MSA</i>	<i>Missouri</i>
Education and Health Care	2,747	349,404	699,367
Professional, Scientific, Technical, and Management Services	1,217	145,355	249,864
Finance, Insurance, and Real Estate	969	113,534	207,930
Manufacturing	391	154,199	322,484
Retail Trade	391	152,314	327,291
Other Services (Including Military)	348	67,112	138,655
Food Service and Accommodation	326	95,921	202,649
Arts, Entertainment, and Recreation	284	30,827	49,433
Transportation, Warehousing, and Utilities	182	69,775	147,123
Information (TV, Phones, Archives, etc.)	119	30,487	52,560
Public Administration	112	53,350	123,537
Construction	107	83,851	157,751
Wholesale Trade	80	40,303	75,454
Agriculture, Fishing/Hunting, and Mining	37	12,568	34,349

Source: DataUSA (2017)

Table 7: Employment by Occupation in St. Louis

Occupation Title	St. Louis MSA				
	St. Louis MSA Employment	Location Quotient	Local Median Hourly Wage	U.S. Median Hourly Wage	Local Rate as Percentage of U.S. Rate
Office and Administrative Support Occupations	216,500	1.05	\$17.34	\$17.19	100.87%
Sales and Related Occupations	133,760	0.98	\$13.91	\$13.55	102.66%
Food Preparation and Serving Related Occupations	131,470	1.04	\$9.90	\$11.09	89.27%
Healthcare Practitioners and Technical Occupations	95,170	1.17	\$29.24	\$31.94	91.55%
Transportation and Material Moving Occupations	90,000	0.93	\$16.65	\$15.74	105.78%
Production Occupations	81,540	0.95	\$17.92	\$16.86	106.29%
Business and Financial Operations Occupations	77,000	1.06	\$32.24	\$32.86	98.11%
Education, Training, and Library Occupations	70,290	0.85	\$21.93	\$23.89	91.80%
Management Occupations	66,660	0.93	\$48.11	\$50.11	96.01%
Personal Care and Service Occupations	57,120	1.11	\$11.00	\$11.74	93.70%
Construction and Extraction Occupations	54,130	0.96	\$29.80	\$22.12	134.72%
Installation, Maintenance, and Repair Occupations	50,290	0.95	\$22.36	\$21.89	102.15%
Computer and Mathematical Occupations	48,410	1.17	\$39.62	\$41.51	95.45%
Healthcare Support Occupations	40,950	1.06	\$13.28	\$14.30	92.87%
Building and Grounds Cleaning and Maintenance Occupations	40,730	0.98	\$13.13	\$12.91	101.70%
Protective Service Occupations	29,640	0.92	\$21.36	\$19.54	109.31%
Architecture and Engineering Occupations	21,680	0.9	\$38.36	\$38.55	99.51%
Arts, Design, Entertainment, Sports, and Media Occupations	18,890	1.03	\$20.87	\$23.70	88.06%
Community and Social Service Occupations	18,730	0.92	\$19.04	\$21.62	88.07%
Legal Occupations	10,220	0.96	\$35.40	\$38.85	91.12%
Life, Physical, and Social Science Occupations	8,850	0.8	\$26.85	\$31.77	84.51%
Farming, Fishing, and Forestry Occupations	1,110	0.25	\$14.53	\$12.20	119.10%

Source: Bureau of Labor Statistics (2018 estimate)



Commercial Real Estate

These data are an important measure of the commercial real estate market in Clayton. These data are important for the City to analyze and understand because they show how well Clayton is attracting and keeping businesses in the City. Shown in tables 8, 9, and 10 is an inventory of office space, office vacancy rates, and office rental rates by class.

Highlights and summary:

- Similarly to Chesterfield but in contrast to St. Louis and the U.S. as a whole, Clayton has more Class A office space than Class B.
- The vacancy rates in Clayton are lower than all areas measured, and the rates in Chesterfield are the most similar.
- Market rental rates are higher in Clayton than in St. Louis and Chesterfield but still slightly lower than the national average.

Table 8: Office Space Inventory in Square Feet

Market	St. Louis Area (MSA)	St. Louis City	Clayton	Chesterfield	U.S.
Class A	42,862,396	15,883,725	3,229,671	3,347,101	3,655,345,773
Class B	63,710,236	20,937,695	2,306,943	2,600,339	5,346,477,833
Class C	33,780,500	11,237,219	986,814	369,810	2,472,716,065
Total	140,492,768	48,178,928	6,523,428	6,317,250	11,474,539,671

Source: CoStar Group (Q1 2019)

Table 9: Office Vacancy Rates

Market	St. Louis Area (MSA)	St. Louis City	Clayton	Chesterfield	U.S.
Class A	11.4%	19.3%	3.5%	2.9%	11.9%
Class B	6.4%	4.1%	9.4%	9.5%	8.7%
Class C	3.3%	3.4%	1.7%	1.9%	4.5%
Total	7.2%	9.0%	5.3%	5.6%	8.8%

Source: CoStar Group (Q1 2019)

Table 10: Market Rental Rates per Square Foot

Market	St. Louis Area (MSA)	St. Louis City	Clayton	Chesterfield	U.S.
Class A	\$24.18	\$21.42	\$30.08	\$26.88	\$31.96
Class B	\$18.79	\$18.35	\$21.12	\$20.88	\$22.88
Class C	\$16.84	\$17.47	\$21.11	\$19.32	\$19.10
Total	\$20.00	\$19.17	\$25.97	\$23.95	\$26.10

Source: CoStar Group (Q1 2019)

Retail Sales



Tables 11, 12, and 13 give information about sales tax as well as household retail expenditure and number of households around various shopping centers.

Highlights and summary:

- Clayton's sales tax revenue is experiencing strong growth, which suggests a steady and sustained business growth in the past few years.
- However, the average household expenditure is lower around Clayton's Central Business District (CBD) than the other shopping centers measured, while the number of households within a convenient distance of Clayton are higher than the other shopping areas. These data suggest there is still room for improvement in expanding the CBD and bringing in more sales.

