

Implementation Strategies

INTRODUCTION

The Parks and Recreation Master Plan provides a strategy of meeting recreation needs up to the year 2017. Implementation of the Plan is a process and will require updates as facilities are built and population demands change. It is recommended that the plan be reviewed for minor revisions after five years in order to maintain significant progress towards meeting the recommendations made in this document. A determination will be made by the parks department whether the update warrants external assistance from a park planning consultant or whether the update can be completed internally by City personnel. The following chapter discusses phasing, funding, and maintenance operations. The information that follows will assist the parks department effort to implement, fund, and maintain the changes that are recommended in the Master Plan.



SEATING AREA AT WYDOWN PARK

STRATEGIES

The Parks and Recreation Master Plan recommends the implementation of a wide variety of items for the City of Clayton. Because resources available for completing this Plan are limited, a phased strategy for carrying out this Plan is suggested. Naturally, this phased strategy needs priorities assigned to its various components based on a variety of factors such as implementation logistics, construction operations, bid packaging, and cost/pricing efficiencies. The Working Committee developed the top priority projects which are listed below in Figure 5-1. These priority projects will be the first aspects of the Master Plan addressed in the future. Note that the Priority Projects are not listed in priority order and that any priority project may be pre-empted by a strategic land acquisition opportunity.

FIGURE 5-1 – PRIORITY PROJECTS
(Not listed in order of priority)

<u>Project Description</u>	<u>Location</u>
New Walking Trail	Shaw Park
Permanent Corporate Pavilion	Shaw Park
Inclusion Playground	Shaw Park
Lighting of Fields 1 & 2	Shaw Park
Mulch Pile Aesthetics & Environmental Concerns	Shaw Park
Neighborhood Park Improvements	System Wide
Additional Shade at Pool, and Tennis Center	Shaw Park
Additional Shade at Picnic Pad	Oak Knoll Park
Native Plant Garden	Oak Knoll Park
Park Entry Features to include Signage Improvements	Shaw Park
The Center of Clayton Capital Projects	The Center of Clayton
Amphitheater	Shaw Park
Senior Leisure Amenities	System Wide

Acquisition of additional land for the purpose of parks or open space is a high priority in implementing the Master Plan. Currently land resource opportunities for park use in Clayton are scarce. The City is closely monitoring any opportunities for obtaining land for park use. Strategic land acquisition is a high priority which could pre-empt implementation of priority projects. To help fund the purchase of park land, an impact fee on future higher density development might be worth considering. In addition, the activities associated with implementation of this Plan will be closely coordinated with the City's Planning and Development Services Department.

Figure 5-2 includes four additional priorities which have been ranked identified as long term projects.

FIGURE 5-2 – LONG TERM PROJECTS

<u>Project Description</u>	<u>Location</u>
Trail Development	System Wide
Playground Improvement	System Wide
Improvements in Accessibility of Parks and Recreation Facilities	System Wide
Greenspace Expansion	System Wide
Ice Rink Improvements	Shaw Park
Expand Utilization of Hanley park, site of the Historic Martin Franklin Hanley House	Hanley Park

LAND ACQUISITION

By phasing the various components of the Master Plan into use, the City will begin to see recognizable improvement in the park system that would not be otherwise realized if they waited to implement each facility or park under an “all or nothing” method. Small steps toward the completion of each recommendation can be implemented slowly over time that will serve residents in the near term. Recommendations that are not critical to park operations or usability, but nonetheless are desired aspects to the system, can be constructed at a later time. This approach allows the City to show results toward the improvement of the park system and will theoretically create a favorable climate toward future parks and recreation spending.

FUNDING AND ACQUISITION SOURCES

Once the Plan has been established, acquiring funds to implement the Plan can be a challenge. The following information describes the main sources of funding that may be utilized to fund the Plan implementation. For the purposes of this report, funding sources have been divided into two categories: existing sources of funding and potential sources of funding. Existing sources of funding are those sources which the City of Clayton has used in the past or is currently using to fund improvement projects. Potential sources of funding represent additional opportunities which previously have not been pursued, but may hold promise in the future.



