



Clayton, Missouri

STRATEGIC PLAN SUMMARY

Clayton, Missouri Strategic Plan

In March 2012, the City of Clayton embarked on a strategic planning process, known as C The Future. This process was initiated by the Mayor and Board of Aldermen, but was designed to be a community-based strategic plan.

A strategic planning process involves preparing an environmental scan that identifies the factors affecting the community, articulating a clear vision, establishing key performance areas, identifying priority strategies and initiatives, and creating action plans. The Clayton Strategic Plan is intended to represent the community's vision for Clayton, and outlines what the community hopes to accomplish during the next three to five years.

The process of developing a strategic plan explores three specific questions:

1. **What do we know to be true?**
Where are we?
2. **What do we hope will be true in the future?** *Where do we want to go?*
3. **What must go well in order to make it so?**
How do we get there?

In this way, Clayton's Strategic Plan is a road map to move the community towards its intended vision.

Methodology and Process

Clayton retained the services of The Novak Consulting Group to design and facilitate a strategic planning process. To guide and direct the process, a Steering Committee was formed, chaired by Mayor Linda Goldstein and comprised of community representatives.



C The Future utilized a facilitation technique known as a Search Conference. This process is designed to "bring people together to achieve breakthrough innovation, empowerment, shared vision and collaborative action" (from *Discovering Common Ground*, Marvin R. Weisbord, 1992).

The Steering Committee invited members of the Clayton community to participate in the Search Conference, which included two key events: a Vision Conference and an Action Conference. Involvement in these events required a significant commitment of time from participants, and the process was enriched by the broad cross-section of the community that engaged.

The Steering Committee decided on an application and invitation process to solicit participation by stakeholders. Ultimately, they selected a group of approximately 50 stakeholders to participate. In addition to this group of stakeholders, input was sought from the entire Clayton community on the elements of the strategic plan.



The process resulted in the final elements of the Strategic Plan: vision, key performance areas, strategic initiatives, and action plans.

C The Future - Strategic Plan Elements

Vision

Clayton is recognized regionally and nationally as a premier city of its size and character. The community is a safe, vibrant destination defined by its unique combination of leading businesses and educational institutions, the seat of county government and picturesque neighborhoods, all of which combine to provide an exceptional quality of life.

Key Performance Areas and Strategic Initiatives

Four key performance areas have been identified for the Clayton community. These are the critical areas that must be successful in order to achieve the vision.

Strategic initiatives have also been identified for each key performance area. Draft action plans have been developed for each initiative and are detailed in the next section.

Exceptional City Services

Clayton residents, visitors and businesses are proud of its City government and the exceptional level of City services provided by dedicated employees. City services are provided in a financially sustainable manner with high service levels delivered with a commitment to efficiency.

Strategic Initiatives:

- Develop a system of reporting the performance of government to the community.
- Continue to implement the newly established plan to eliminate the structural deficit in the City's operating budget through a combination of expenditure reduction and revenue enhancements.
- Benchmark against industry standards to drive internal performance.

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- Evaluate the resource contributions of residents, institutions and the business community in the context of their consumption of City services.
- Evaluate the development review process to make it more user friendly for applicants.

Livable Community

Clayton is a sustainable, welcoming community comprised of desirable neighborhoods, attractive green space, diverse artistic, cultural and recreational opportunities and a multi-modal transportation system, all of which foster a safe, healthy and enriched quality of life.

Strategic Initiatives:

- Support public and private art throughout the City
- Maintain and expand public and private green space.
- Increase evening music and performing art activities.
- Expand complete streets integrating biking/walking programs.
- Promote environmental sustainability building practices.
- Make parks Wi-Fi accessible
- Create themed special events and festivals.

Strategic Relationships

Clayton ensures its long-term viability as a thriving community and premier destination by developing and leveraging strategic relationships. Clayton leads and fosters collaboration among public, private

and non-profit entities for the greater good of the community and the region.

Strategic Initiatives:

- Convene stakeholders to explore and identify opportunities for collaboration and coordination.
- Cultivate strong support for the School district of Clayton's long-term strategic plan.

Economic Development and Vibrant Downtown

Clayton is a premier economic center, welcoming and fostering entrepreneurs and new companies, attracting diverse talent while maintaining and promoting established businesses and investment. Clayton's economy and sense of place is anchored by a vibrant downtown that is characterized by a blend of corporate headquarters, local businesses, restaurants, residences, retail uses and regional government.

Strategic Initiatives:

- Increase density in downtown Clayton and other appropriate areas.
- Implement the Downtown Master Plan.
- Develop an economic incentive program that attracts start-ups and entrepreneurs.