Table 11: Sales Tax

<i>Sales Tax Revenue</i>	<i>Clayton</i>	<i>St. Louis County</i>	<i>St. Charles County</i>
2017 Actual	\$7,101,367	\$342,616,521	\$43,115,133
2018 Estimated	\$8,302,210	\$390,955,300	\$44,193,011
2019 Projected	\$8,606,992	\$397,257,300	\$45,076,871
Percent Increase	21.20%	15.95%	4.55%

Source: ClaytonMO.gov, SccMO.gov, StLouisCo.com

Table 12: Annual Household Retail Expenditure

<i>Projected Average Annual Expenditure Per Household in 2019</i>	<i>Clayton Central Business District</i>	<i>West County Mall</i>	<i>Plaza Frontenac</i>
3 Mile Radius	\$26,368	\$34,421	\$37,321
5 Mile Radius	\$24,326	\$32,981	\$31,077
10 Mile Radius	\$23,098	\$27,656	\$25,200

Source: CoStar Group (Q1 2019)

Table 13: Total Households Around Shopping Districts

<i>Projected Total Households in 2019</i>	<i>Clayton Central Business District</i>	<i>West County Mall</i>	<i>Plaza Frontenac</i>
3 Mile Radius	50,246	20,945	19,192
5 Mile Radius	130,717	62,354	84,044
10 Mile Radius	398,834	312,849	374,054

Source: CoStar Group (Q1 2019)

Strengths, Weaknesses, Opportunities, and Threats

A Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis allows the City to evaluate its current position, its future goals, and factors affecting the City. Many strengths and weakness were collected from internal survey results, for example through the surveys' importance and satisfaction indexes and through changes to satisfaction rates. Threats and opportunities result from external pressures, including the City's desire to enhance its regional and national standing and desire to enhance the livability and desirability of the entire metro area. The following page includes a discussion of summary table given below.

Strengths

- School district

- Proximity to Saint Louis City

- Medical facilities

- Downtown walkability

- City services

- Access to light rail
(two Metro stations)

- Saint Louis County seat

- Proximity to several universities

- High quality housing

- 15 minutes to Lambert International Airport

- Professional sports teams
(e.g. Cardinals and Blues)

- Easily accessible from two interstate highways

- Parks and recreation programs and facilities

- Low crime rates and feeling of safety in the City

- Recent business and residential developments

- Known as a regional dining destination

Weaknesses

- Road conditions and traffic flow

- Limited geography

- Nearly complete Master Plan

- Lack of City marketing plan

- Car-dominated transportation
(lack of foot traffic)

Opportunities

- Transportation Oriented Districts

- Increasing commercial density

- Higher rates of business and resident satisfaction with the City

- Bike, pedestrian, and public transportation networks

- Arts and culture venues

- Streetscape and beautification

- Car-dominated transportation
(lack of foot traffic)

Threats

- St. Louis image

- Public perception of lack of parking

- Speculative land prices

Current Assets and Future Opportunities

The City of Clayton boasts many assets, from top city services, strong businesses, and high-quality residential housing and developments to proximity to a wide market around the St. Louis metro area, a walkable and lively downtown, and great parks facilities. The residents of Clayton enjoy a high quality of life from the walkability of downtown, peaceful neighborhoods, low crime rates, great school district, and nearby parks for a range of family activities. Businesses may choose to locate in Clayton for many reasons, including the City's image, amenities available to businesses, and a city government that is motivated to expand, diversify, and retain business and commercial space usage. Visitors are drawn to Clayton for its many festivals and events and for what many consider to be the best dining in the area as well as for employment opportunities. Workers and visitors enjoy the tight-knit feel of Clayton's downtown as well as the convenience of two Metro stops and many bus routes throughout the City.

Clayton can increase business and resident satisfaction even further by focusing on street beautification and multi-modal transportation opportunities. A vibrant and lively downtown that is easy to navigate on foot, by bike, or by using public transportation will lead to more foot traffic and increase sales for businesses as well as improve the shopping and dining experiences of visitors and residents alike. Expanding businesses in Clayton, including encouraging more dining and retail, will help further develop Clayton's standing as the "downtown outside of downtown St. Louis." City investment in arts and culture in Clayton will also serve to increase citizens' quality of life and the City's prestige in the region.

Potential Risks and Challenges

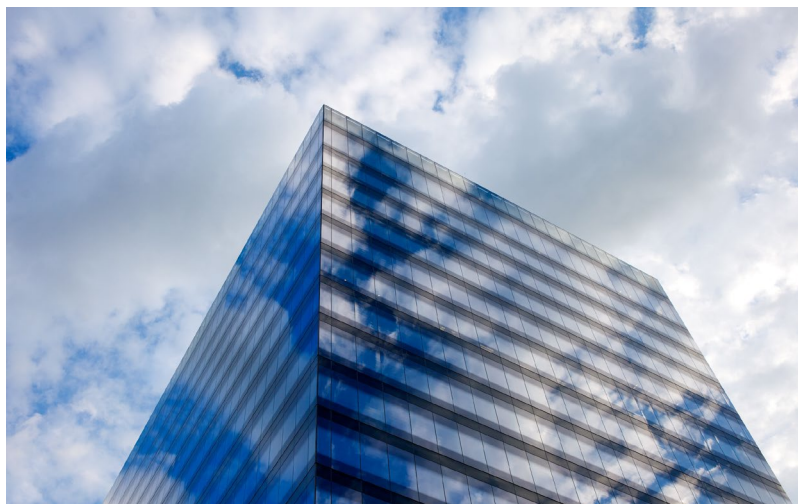
The St. Louis region carries an unfortunate perception of high crime rates, so Clayton must show potential employers and residents, through data and cooperation with neighboring cities, the true safety and vibrancy of the City and the true economical and residential advantages of a location within St. Louis MSA. Furthermore, Clayton's small 2.5 square mile size is a potentially barrier to business expansion; however, the City still could expand *upwards* by utilizing more high-rise construction. The strategic planning process will also solve two other challenges: a lack of a marketing plan and a nearly complete Downtown Master Plan. Visitors and residents may also worry about traffic, road conditions, and a perceived lack of parking. In fact, Clayton has an abundance of parking according to a recent third-party study conducted in 2016, and the City can do its part to encourage multi-modal transportation throughout the City and improve infrastructure to alleviate stress on roads and heavy traffic.

Objectives

For Clayton to continue to be a strong presence and compete with other economically strong cities nationally, the City must focus its policymaking on the following main areas:

- Advancing Clayton's role as a dining and business hub for St. Louis MSA;
- Attracting new residents and businesses, specifically by transforming Clayton into an easily accessible, pedestrian- and bike-friendly area for shopping, dining, and living and by marketing to target industries;
- Increasing the quality of life for Clayton's residents by creating a designed cityscape, planning for a sustainable future, and growing the arts and culture scene in Clayton;
- Increasing business retention, fostering small businesses in retail and dining, and heightening the image of the City for residents, visitors, and businesses.