ALAMO PARK

EXISTING FUNDING SOURCES

The General Fund

Funding for the Parks and Recreation Department is part of the General Fund for the City of Clayton. The General Fund accounts for all revenues and expenditures associated with the traditional services provided by the Clayton City government. These services fall into broad categories that include Parks and Recreation. Primary revenue sources for this fund include property taxes, sales taxes, utility taxes, fees, licenses, and other intergovernmental revenues. The Parks and Recreation Department assesses fees and charges for usage of recreational facilities, programs, rentals and special events which are used to offset the direct operational costs of these services.

Park Land Dedication

Dedication of open space or payment of fees for park development or recreation purposes by private developers can be negotiated in exchange for developmental considerations beyond those customarily permitted by planning and zoning requirements. Unless properly written and applied, a park land dedication ordinance can result in a lengthy court battle with a developer accusing the local government of illegally taking valuable land. In order to prevent this, the ordinance must provide that any land or funds will benefit the users of the new development. Fees in lieu of open space are used when it is not practical for a developer to donate land. An important aspect of park land dedication is land quality. Not every plot of ground is suitable for recreation. A typical ordinance will require that most of the land be dry, reasonably flat, and accessible by road. Some ordinances provide allowances for private recreation space. The idea is that the private amenities will reduce residents' need to use local public parks. Restrictive covenants and maintenance agreements are usually part of the conditions for allowing private recreation space to be given allowance.

Cooperative Use Agreements

A cooperative use agreement is an agreement between a school and parks department to share facilities. Both the school and parks department provide similar recreation facilities. By signing a cooperative use agreement, residents may use school facilities when not in use by the school. This agreement would allow the City to expand its available park land without taking on any additional maintenance responsibilities. This approach has been taken in the past with the development of the new

Glenridge Elementary School Playground, and the operation of The Center of Clayton serving as the most recent examples.

One-Half Cent Sales Tax

In April 1997, voters of the City of Clayton approved a one-half cent sales tax for recreation and stormwater improvements. Revenues are used to pay for the debt service of bonds issued to pay for the construction of The Center of Clayton and Shaw Park Aquatic Center renovation that took place in 2002-2003. In addition, capital projects are funded through this tax. The Department also utilizes available grant resources in an effort to help supplement funding for capital projects.

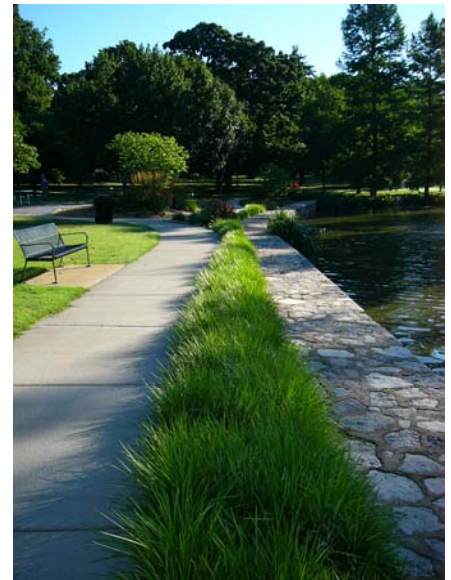
User Fees

As a practical matter, communities throughout the country are requiring users of parks and recreation facilities to pay for the facilities they use on a daily permit or seasonal basis. This is primarily true of costly indoor recreation facilities and large labor-intensive outdoor facilities such as ballfield complexes and aquatic facilities that have high staffing and maintenance obligations. Clayton, not unlike many communities, does charge user fees for many of its facilities. The goal of the operation and management of these facilities is to generate income sufficient to meet or exceed the cost of staff to operate and maintain them, and if possible, establish a profit margin that can be returned to a reserve fund to support future improvements and expansions. The user fee approach can be an unpopular concept in some communities, however it is an acceptable practice in Clayton.

Bonds

The City could utilize its bonding capacity to place a bond referendum on the ballot. With successful passage, the City is allowed to sell bonds to raise capital for development/repair/improvements to the park system. Taxes are raised appropriately to retire the bond over the term of the bond. The bond money typically is available in a lump sum and put to use on the projects for which it was identified. Likewise, there is a time frame under which the bond money must be committed for use or it can be forfeited. The following are three types of bonds that may be considered for recreation facility funding:

- **Revenue Bonds**
Bonds used for capital projects, which will generate revenue for debt service where fees can be set to support repayment of the bond. Many times these are leveraged against sales tax revenue.
- **General Obligation Bonds**
Bonded indebtedness issued with the approval of the electorate for capital improvements and general public improvements. These bonds usually require a general increase in property tax.
- **Industrial Development Bonds**
Specialized revenue bonds issued on behalf of privately owned, self-supporting facilities.
- **Certificates of Participation (COP's)**



OAK KNOLL PARK

Lease financing can be arranged through the public sale of certificates of participation, sometimes referred to as COPs. Each certificate holder owns a beneficial interest in the lease. Certificate holders, in the aggregate, essentially constitute the lessor. Certificates of Participation are a newer form of lease financing that is gaining popularity with issuers and have gained acceptance by investors.

Grants

Grant funding programs have been available at both the state and federal levels. Today, the federal grant opportunities have all but been terminated. However, there still are a variety of state grant programs available. Some of these grants are listed below.

- **Great Rivers Greenway**
 On November 7, 2000, Proposition C, the Clean Water, Safe Parks & Community Trails Initiative successfully passed in St. Louis City, St. Louis County, St. Charles County, in Missouri and Madison County and St. Clair County in Illinois, establishing the Metropolitan Park and Recreation District in Missouri and the Metro East Park District in Illinois. The Missouri organization is now known as The Great Rivers Greenway, and it typically provides funding to develop parks, trails, and greenways. It began collecting a one-tenth of one cent sales tax in April, 2001, and has raised a significant amount of money for regional projects. Currently it receives half of the funds generated from Proposition C.
- **Municipal Park Grant Commission**
 Another 30 percent of the revenues generated from Proposition C are allocated to St. Louis County for the St. Louis County Parks and Recreation Department and neighborhood parks in unincorporated St. Louis County. The Municipal Park Grant Commission is the steward of the remaining 20 percent of the tax, generating about \$2.5 million annually for the parks of the 91 municipalities throughout incorporated St. Louis County. Since its formation, the Municipal Park Grant Commission has focused its efforts on delivering on the promise made to voters in 2000: To use taxpayers' funds to help enhance parks as demand for leisure increases, the pressure from the development grows and the needs to protect property values intensifies.
- **Land and Water Conservation Fund (LWCF)**
 Land and Water Conservation Fund grants are available to cities, counties and school districts to be used for outdoor recreation projects. Projects require a 55 percent match. All funded projects are taken under perpetuity by the National Park Service and must only be used for outdoor recreational purposes. Development and renovation projects must be maintained for a period of 25 years or the life of the manufactured goods. This program is administered through the Missouri Department of Natural Resources' Division of State Parks.

- **Recreation Trails Program**

Recreational Trails Program grants are to be used for motorized or non-motorized trail development, renovation, maintenance and/or the development/renovation of trailheads. Projects require a minimum match of 20 percent. All projects must be maintained for a period of 25 years. Grant requests up to \$100,000 are eligible. Eligible applicants include cities and counties, schools, and private, non-profit and for-profit businesses. These federally funded grants are offered through the Federal Highway Administration, and administered through the Missouri Department of Natural Resources' Division of State Parks.

- **Transportation Enhancement Grants**

Transportation Enhancements activities are federally funded community-based projects that expand travel choices and enhance the transportation experience by improving the cultural, historic, aesthetic and environmental aspects of our transportation infrastructure. Many times these projects are park and recreation types of projects. For example, projects can include the creation of bicycle and pedestrian facilities, streetscape improvements, refurbishment of historic transportation facilities, and other investments that enhance communities and access. The federal government provides funding for transportation enhancements projects through our nation's surface transportation legislation.

Private Enterprise

Contracts with private business could be signed to provide and operate desirable recreational facilities financed and constructed, by the public sector on City owned lands with a specified amount of compensation paid to the City.