Furthermore, all these objectives will require stronger ties with the neighboring cities of Saint Louis County. Clayton is fortunate to be close to St. Louis City as well as many other bustling and growing communities in St. Louis County such as Maplewood, Richmond Heights, University City, and Brentwood. These cities would be ideal for future collaborations as they are well-connected to Clayton by roads and public transit. Collaboration between the City of Clayton and businesses and universities in Clayton will also serve in creating a vibrant city with high wages and quality of life, a feeling of community connection, and prospering, diverse businesses.



Objective 1: Business Growth and Retention

Clayton is a preferred destination for many people from the St. Louis Metro Area for both work and relaxation. Home to diverse businesses and with bustling restaurants, Clayton is a thriving community during and after work hours. The City of Clayton is about 2.5 square miles in size, and within its borders are banks, residential housing, parks, shopping, dining, and office buildings. These businesses attract workers and visitors to Clayton and help keep wages in Clayton well above the region's average. With its first objective, the Strategic Plan aims to honor businesses who have been in Clayton for years and attract new businesses who will enhance existing business as well as bring more visitors to Clayton and increase the quality of life for Clayton residents.

Performance Metrics

- new job creation,
- increased capital investment,
- and high average wages for new jobs.

1.1 Business expansion and retention program

Cooperation between business and local government and support for businesses from the City government are integral to expanding and retaining business. This Strategic Plan suggests several strategies to both encourage prosperous businesses and mitigate the loss of quality jobs, including:

- (1) regular outreach to major stakeholders to increase business participation in government process and to field questions and concerns;
- (2) regular site visits with businesses and community leaders to support legacy companies in Clayton;
- and (3) increasing business retention.

To measure the City's progress toward these goals, Clayton will also create and publish annual data updates for the demographic tables included in this plan. The strength of business retention policies will be measured through office space vacancy rates, and the development of the workforce will be measured by the unemployment rate in Clayton. Future Business Satisfaction Surveys will also allow Clayton to understand how well businesses feel that their needs have been heard and addressed, where possible, by City government. Satisfaction rates by years located in Clayton will also show how well the City is supporting both new and legacy companies.

1.2 Target industries

The City will continue to evaluate which industries are lacking in Clayton for the purpose of drawing more visitors to downtown, reviving certain districts outside of the CBD, and supporting current businesses by attracting new businesses that will aid their business functions. Clayton will also consider target industry recommendations from outside evaluators through the Downtown Master Plan and other studies. Currently, the City is interested in focusing on expanding retail and dining establishments as well as cultural and entertainment venues.

In order to grow these industries, the City will consider the following strategies:

- providing financial incentives for start-ups in these areas;
- evaluating gaps in the needs of target industries;
- active recruitment;
- and working with partners to ensure real estate, infrastructure, and City support services meets the needs of current and prospective employers.

The success of target industries support programs will be measured by growth in those industries, wage growth, retail sales (sales tax revenues), and the rate of commercial space vacancy.

1.3 Evaluating local business issues

In looking toward growth and expansion, the City of Clayton is particularly interested to understand what issues affect businesses in the City. While there will always be issues outside of the City's control such as those identified as "threats" in the SWOT analysis (e.g. national economic conditions and perceptions of St. Louis City), the City will establish methods for mitigating issues specific to Clayton that constrain potential business growth. One method to encouraging growth will be establishing quarterly business briefings of area employers to learn about business concerns and educate businesses on City actions.

An effective understanding of the issues affecting local business will reduce the rate of commercial space vacancy and increase business satisfaction rates.



Objective 2: City Services and Stability

Fostering a higher quality of life for citizens and greater satisfaction for businesses requires a strong City government that is financially stable with well-trained and creative employees, a strong marketing plan, and comprehensive data records for measuring effective measures and improvement. These improvements to City government will help Clayton become more competitive in the St. Louis region and nationally.

Performance Metrics

- sales tax revenues;
- property tax revenues;
- housing prices;
- average household income;
- and citizen and business satisfaction rates.

2.1 Ensuring financial stability

In order to provide support to its citizens and business, the City needs to first ensure its own financial stability. This process includes steps like evaluating expenses, implementing cost-saving measures, increasing City revenues, and fully utilizing sponsorship opportunities such as City events. It also includes utilizing applicable state incentives to further the City's initiatives and goals.

Clayton's projected financial stability can be measured through revenues (such as through sales and property taxes) versus expenses created and waste used by the City government.

2.2 Increase regional competitiveness

Clayton will enhance its position within St. Louis MSA through many initiatives including expanding business diversity as outline in the first objective. Additionally, the City will review infrastructure improvements, streetscape, and cultural amenities. Potential multi-modal transportation improvements are elaborated on more in the third objective.

While competitiveness is a multi-faceted factor, Clayton will measure its competitive success in the region and nation through sales tax revenues, housing prices, median household wages, visitors to the City, citizen and business satisfaction rates, and commercial space vacancies.

2.3 Marketing Clayton

A marketing plan to accompany this Strategic Plan is found in Appendix 1. This marketing plan highlights strategies in the following areas: attracting business in target areas, retaining business, raising sustainability awareness, and increasing neighborhood branding. Marketing is important to Clayton's future to educate businesses, citizens, and potentially entrepreneurs and visitors from across the country.

Part of the marketing plan includes maintaining the data presented in this Strategic Plan on an annual basis. These data help the City understand changes in conditions in Clayton, challenges that Clayton faces, and strengths present in the City. Potential employers can use the data to understand how and where their business could fit in to Clayton's existing network. It will also help potential business, workers, and residents understand the many advantages that living and working in Clayton offers. Furthermore, consistent updates to data help the City track its efforts for improvement and the effectiveness of new policies and initiatives.

2.4 Developing city staff

To provide the best services possible, further training and development standards for Clayton City employees should be created. Enhancing the skills of city staff include an emphasis on both personal and professional development. The City seeks to improve its training given to employees and to provide engaging work in a supportive and encouraging environment. Satisfaction rates related to city services and the level of interaction between the City, businesses, and citizens will show how the City is improving in its staff development.



Objective 3: Supporting Areas

As the ultimate purpose of economic development is to improve the surrounding community by creating a pleasantly bustling, prosperous area for residents to live, work, and shop, the Strategic Plan focuses on areas that enhance quality of life for the third and final objective. Partnerships with other cities, more efficient and diverse transport options, and greater cultural and entertainment options all serve to create sustainable growth and closer community ties for the business and residents of Clayton to enjoy. Strategic partnerships with businesses and universities in the area will increase growth and development.