Non-Profit Organizations, Civic Organizations and Service Clubs

The Clayton Park System has a history of successful relationships with non-profit Organizations, Civic Organizations and Service Clubs. These relationships have resulted in significant additions and improvements throughout the system. The Clayton Parks Foundation is a private non-profit organization formed in 1992 to enhance the development of the Clayton Park System. This independent organization cooperates with the City of Clayton and the Department of Parks and Recreation to promote the parks and ensure their long-term service to Clayton residents through additional independent funding so that their full potential may be realized. The mission of the Clayton Parks Foundation is to enhance the parks and recreation system by providing significant opportunities for conservation, recreation, and relaxation through special projects for which city funding is not available. Its goals include:

1. Preservation and conservation of green space.
2. Support the provision of quality park and recreation environment for business, employees, residents, and visitors to enjoy.
3. Provide funding for projects which enhance park resources and encourage renewal of recreation facilities without using local tax dollars.



CLAYTON PARKS FOUNDATION

The on-going partnerships with organizations such as Clayton Parks Foundation will continue to be an important aspect of park and recreation improvements and enhancements.

Private Donations

Over the years, individuals and groups have expressed an interest in donating funds for facilities, equipment, trees, plants and other elements to the park system. In response to this generosity, the Enhance Clayton Parks program was developed to provide a means of noting a special event, a memorial to a friend or family member or just a way to contribute to the future of the recreation environment. The program includes two ways of donating: through the purchase of trees for Oak Knoll and Shaw Parks, or through the purchase of park benches and picnic tables.

POTENTIAL FUNDING SOURCES

Lease/Purchase Financing

Facilities for public use can be financed and built through an entity separate from the municipality – either another public entity, a nonprofit corporation set up for that purpose, a bank or leasing company, or joint powers authority. There are several types of lease purchase funding mechanisms, including certificates of participation which have previously been discussed, and sales leaseback, which is a means for public entities to sell an existing facility to a separate entity such as a nonprofit organization, an investor, or a group of investors. Improvements can be made by the separate entity who then leases the facility back to the public entity for an agreed to period of time and interest rate.

Hotel, Motel and Restaurant Tax

The hotel, motel and restaurant tax is based on gross receipts from charges and meal services or a per-room/night rate and may be used to build and operate golf courses, tennis courts, and other special park and recreation facilities or be put to use in general park operations. The advantage to such a tax source is that virtually all of it is generated by visitors, not local residents.

Special Improvement District/Benefit District

These taxing districts are established to provide funds for certain types of improvements, which benefit a specific group of affected properties. Improvements may include landscaping, erection of fountains, acquisition of art, and supplemental services for improvement and promotion, including recreation and cultural enhancements.

Funding and Acquisition Sources Conclusion

It is reasonable to assume that the successful implementation of the Master Plan will be achieved by utilizing a combination of the previously mentioned funding sources. For the largest and most costly projects, the use of bonds, leveraged bonds, or similar municipal financing is the most realistic. This method permits access to a large sum of money to complete the project in the shortest possible time frame, thus making the improvement available to the community in the near future. The amount of the bond should be fixed to ensure sufficient funds are generated from

the sales tax to not only retire the bonds, but also provide for some level of operations and maintenance, as well as finance other smaller capital improvements to be completed by City staff on a labor and materials basis.

The small to medium projects should be funded by other sources such as grants, donations, and self-help activities. It is not possible at this time to identify a specific source for every project in the Master Plan as this is an interactive process that needs to be undertaken by City officials.

RECREATION PROGRAMMING AND ORGANIZATIONAL MANAGEMENT ACTION PLAN

Based on the strength, weakness and opportunity analysis and the community survey, PROS Consulting has outlined the following action plan and recommendations for the City of Clayton Parks and Recreation Department. The recommendations outlined for individual departments include program offerings that need to be continued or dropped, mechanisms to enhance program delivery and a roadmap for future recreation programming. It will also focus on increased marketing and sponsorship initiatives.

Overall Recommendations

- Enhance current Center logo to include information about the partnership of the City and School District. This should be communicated on the website, through all marketing materials and in signage at The Center. This would help better communicate and market The Center and also create a uniform message that could be pitched to the business community for sponsorship packages.
- Increase the number of youth and adult fitness and wellness programs. Initiate a survey or public feedback mechanism to gauge interest for specific programs and convenient times for the same.
- Track pre and post event/program feedback to gauge public opinion and ensure enhanced program offerings that reflect community requirements.
- Introduce online surveys through websites like www.surveymonkey.com to mail out online surveys to event / program participants.
- Online surveys are cost effective, offer ease and flexibility of use and enable effective tracking and sorting of information collected.
- Need to install a point of sale computer at the tennis courts to retrieve user information and ensure the tennis center is 'wired in' with the rest of the facilities at The Center.



Administrative/Organizational Recommendations

The Department needs to find administrative office space to improve the effectiveness of the organization. The policies and process of purchasing should be evaluated for efficiency and cost effectiveness. The Department should address the organization structure and span of control and also look into the work load requirements by functional activity. It is important to define the core services and move away from non-core

services to free up staff to stay focused on their core businesses. It is imperative that internal communications continue to be enhanced to build trust and loyalty with the staff.

Policy Recommendations

The Department needs to do an inventory check on existing policies to determine their effectiveness and gaps that need to be addressed. If gaps do exist, they should be addressed in a manner that allows staff to have the maximum capability to manage forward. This requires identifying what is a policy versus a procedure. Procedures need to be flow charted to squeeze out inefficiency. The policies that need the most attention for adjustment are:

- Purchasing policy.
- Park ordinances.
- Resident and non-resident policy.

Finance Recommendations

A business plan should be created for the ice rink, pool, tennis center and The Center. This should be updated yearly and focus on existing users, program and facility standards, marketing the sites, and pricing services correctly. The business plan should create a yearly program plan for Clayton's recreation facilities, as well as a staff work plan to hold staff accountable to the outcomes the Director desires.



Fitness Recommendations

From the community survey findings, the largest percentage of respondent households (60%) that come to The Center use the fitness center. There are a number of key recommendations that need to be undertaken to ensure the continued level of excellence at the fitness center since the satisfaction/dissatisfaction associated with the fitness center will spill over to The Center as a whole. The recommendations are:

- Allow staff to properly plan for fitness related programs that are cutting edge and involve a wide-age segment appeal.
- Look to hire a part-time fitness coordinator to work with personnel trainers in providing a higher level of service to patrons.
- All programs need to have set program standards in place and include customer feedback methods to gain input from users on how to improve on the services provided.
- A non-primetime fitness pass should be provided or made available to fill excess capacity times in the recreation center, especially targeted for weekends.
- Seek to move some fitness related programs to school sites if space continues to be an issue.
- The current trends with increasing childhood obesity present a programming opportunity to attract more parents to get their kids/teens involved in physical activities.
- In addition, the largest percentage of all respondent families (29%) have expressed that they would use a youth fitness center, if it were made available at The Center of Clayton.

- The City needs to look into options to convert excess underutilized conference space into a kids/youth fitness center.

Sports Recommendations

The sports staff needs to focus on individual/small group training programs. Also, PROS has observed that most users in sports respond better to a competitive environment within a recreation setting, than a purely recreational setting. That is another offering that the City needs to focus on. Adventure sports participation is also on the rise all over the country and the sports team needs to offer greater program variety for the same. Some of the key recommendations for sports programming are offered below:

- The boy scouts badge requirement for scouting could be a potential target audience for the climbing wall.
- Introduce a group focus for climbing activities.
- For all sports, private instruction is big trend currently, with more users wishing to obtain personalized one-on-one or small group instructions.
- Introduce small group basketball and soccer clinics or training sessions.
- More competitive sports events/tournaments need to be offered in a 'learn and compete' setting.
- From the recreation group, create a select group that would want to take it a level higher. For example, introduce a Davis Cup - Team Championship play format in tennis for various age groups that would want to participate.
- Spinning must continue and be supported with consistent marketing and preferable timings to enable maximum participation.