Performance Metrics

- higher rates of sustainable transportation (i.e. not driving alone) as reported through census data;
- increased sales tax revenue;
- business's and citizen's overall satisfaction with the image of the City.

3.1 Improving traffic flow

The highest priorities identified by both the business and citizen satisfaction survey were flow of traffic and congestion management and the maintenance of city streets. In cities nationwide, integrating smarter traffic light technology at intersections has been shown to be an effective method of decreasing traffic congestion. Smart traffic lights can decrease number of stops made which decreases road wear, reduce emissions from idling cars, and reduce travel times through downtown for commuters and shoppers. Indeed, one smart traffic light company claims reductions in the above areas of up to 20-40%. Clayton could measure improvements in these areas by first installing smart traffic lights in the busiest intersections or those with the most traffic build-up during rush hour times. Since these smart traffic lights can be installed individually, depending on the degree of resulting improvement, Clayton could then decide whether it would be beneficial to install more lights. Change led by Clayton could also inspire nearby cities in the St. Louis Metro Area to enact similar developments to reduce traffic congestion, leading to less emissions overall in the region and a higher quality of life for commuters and shoppers who fight traffic on city streets. These traffic lights, then, could help bring more visitors to Clayton and encourage more businesses to choose to rent commercial space in the City. Furthermore, many smart lights also have multi-modal options to make downtown areas more pedestrian- and bike-friendly. The rates of business and citizen satisfaction with traffic flow and congestion will help show if these lights are effective at reducing needless automobile traffic, and rates of walking and biking in the City will show whether these lights encourage more multi-modal transportation in Clayton.

3.2 Parking surveys and improvements

In order to begin transforming Clayton's transportation system, it is necessary to have data on parking lot usages. Sidewalk and bike lane expansions as well as encouraging public transportation over driving alone may require relocating the usage of some parking lots. Parking counts and surveys will be useful in determining which parking lots are being fully utilized and which may need to become multi-use or otherwise removed. In 2016, Walker Parking Consultant conducted a parking assessment for Clayton which concluded that there are thousands of parking spaces vacant at any given time in Clayton during both weekdays and weekends. Furthermore, Walker recommends that the City should:

- Consider updating its parking requirements for business based on parking needs by type of business and current availability of parking nearby to that business;
- Facilitate more shared parking between private businesses and/or create a designated park-once area for commuters to park their cars during the day and then walk to their destinations in downtown;
- Encourage employees in Clayton to parking in off-street garages or lots to leave on-street parking more open and readily available for visitors and shopping and consider using reduced or free parking to build interest.

Efficiency of traffic and ease of use would also be bolstered by integrating more smart technology in parking structures and street parking where users can get real-time information on street parking and parking garage availability. Potential shoppers, especially from outside the City, could use this information along with improvements to a parking structure wayfinding system to reduce the perception of lack of parking in Clayton. It would also allow users to easily find available parking closest to their ultimate destination and ease the worries of shoppers, residents, and workers who choose to drive their car over taking public transportation options. Clayton could also use this smart technology to better enforce parking violations and track parking vacancies for on-street parking and parking lots and garages. A change in the perception of lack of parking, the usage rates of parking lots, and increased business (sales tax revenue) will all be indicators of effective parking and wayfinding improvements.

3.3 Street beautification

Sidewalk expansion and maintenance could help encourage residents to walk through downtown instead of drive and would create a more pleasant atmosphere for shopping and socializing in busy city areas. The condition of sidewalks was identified as an issue of high importance in the 2019 Citizen Satisfaction Survey and should be a top priority for the City. Street beautification by adding trees or other plants as a median between cars on the road and pedestrians would not only make sidewalks safer for pedestrians but would also create a livelier atmosphere within downtown.

These infrastructure changes would be led by City government with the goal of increasing foot traffic, which would help support an expansion of retail options within the City and increase retail sales (sales tax revenue). Better lighting in residential areas was also highlighted as an important issue in the Citizen Satisfaction Survey and may encourage families to walk to their destinations downtown, such as to dinner, to the park, or for a day of shopping, creating even more foot traffic.

Another potential area of emphasis for Clayton are the number of walking and biking trails available in the City, which was highlighted as a top Parks and Recreation Department priorities in the 2017 Citizen Satisfaction Surveys. Creating more bike lanes, especially throughout downtown, would encourage residents and people working in Clayton to utilize public transport and bike instead of drive and allow biking to become a reliable source of transportation. Furthermore, more recreational biking trails throughout the City would create a stronger community atmosphere and provide families with a healthy, recreational activity in pleasant weather. Improvements here would be measured through the Citizen Satisfaction Survey as an overall increase in the satisfaction rate.

3.4 Sustainable commuting

Supporting sustainable commuting is an important way for the City of Clayton to compete with surrounding areas, increase the quality of life of workers and residents, and help become a more environmentally sustainable city, providing an example to neighboring cities in St. Louis MSA. This goal is broken down by several methods of sustainable commuting: electric cars, carpooling, walking, and biking. Successful initiatives to promote sustainable commuting would also include City-led education initiatives discussed in this section and business support discussed in the next section, business, city, and university partnerships. An example of City initiatives will include continued support and encouragement through events and programs like the annual Bike To Work Day as well as promoting the many health, quality of life, and environmental benefits of commuting sustainably. Several other methods to encourage citizens and employees in Clayton to consider adopting a more sustainable commute would include: “Commuter of the Month/Year” prizes, prizes for business whose workers commute sustainably, initiatives to encourage sustainable commuting for errands and shopping, family biking and walking events, and inspiring business to support their employees’ sustainable commute.

Table 13 at the end of the next page shows data to support these efforts by displaying the rates of transportation use in Clayton and selected surrounding cities; it also compares these local rates to the national average. One can see that for most modes of sustainable transportation, except for carpooling, Clayton residents already commute sustainably at a higher rate than the U.S. This is a strong indication that people and workers in Clayton are likely to be receptive to initiatives outlining the benefits of and aiming to increase the rate of sustainably commuting.

First, establishing incentives for electric or hybrid car drivers, such as preferred parking for encouraging electric or hybrid cars, would help encourage these drivers to choose to shop in Clayton and would show the City’s commitment to sustainability. Electric car charging stations would also be useful in drawing in business as the number of charging stations, such as Tesla Supercharge stations, in St. Louis is currently very limited. If Clayton boasted a high number of these, it could also mean that Tesla and electric car drivers would choose to do more shopping in Clayton over other places in the region and, thereby, could lead to increased business for the area.

About car drivers, the rate of carpooling in Clayton and the surrounding areas is lower than the national average rate. While increasing public transport options would also ease traffic congestion, encouraging carpooling would help, too. The City could partner with one of

many programs to help connect drivers and encourage ridesharing. Business would also be encouraged to promote these opportunities for saving money on gas and car maintenance to their employees.

As highlighted in Objective 3.3, walking and biking infrastructure is also an area where closer relationship with the cities around Clayton could serve useful in making bike transport a feasible means of transportation for commuters from those areas to Clayton.

Finally, the City could begin programs and promotions to educate the public about public transportation with the Metro bus or light rail train. A wayfinding system for public transit stops would also be important to help people find real-time data on trains or buses and in helping them navigate their way into downtown or to a Metro station. The City may also consider implementing an incentive program to get people to try out public transport as an efficient, healthy, and less stressful way to get around in Clayton.

In order to effectively promote a sustainable commute, it would first be important for the City to know why citizens do and do not choose to walk, bike, or take public transport in contrast to driving alone. This understanding could be achieved either through an addition to the next Citizen Satisfaction Survey or through a mobility study. Along the same lines, the City could also measure businesses' interest and preferences for such initiatives through changes to the Business Satisfaction Survey. The main metric of improvement for these initiatives would be an increase in the rate of sustainable commuting and the rate of business participation in promoting sustainability to their employees.

Table 13: Rates of Transportation Use

<i>Mode of Transportation</i>	<i>Clayton</i>	<i>Maplewood</i>	<i>Richmond Heights</i>	<i>Brentwood</i>	<i>University City</i>	<i>U.S.</i>
Drove Alone	65.3%	75.7%	82.3%	85.0%	75.0%	76.4%
Worked at Home	9.2%	5.3%	7.2%	7.6%	5.7%	4.7%
Carpooled	5.7%	4.3%	4.4%	4.1%	5.3%	9.2%
Public Transit	5.8%	6.7%	3.0%	2.1%	7.7%	5.1%
Walking	10.7%	4.9%	1.5%	0.0%	4.1%	2.7%
Biking	2.1%	1.3%	1.2%	0.4%	1.6%	0.6%

Source: DataUSA, American FactFinder (2013-2017)

3.5 Business, city, and university partnerships

Clayton is fortunate to have many research universities within its borders and in nearby areas. University partnerships will help Clayton remain on the cutting edge of development. Universities can help support the building of arts, entertainment, and cultural venues and help Clayton with new research and technologies. These partnerships will increase business developments in the City.

Furthermore, a strategic relationship between Clayton, Richmond Heights, Maplewood, University City, and Brentwood will help foster a greater quality of life, establish a steady population of young workers, and will help all three areas move forward into a more prosperous future. Maplewood, Brentwood, and Richmond Heights are all developing and growing steadily (see Tables 11 and 12 on the next page). Brentwood and Richmond Heights saw solid growth in their number of employees, while Maplewood saw especially high rates median household income and property value growth. University City saw solid median income growth for their households, too. Brentwood is a local shopping destination for many in the area, too, and Maplewood and University City boast walkable downtown areas for their residents and visitors. Encouraging as well is the population growth in these four areas for age brackets under 35. A partnership, then, between these four cities will help to ensure enough young workers to fill positions left open by retirees for Clayton's growing businesses.

Further potential for partnerships between these areas exist as well. For example, creating biking and walking, public transportation, and environmental initiatives between these three areas would increase their likelihood of success and improve a sense of community and connection between the areas around Clayton.

Additionally, in order to achieve greater rates of sustainable commuting, businesses would need to have networks and support in place. For example, bikers and walkers would need locker rooms to change during times of extreme weather and places to store their bikes at work. Public transit users, bikers, and walkers could receive financial incentives from their work to reward their sustainable commute. For example, if the business provides parking spots in a garage or lot to their employees, those who don't drive a car could instead receive a "rebate" on that parking spot to cover their transportation costs. Business could also provide Metro tickets free of charge to their employees to encourage ridership for those who live around Metro stops. Programs such as these would align financial incentives with an employee's desire to commute sustainably and could help significantly to increase ridership rates.

Businesses could also choose to be community leaders by encouraging their employees to commute sustainably by establishing carpooling networks specifically for their employees and by sponsoring City events encouraging sustainable such as the annual Bike To Work Day. Businesses who take these or the above steps towards increasing sustainable commuting could also be showcased by the City and given a designation as a community leader in sustainability.

Table 11: Population Percentages by Age

Age Brackets	Clayton	Maplewood	Richmond Heights	Brentwood	University City
under 17	14.84%	14.85%	22.94%	17.39%	18.44%
18-24	24.96%	8.59%	9.80%	8.03%	12.88%
25-34	14.63%	25.44%	13.87%	26.55%	16.56%
35-44	10.09%	15.33%	12.70%	11.85%	13.03%
45-54	11.81%	13.89%	13.33%	13.47%	10.31%
55 and older	23.70%	21.88%	27.31%	22.70%	28.85%

Source: DataUSA (2013-2017)

Table 12: Growth Rate Percentages in Selected Cities

Growth Areas	Clayton	Maplewood	Richmond Heights	Brentwood	University City
Population	1.12%	0.34%	-0.236%	-0.623%	-0.342%
Median Household Income	3.72%	7.87%	6.67%	2.40%	2.25%
Median Property Value	2.34%	8.01%	2.95%	2.20%	-1.00%
Number of Employees	0.440%	0.258%	0.949%	2.59%	-2.17%

Source: DataUSA (2016 and 2017)

3.6 Community improvement

One main objective identified in the Downtown Master Plan and Citizen Satisfaction Surveys is the maintenance and expansion of city parks. Increased green space and the expansion of programs at the Center of Clayton will provide more biking and walking trails as well as a greater sense of community and more activities for school-aged children in Clayton. The City can conduct a needs survey to identify possible areas of Parks and Recreation expansion that would be supported by citizens: for example, the addition of an amphitheater in Shaw Park, another dog park in the City, more events in City parks, community volunteering, a needs assessment for programs at the Center of Clayton, and arts and culture events.

Another method of community involvement and development is branding neighborhoods to heighten a sense of community, increase investment in neighborhoods, and increase visitor recognition. The marketing plan found in Appendix 1 elaborates further on fostering a greater sense of community.

To expand arts and culture and create a greater sense of community in Clayton, the City could encourage more public arts in parks as well as encouraging formal art establishments. Expanding cultural spaces available would encourage more groups to come to Clayton for performances: for example, poetry events, small concerts, and dance and performance groups. Improvements would be measured through an increased rating of overall quality of life in the Citizen Satisfaction Survey.