Events and Sponsorship Recommendations

The Jazz Fest and Taste of Clayton have been hugely successful special events drawing in a large audience and attracting huge sponsorship interest. However, the events team needs to translate that into a year round effort to create business plans by event and focus on recovering direct and indirect costs, while raising the maximum revenue possible. Greater focus on partnering for events and tapping into the business community for sponsorships is the key to success for the special events in the City.

- The Park and Recreation Department needs to develop a special event plan for the City that includes the potential revenue streams and true cost incurred to put on each event.
- A revenue plan should be created for each event and supplemented by tax dollars.
- The City Council must understand the costs associated with each event, the staff time involved, the responsiveness of the business



- community to invest in each event, as well as the level of tax money that will need to be made available for each event.
- Partner with local colleges or universities like Washington University to introduce a special internship program offering a stipend or college credit. This intern would be able to assist in a variety of event planning, operations and public relations functions and help reduce the stress on the events team.
 - Events should be broken down into large and small events. Sponsorship opportunity packages need to be created which include details on each event and provide four levels of sponsorship for each event.
 - These four levels for the business community would include: title sponsor, entertainment sponsor, presenting sponsor, and product sponsor.
 - Identify various elements of The Center that could present a sponsorship opportunity and include those in the sponsorship package.
 - This package could be tailored to help match the company with the vast and varied demographic that frequents different facilities at The Center.
 - These packages could include signage in The Center and on the game fields, marketing collateral availability at front desk, website advertising, cross promotions and presence at various programs and special events organized by the City.
 - The staff should be trained on writing sponsorship proposals and on effectively soliciting businesses to invest in each event.
 - Continue partnerships with different cities, similar to the one with Richmond Heights, to work on joint events.
 - Partner with various charities and service fraternities to obtain volunteer databases that could be contacted to help with special events.

Marketing Recommendations

Based on the community survey, 75% of respondent households prefer to learn about the various programs and activities from the Clayton Parks and Recreation Guide. The Marketing Specialist has done a good job with creating a template and ensuring a consistent look and feel to the guide. The sponsorship outreach needs to be driven by greater marketing efforts and increased communication about the various program offerings. PROS has outlined some ways to reach out to the target audience using multiple mediums in a consistent cost effective manner.

- Create templates for all marketing collateral to ensure a consistent look and feel to all mailers.
- Design an online newsletter template that users opt-in to subscribe. This would provide information and reminders about upcoming programs and special events and could also be used as a sponsorable asset which could include the sponsor’s logo and information.
- This online newsletter could be tied-in with the newly started online registration, thus allowing users to register online directly through it.



- Move from a static page to a dynamic page on the website to offer live updates for special event information.
- Live updates on the website about tennis court availability or pool updates would be useful.
- Create individual programming newsletter for each program which can then be mailed out to target audiences based on past usage, interests or preferences.
- Partner with local colleges or universities like Washington University to introduce a marketing/technology internship program offering a stipend or college credit. This would offer a valuable marketing experience to college students and help the marketing team expand their services and target a wider audience.

Aquatics Recommendations

Program times and offering programs targeted to the middle school audience are the key to expanding the success of the aquatic facility. Controlling entry points in a consistent manner at Shaw Park Aquatic Center is important to ensure safety and security at the aquatic facility. Some key recommendations are:

- Get a computer and scanner at all entry points at Shaw Park Aquatic Center and ensure consistency for entrants.
- Continue with online scheduling of lifeguards as opposed to grids.
- Create more special events like Drop off Dine out , Valentine’s Day Pool Party, Back to school party among others.
- Focus especially on the middle school age audience which is inadequately targeted, but does possess high disposable income and is willing to spend.
- Introduce more early morning and early evening water aerobics, water fitness and lifeguarding classes.
- Reevaluate offering diving and water polo classes in summer since they are subject to repeated cancellations.
- Expand offerings for learn and compete programs; diving if continued, should be a part of learn and compete.



Membership Services Recommendations

As mentioned earlier, the department must develop a marketing and promotional strategy to make the general public more aware of the nature of the partnership between the City and School District. From a security standpoint, in partnership with the School District, introduce identification procedures for high school students to enter The Center. This will provide more control and regulate the entry/exit at The Center. It is imperative to get all the departments on the same technology and ensure a seamless integration of various technologies. This could be done by

- Ensuring the availability of CLASS for the tennis courts.

- Upgrading the current version of CLASS to enable it to interface with finance department.

Volunteers Recommendations

One of the requisites for the success of sports and special events is the presence of volunteers. The Parks and Recreation department needs to work on compiling a volunteer database which includes the details of past volunteers and their availability in the future. This would greatly help the sports and events staff to conduct a systematic volunteer recruitment well in time for the events and greatly reduce the load on the full time staff to fill in for volunteers. The Department needs to consider the following aspects:

- A process to recruit, train and retain volunteers is needed to help support special events and to park related clean-up type of work.
- Junior volunteers are a great asset and can work in the aquatics/sports program, as well as work with their parents in special events.
- A part-time volunteer coordinator should be hired to implement and oversee the program.
- A volunteer manual should be created to guide and train volunteers appropriately.
- A volunteer database needs to be created that includes details about the volunteers including their skills and times of availability.
- Partnership volunteers such as the Boy Scouts, rotary clubs, and neighborhood associations need to be educated on how to work with the parks and recreation department.
- These groups can support their community and supplement staff responsibilities, which will allow staff and the department to provide a higher level of service to the residents of Clayton.



The Ice Rink Recommendations

From the survey it was evident that the Ice Rink is underutilized. It generates barely \$50,000 in revenue while its operating budget, excluding full-time staff and capital, was \$70,000. Some alternate usage options could be to change it to a regulation size rink or convert it to an indoor facility. Also, the parking is not adequate including handicapped parking near the pool. The City of Clayton needs to undertake a more detailed analysis into the feasibility of continuing to run the Ice Rink or look for alternate more viable options.

Hanley House Recommendations

The survey depicted that almost 90% of all respondent households have not visited the Hanley House in the past two years. Currently, it is a strain on the City’s resources to maintain the Hanley House where it is located. There could an option to move the Hanley House with its contents from its present location to Shaw Park. This would exponentially increase the programming opportunities and offer a larger audience the chance to partake in the history of this momentous place. However, this move could be a challenging task given the historical significance and the community’s sensitivity to any change in the same.

Similar to the Ice Rink, the City of Clayton needs to conduct a more detailed analysis to decide upon an accepted course of action.

Corporate Tent Recommendations

The corporate tent needs to be converted into a permanent structure that can serve as a space for programs, events, conferences, and workshops. This would help create a sponsorable asset with more programming options. This would greatly help drive greater rental and sponsorship revenues.

Conclusion

Overall, the Department is well placed to provide a high quality program offering. It has, in The Center, a premier recreation facility that attracts members across the community. The staff is dedicated and is appreciated by the community. There needs to be a more focused approach towards increasing sponsorship efforts that would help offset the operational costs and leveraging the existing resources and the business community in Clayton into effective partnerships. An outcome based approach and greater accountability to generate revenue from the facilities, programs and historic elements are key to the success of the Department.

The challenge is not in offering an adequate level of programming, but in taking it to the next level and establish it as a best practice system. With a committed, energetic staff and top notch facilities, the Department is certainly positioned to make the leap to the next level.

COMPREHENSIVE IMPLEMENTATION APPROACH

Since the development of the Parks and Recreation Master Plan is city-wide, the approach to implementation should also be broad, and not only consider Clayton's physical opportunities and constraints, but also its community character, municipal organization, financial resources, and political process. The Comprehensive Implementation Approach should seek to focus strategies in the following areas: land acquisition, facility development, and financial resources. Suggested strategies which these focus areas should address are discussed below.

Facility Development-Parks, Natural Areas and Open Space

1. Engage the services of a park planning consultant with experience in the entire park planning process, and community familiarity.
2. For all proposed parks, work collaboratively with the park planning consultant in a master planning process to develop a master plan.
3. Develop a phasing and implementation plan which considers all pertinent influencing factors such as: City budget policies, and operations and maintenance requirements, and demand for the new park.
4. Prepare necessary final design contract documents for construction implementation including drawings, specifications, regulatory permits, and access agreements.
5. Implement construction through standard City construction process.