Vision of Success

The objectives in the previous section should serve as a guideline of priorities for the City. The vision of success presented here are the theoretical results and outcomes of implementing and executing those priorities. These goals represent metrics to shoot for to heighten Clayton's position in the region and nationally and increase the quality of life in and economic health of the City. Over the next twenty years, the City of Clayton is aiming to achieve the following:

- Decrease the percentage of vacant office space in the City below 5% (down from the current 5.3%);
- Decrease the City's unemployment rate to around 3.5% or less (down from the current 3.8%);
- Increase the rate of citizens who had an opinion being satisfied or very satisfied with the overall quality of life in Clayton above 95% (up from the current 91%);
- Increase the rate of citizens and businesses who are satisfied or very satisfied with the condition of roads and with the flow of traffic or congestion above 25% and 52%, respectively (up from the current 16% and 48%);
- Diversify and expand retail selections available in downtown, increasing the average household expenditures, sales tax revenues, and foot traffic in the area and drawing more visitors from the surrounding counties and cities;
- Foster a sense of pride in the neighborhoods of Clayton; each neighborhood has a strong, active website or social media page, and business districts see an increase in private investment and visitor recognition;
- Enhance existing green space and increase the number of events and arts and culture and community spaces within the City, creating a greater community feel;
- Increase rates of transportation use other than driving alone, including raising the rate of carpooling at or above the national average and increasing the rates of biking, walking, and public transportation use by several percentage points each; put differently, the City aims to have a total percentage of citizens not commuting sustainably (i.e. driving alone) under or around 50% (down from the current 65.3%).

In the abstract, achieving these objectives means a deeper community connection for both citizens and business in Clayton, as well as a closer collaboration between the latter two and local government on the issues of transportation, development, and business growth. Clayton in twenty years is an area leader in encouraging healthy citizens, decreasing traffic congestion downtown, and fostering healthy businesses. The City has a diverse range of business, retail, and dining and provides businesses with the appropriate resources and a well-educated workforce. Clayton enjoys healthy volumes of foot traffic during the workweek and on weekends, available parking is well-documented, and traffic flows well through downtown. Clayton has many festivals and community events that draw visitors from all around the Saint Louis Metro Area and beyond and create a greater sense of pride for Clayton citizens.

Annual Progress Updates

Annual progress updates will be to integral to the success of the Strategic Plan. Consistent updates will be important to help keep data accurate and consistent and to track how and when the City is accomplishing the goals and strategies that will help it reach its ultimate objective. The following table should be revised every year to show which tasks have been completed and by whom.

Objective	Task	Year Completed					
		2020	2021	2022	2023	2024	2025
1.1 Business expansion and retention program	Outreach with major stakeholders						
	Regular site visits to support legacy companies						
	Develop Clayton's workforce						
	Increase business retention						
1.2 Target industries	Provide financial incentives for target industries						
	Evaluate gaps in the needs of target industries						
	Determine if City support, real estate, and infrastructure meet employer needs						
1.3 Evaluating local business issues	Quarterly briefings of area employers						
	Track weakness identified by businesses in satisfaction surveys and by third-party evaluators						
2.1 Ensuring financial stability	Evaluate expenses						
	Implement cost-saving measures						
	Increase City revenues						
	Utilize event sponsorship opportunities						
2.2 Increase regional competitiveness	Utilize state incentives						
	Expand business diversity						
2.3 Marketing Clayton	Implement infrastructure improvements needed						
	Create marketing plan						
	Annual data and infographic updates						
	Consistent website updates						

2.4 Developing City staff	Expand employee training						
	Create creative, encouraging environment for City employees						
3.1 Improving traffic flow	Implement smart light technologies and other changes as needed						
	Track traffic flow						
3.2 Parking surveys and improvements	Improve wayfinding system for parking structures and lots						
	Implement smart technology in parking areas						
	Follow up on parking survey recommendations						
3.3 Street beautification	Create safer streets for bikes and pedestrians						
	Use plants and other decorations to improve the feel of City streets						
3.4 Sustainable commuting	Create prizes or awards for sustainable commuting and commuting support from businesses						
	Apply for and install electric car charging stations						
	Make infrastructure for bikes and pedestrians						
	Create carpooling program for residents						
	Create wayfinding system for light rail and buses						
3.5 Business, city, and university partnerships	Encourage business support of sustainable commuting initiatives						
	Further coordination with neighboring cities on infrastructure improvements						
	Present plan to neighboring universities for closer partnership and collaboration						
3.6 Community improvement	Expand and improve green space and parks						
	Expand and improve community spaces and programs						
	Encourage greater arts and culture involvement						
	Improve neighborhood branding						

Appendix 1

As part of strategic planning, the Communications Team for the City of Clayton, along with the Economic Development department, have drafted a marketing plan that will guide their goals and strategies in the coming years. This plan includes initiatives that coincide with Strategic Plan objectives and help to support the development goals presented earlier in this Plan. The Marketing Plan also includes a table for annual progress updates, so that the City can track its progress toward its goals and how effective those goals are for increasing quality of life and business in Clayton.

City of Clayton Marketing Plan 2020



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Statement of Purpose

The City of Clayton's Marketing Plan is a supplemental plan for raising awareness and furthering the objection of the Strategic Economic Development Plan. It will assist in the growth of business, the fostering of a sense of community, and advance sustainability and quality of life in the City and throughout the surrounding region. This document should be edited as necessary and updated with the next strategic planning session, as the needs and priorities of City government, businesses, and citizens will change in the future and should be considered when deciding on marketing plan goals.