GARDEN SPACE AT OAK KNOLL PARK

Facility Development-Trails

1. The City should continue to pursue existing strategies that continually seek land acquisition opportunities specifically for trails. It should be vigilant to identify, pursue, and act on immediate acquisition, lease, right-of-way transfers/acquisitions, and occasions for joint use/intergovernmental cooperation.
2. Develop a phasing and implementation plan which prioritizes implementation of the trails indicated on the master plan with funding opportunities for trail and greenway development.
3. Utilize the land selection/acquisition process described above when obtaining land for trail development.
4. Prepare necessary final design contract documents for construction implementation including drawings, specifications, and necessary permits.
5. Implement construction through standard City construction process.

Land Acquisition Strategy

1. Strategic land acquisition is a high priority which could pre-empt implementation of priority projects.
2. The City should continue to pursue a strategy to continually seek land acquisition opportunities including land for parks, community facilities, and trails. It should be vigilant to identify, pursue, and act on immediate acquisition opportunities.
3. A formal land selection/acquisition process should continue to be developed and utilized which includes the following policies:
 - Development suitability requirements for needed land
 - Discussions with land owners
 - Site suitability analysis which analyzes the physical features of a site for compatibility with desired program and requirements
 - Site environmental constraints analysis
 - Neighborhood/surrounding area impact analysis
 - Real estate appraisals
4. Once suitable sites have been analyzed using the above process, the City should seek a multitude of ways to secure park land including: direct purchase, donation, joint use, and partnerships.



SCULPTURE AT SHAW PARK

Financial Resources

1. In conjunction with the above mentioned strategies, the City should analyze its current revenue streams looking for opportunities to include and accommodate future land acquisition, park and facility development, and continued park maintenance and operations.
2. Potential future and projected revenue sources should be identified and investigated including:
 - City General Revenue
 - Sales Tax
 - Bonds
 - Grants
 - Donations
 - Facility Revenue

- Development Tax
3. Current operating expenditures City-wide should be analyzed along with the operations and maintenance costs for parks and recreation. These current expenditures should be compared to projections for future operating expenditures with a goal of establishing a plan for continued operations and maintenance of the park system in the future.

This section has offered several broad suggestions to help the City begin developing an approach to implementing the plan. These ideas are suggestions and the City may revise, refine or reprioritize them as conditions in Clayton change.

ACTION ITEMS

Formal Plan Adoption

The first action item the City should seek to accomplish is the formal adoption of the plan by the Park and Recreation Commission as well as Board of Alderman. This gives the plan legitimacy and spreads the responsibility for its implementation throughout the municipal organization.

Development of Plan Champions

The City should continue to promote and encourage secondary support groups to champion the implementation of the Parks and Recreation Master Plan. Existing examples include the Clayton Art Commission, Clayton Parks Foundation and the related group Friends of Clayton Athletes.

Ongoing Consensus Building

It is important that consensus building continue throughout implementation of the plan. An informed public with “knowledge” and “ownership” in the plan will help keep the process moving forward.

SUMMARY

The implementation of the Parks and Recreation Master Plan is a process that will help the City of Clayton meet future recreation demands while providing a high level of recreation facilities and programs. Accomplishing such an ambitious Plan through phasing, and being amenable to future development opportunities will allow progress towards completion of the Plan in manageable increments. A number of funding sources have been identified in order to assist the Parks Department in financing the Plan. The Parks Department should pursue as many opportunities for funding as possible and remain open to new and creative input toward funding the Plan in the future. Periodic reviews of the Plan should be made in five year increments in order to ensure that implementation is progressing toward the vision described in this report. If deemed necessary by the Parks Department, the City will seek help from an outside consultant to prepare more detailed master plans or updates to the Plan.

The next ten years will bring about much change in the recreation opportunities of Clayton and ensure that the City remains a vibrant, attractive and desirable place to live.



TASTE OF CLAYTON AT SHAW PARK