City of Clayton Mission Statement

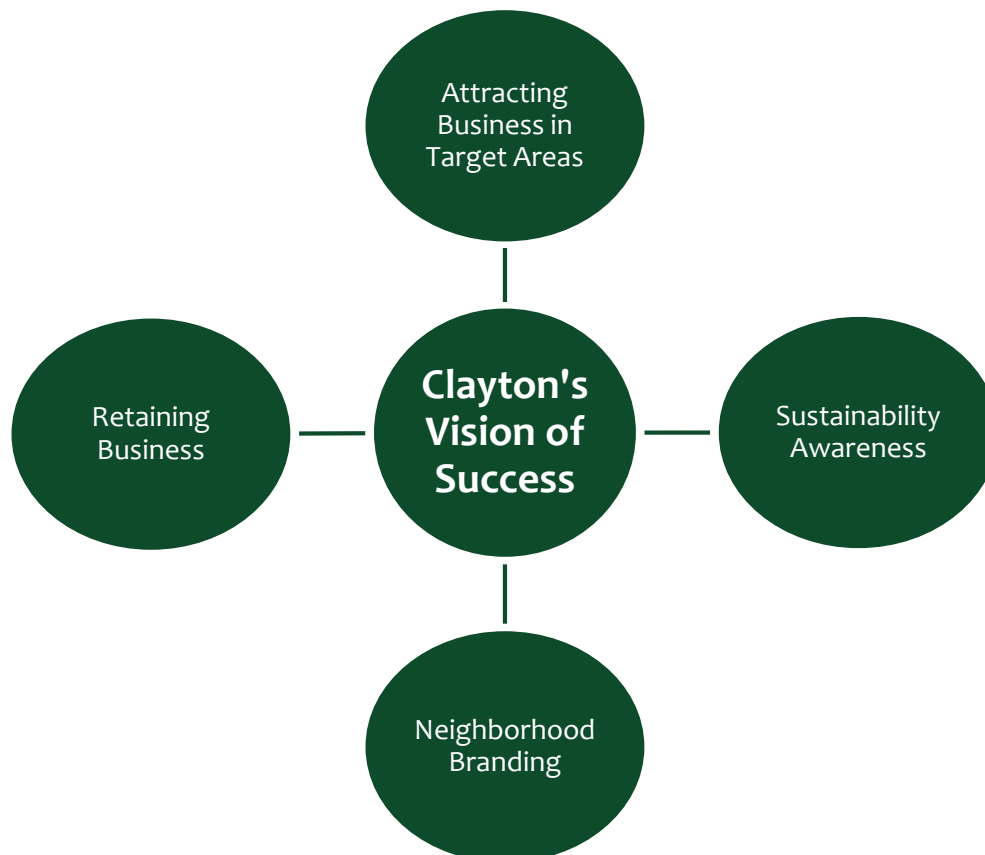
The Mission of Clayton City Government is to foster a vital, balanced community composed of outstanding neighborhoods, quality businesses, commercial and government centers, premier educational institutions and a healthy natural environment through an open, accessible and fiscally responsible government.

Goals

The City's Marketing Plan outlines four main goals that detail the following:

- which strategic plan objective the goal relates to;
- the target audience for each marketing goal;
- the strategies that the City will take to fulfill that goal;
- which data will be used to evaluate the effectiveness of each goal;
- a vision of success for each goal;
- and a timeline establishing responsibility and order of priority to each strategy within the main goals.

Having a marketing plan is an important supplement to Strategic Plan as many objectives and strategies outlined in the Strategic Plan have an education or awareness element to them that will be achieved through effective marketing by the City. Specifically, the Marketing Plan will focus on four goals: (1) attracting business in target areas, (2) retaining business, (3) raising sustainability awareness, and (4) increasing neighborhood branding.



Goal 1: Attracting Business in Target Areas

The 2019 Community Survey and 2016 Business Survey identified retail as the top priority for City investment. Furthermore, the City of Clayton is known in the region as a dining destination and is committed to expanding and supporting that industry to retain that reputation. The strategies for reaching that goal include:

- Creating marketing materials to recruit new clients and show the advantages of Clayton and downtown Clayton has a City with room to expand in the dining and retail industries but already has many visitors and residents to support those industries;
- Continuing to update available spaces and keep these vacancies easily accessible to interested parties;
- Regular website updates;
- Updating data on daytime and evening populations as well as sales tax revenues;
- Continuing to send out business and community satisfaction surveys in order to gauge interest in expanding various industries downtown;
- Providing support through various media platforms to new retail and dining establishments in Clayton.

Related strategic plan objective: Objective 1, business growth and retention

Target audience: Dining and retail entrepreneurs

Measure of development: Rates of vacancy for commercial space, business and community satisfaction rates, sales tax revenues, and community support for City financial investment in retail.

Vision of success: Downtown Clayton is a vibrant area, attracting visitors for diverse retail shopping and unique dining. The rate of vacant space has decreased, and Clayton is a lively shopping community during the week and on weekends.

Goal 2: Retaining Business

Clayton enjoys a great quality of life for residents and workers in the City. The great business culture in Clayton is instrumental in creating a lively downtown and the prosperity enjoyed by citizens, workers, and visitors. In order to increase business retention, the marketing plan focuses on the following strategies:

- Regular meetings with stakeholders to assess needs;
- Engagement with businesses over social media channels by creating a festival, events, and community page, separate from the official City of Clayton government page;
- Regular website updates;
- Encouraging business participation in street festivals and community events;
- Updating data to understand why businesses come to and stay in Clayton;
- Tracking business event participation;
- Supporting and expanding industries that enhance the functions of existing businesses.

Related strategic plan objective: Objective 1, business expansion and retention

Target audience: Businesses and stakeholders in Clayton

Measure of development: Rates of business satisfaction, commercial space vacancy rates, engagement with social media posts on Clayton community page, and business data and rates of business participation at events.

Vision of success: Businesses in Clayton are be thriving and feel comfortable in their individual niche while also an important part of the larger Clayton business community. Business are very satisfied with the image of, services and atmosphere in the City. They will feel that their voice is heard and that their concerns are addressed by the City government, where possible.

Goal 3: Raising Sustainability Awareness

Traffic flow and road conditions were two main concerns identified in both the citizen and business satisfaction surveys. Other related priorities identified by citizens and businesses included conditions of sidewalks and number of biking and walking trails in the City. These identified areas of improvement indicate that the City has a strong need for encouraging multi-modal transportation and sustainability. However, in order to make City infrastructure changes effective, many marketing strategies would be necessary, including:

- Encouraging business support of multi-modal transportation by educating business on the different methods they can use to encourage employees to commute sustainably;
- Educating businesses, workers, and citizens in the City on the health, environmental, and traffic-related benefits of sustainable commuting;
- Using social media and events to raise awareness for and show the importance of future sustainability and environmental initiatives and movements.

Related strategic plan objective: Objective 3, supporting areas

Target audience: Businesses and citizens of Clayton

Measure of development: Rates of sustainable commuting, engagement with social media posts and promotional events, rates of engagement with commuting platforms, and rates of citizens and businesses who understand the importance of sustainability.

Vision of success: Clayton will help lead the St. Louis Metro Area into a future of lessened traffic as population grows by encouraging other modes of transportation, a future of environmentally responsible businesses and government, and a future of citizens educated in the important of sustainability.

Goal 4: Increasing Neighborhood Branding

Clayton is fortunate to have many distinct neighborhoods within its 2.5 square miles, some with predominately low-rise buildings, some with mostly high-rises, with diverse dining, and some that pride themselves on being family friendly. One marketing goal to expand business interest and resident satisfaction includes better branding of neighborhoods in order to create a sense of pride and belonging and a renewed interest in investment for areas with more real estate available. Clayton's marketing teams can support this branding and growth through the following strategies:

- Researching neighborhood distinctions through meetings with stakeholders and residents and through the findings from the next Downtown Master Plan;
- Creating events and gatherings within neighborhoods that encourage and accentuate the distinctive characteristics of those neighborhoods;
- Using unique decorations in neighborhoods, especially around holidays;
- Coordinating with neighborhood associations in enhancing websites and social media pages highlighting neighborhood events and news.

Related strategic plan objective: Objective 3, supporting areas

Target audience: Clayton citizens and businesses and visitors to Clayton

Measure of development: Neighborhood recognition, overall satisfaction rates in business and citizen surveys, number of visitors to Clayton (foot traffic), sales tax revenue, commercial space vacancy rates, property values, neighborhood association site visits, and investment in weaker areas of Clayton.

Vision of success: Clayton's neighborhoods are a source of pride for their residents and businesses. Neighborhood branding has led to increased private investment, retail sales revenue, and housing values and has led to a reduction in commercial space vacancy rates. All neighborhoods in Clayton are vibrant and lively with more workers, residents, and visitors shopping and socializing.

Annual Plan Updates

The City's commitment to improvement through marketing requires annual updates be made to the marketing plan presented above. The completion of marketing goals should also be tracked using the table in this section. Understanding how the marketing plan is progressing will be important for keeping data accurate and consistent, and understanding how realistic and achievable the strategies and goals outlined above are for the City.

Timeline and Updates

GOAL	Action Item	YEAR COMPLETED					
		2020	2021	2022	2023	2024	2025
GOAL 1	Marketing materials to attract more potential dining and retail entrepreneurs and employers						
	Updating the inventory of available and vacant spaces in Clayton						
	Regular website updates						
	Annual demographic data and infographic updates						
	Sending out Citizen and Business Satisfaction Surveys						
	Increasing media support to new businesses						
GOAL 2	Regular meetings with stakeholders						
	Creation of a Clayton community Facebook page						
	Regular posts of events and business activities on Clayton community page						
	Collecting data from Clayton community page to analyze engagement and usefulness						
	Creating a plan to garner higher business participation for events						
	Using Business Satisfaction Surveys to understand and track the reasons why business come to and stay in Clayton						
	Tracking demographics on business event participation						
	Identifying target industries and creating a plan to expand and attract businesses in those industries						

GOAL 3	Creating and implementing an education program on multi-modal transportation for businesses						
	Creating and implementing an education program on multi-modal transportation for workers and residents						
	Using social media and other media platforms to promote sustainable commuting						
	Implementing prize/recognition program for sustainable commuting for workers and residents						
	Implementing prize/recognition program for sustainable commuting support from businesses						

GOAL 4	Researching neighborhood distinctions to create branding plan						
	Creating events and gatherings to encourage neighborhood pride						
	Creating a plan for unique decorations in neighborhoods						
	Coordinating with neighborhood associations to develop websites/social media pages and track engagement						

Appendix 2

Both to update the data from the 2016 Business Satisfaction Survey and in order to understand what local issues are either positively or negatively affecting local businesses, the City of Clayton will conduct a new business survey (included here on the next page). The City will gather and analyze the data, which will help City officials understand local business perspectives. Clayton aims to send out this survey or a similar one, updated to include more topical issues or questions where applicable, about every other year.



City of Clayton

10 N. Bemiston, Clayton, Missouri 63105-3304 • (314) 727-8100 • Fax: (314) 863-0295

August 2, 2019

Dear Business:

The City of Clayton requests a few minutes of your time to complete the survey found on the following page. You have been chosen to participate in this survey as an important and valuable member of Clayton's business community. Your voice matters, and the City appreciates you taking the time to complete this survey and make your preferences and opinions heard.

The City of Clayton desires to continue the strong relationships between business and government that have aided Clayton's success over the past years. This business survey is designed to inform the City on what is important to you; we want to know both where your needs are met and where we could do more to help your business flourish. Your responses help the City make informed decisions that will influence its development and improve the quality of life and business within the City.

Please contact Gary Carter, Director of Economic Development, at (314) 290-8467 with any questions, and please note that individual responses to this survey will remain confidential.

Thank you in advance for your time and for helping to shape Clayton's future.

Sincerely,

Gary Carter
Director of Economic Development
City of Clayton

For the following factors, please indicate your business's satisfaction as "very satisfied", "satisfied", "neutral", "dissatisfied", "strongly dissatisfied", or "don't know."

City Factors		Very Satisfied	Satisfied	Neutral	Dissatisfied	Strongly Dissatisfied	Don't Know
A.	Quality of services provided by the City	5	4	3	2	1	9
B.	Overall image of the City	5	4	3	2	1	9
C.	Availability of trained employees	5	4	3	2	1	9
D.	Crime rate and safety	5	4	3	2	1	9
E.	Access to infrastructure (i.e. telecommunications, utilities, etc.)	5	4	3	2	1	9
F.	Amount of available parking	5	4	3	2	1	9
G.	Quality of local schools	5	4	3	2	1	9
H.	How well the City is planning and managing redevelopment	5	4	3	2	1	9
I.	Quality of plan review and permitting services	5	4	3	2	1	9
J.	Level of taxation	5	4	3	2	1	9
K.	Attitude of Clayton's city government towards businesses	5	4	3	2	1	9
L.	Volume of foot traffic in the City	5	4	3	2	1	9
M.	Proximity of business(es) that are important to your business	5	4	3	2	1	9
N.	Availability of parks and open spaces	5	4	3	2	1	9
O.	Festivals and community events	5	4	3	2	1	9
P.	Access to public transportation	5	4	3	2	1	9
Q.	Availability of entertainment, arts, and other cultural amenities	5	4	3	2	1	9

Using the letters above, please indicate your business' top three reasons for locating in Clayton:

1st: _____ 2nd: _____ 3rd: _____ other: _____

Thank you for your participation in this survey.

Please return completed surveys to Gary Carter by mail at Clayton City Hall, 10 N. Bemiston Ave, Clayton, MO 63105; by email at gcarter@claytonmo.gov; or by fax at (314) 863-0295.