

An aerial map of Clinton, Missouri, showing a mix of urban and natural features. The map includes several large, rectangular buildings with red roofs, likely commercial or institutional structures. A network of streets is visible, with labels for "Stagecoach Drive" and "Market St". Green spaces, including parks and tree-lined areas, are interspersed throughout the urban layout. A blue body of water, possibly a pond or a small lake, is located in the upper right quadrant. The overall style is that of a detailed, colorful aerial photograph or a high-quality map illustration.

Clinton, MO

COMPREHENSIVE PLAN

2015 -2030

Adopted December 7, 2015
Clinton Planning Commission
Resolution 2015-01 (PC)

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DISCLAIMER

- **Disclaimer of Liability: (Clinton Missouri Comprehensive Plan)**

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SPECIAL THANKS

The Comprehensive Plan Advisory Committee

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Introduction

Chapter 1.1 INTRODUCTION

Overview

- The City of Clinton Comprehensive Plan Update (the Plan) is the future vision for growth and development in the City for the next ten to fifteen years. While most comprehensive plans focus primarily, if not solely, on the physical development of a community, this Plan takes a unique approach by focusing on economic development as the driving force for growth and expansion.
- The Plan establishes strategies for the City to pursue growth and development, while enhancing its high quality of life and distinctive landscapes. It focuses on strategies the City government can directly influence and achieve. Starting in July of 2013, a team of consultants worked with City officials and staff, the Clinton Area Chamber of Commerce, the steering committee, community stakeholders and many citizens to solicit input to prepare this Plan.
- The process was designed to ensure the Comprehensive Plan Update continues to reflect the collective vision for the community and provides adequate implementation tools to ensure the Vision of the Plan is carried out.

Overview

- By integrating community comments and consultant experience, the planning process identified a series of overarching themes that serve as the primary guide for the recommended strategies and implementation initiatives.

These themes are:

- The major policies and direction of the Mayor, City Council, and City Administrator are sound, and the plan update should stay the course and build on past successes.
- The broad nature of comprehensive planning is important for a successful future. There are areas in Clinton where a more detailed use, study and planning will be necessary.
- A commitment to balance economic, social and environmental considerations is required to achieve the objectives set forth in the Plan. The integration of these three basic areas of concern into a development process with broad public participation in decision making is important for achieving sustainable development in Clinton.
- The Plan places an emphasis for growth in entrepreneurship and innovation and its role in job creation.

Overview

- The Plan needs to place emphasis on the distinctive characteristics of Clinton and the surrounding area. An Urban Growth Boundary needs to be identified and utilized through thorough intergovernmental agreements and/or working relationships with others in order to direct higher intensity growth to the areas where adequate infrastructure and services are currently in place and/or where expansion of infrastructure and services are thoughtfully planned.
- Fiscal responsibility is essential to the success of the City. Development needs to generate revenue equal to the cost of providing new services and infrastructure so existing residents and businesses do not pay a disproportionate share of the cost of growth.
- Clinton is but one of many players in the region that can influence the form of development, provision of services, modification of infrastructure and the preservation of resources. It is vitally important the City of Clinton recognize its ability to manage its destiny and establish working relationships and/or formal agreements with other jurisdictions and agencies that contribute to its residents' quality of life.

INTRODUCTION

Overview

- The Plan recognizes the need for mixed-use projects, while preserving and protecting current uses.
- There is a need for affordable housing.
- Clinton is a city with a lot of positive attributes. Clinton weathered the current economic recession with remarkable resilience and still maintains a low unemployment rate along with a diverse and productive economy. Clinton's education system, from kindergarten through college, is among the regions finest. Clinton has a welcoming community and its people are its greatest asset.
- With all its strengths, Clinton is well positioned to flourish over the coming decades. The Clinton Comprehensive Plan is an investment in the idea that smart decision-making and careful planning will position Clinton to leverage its strengths and become an even better city. The comprehensive plan builds on hundreds of ideas from hundreds of residents who gave their time to help imagine how Clinton could advance into the year 2030. The comprehensive plan represents the community's vision for the future of Clinton.

WHY PLAN?

VIEW THE BIG PICTURE A community is like an organism and all the parts must work together in order to sustain the city's future.	BUILD AN INFORMED CONSTITUENCY The public has a primary role in creating this plan, and they will be strong team members to assist in seeing it implemented.
COORDINATE LOCAL DECISION MAKING Specific community goals in a plan allow local decision makers to align around a city-wide vision to help ensure support.	ESTABLISH SOUND BASIS IN FACT FOR DECISIONS The data and analysis incorporated into the plan allow decision makers to base programs, policy, and development decisions accordingly.
GIVE GUIDANCE TO LANDOWNERS AND DEVELOPERS No one wants to build next to a lot with an unknown future. Effective planning will give investors the confidence to build in Clinton.	INVOLVE A BROAD ARRAY OF INTERESTS IN DISCUSSION ABOUT THE FUTURE The plan incorporates many different voices and a variety of interests, ensuring recommendations are well-rounded and inclusive.

KEYS TO A SUCCESSFUL PLAN

TRUE COMMUNITY VISION

To successfully direct long-term growth and development in Clinton, the vision must come from the community. The residents who participated in meetings and those who participated online are one of the primary sources for the ideas that direct the Clinton Comprehensive Plan.

INTEGRATED DECISION MAKING

The future of Clinton depends on thousands of overlapping decisions from local government, civic organizations, the private sector, and others. By integrating these decisions, opportunities will emerge to coordinate efforts in support of a common vision. Thinking about the long-term and potential partners when designing policies and projects maximizes the impact of these decisions.

A STRATEGY FOR THE FUTURE

The comprehensive plan includes a strategic set of recommendations. These recommendations are visionary, yet realistic, far-reaching, yet implementable. By taking into account the community's vision, stakeholder priorities, and the capacity of local government, the Clinton Comprehensive Plan will proactively advance Clinton to the year 2030.

THE COMPREHENSIVE PLAN

- The comprehensive plan is the City of Clinton's official policy for the future growth and development of the city. The plan was created through a public process that brought together residents and policy makers to reach consensus on a vision for the future of Clinton. The Clinton Comprehensive Plan is a democratic and optimistic document that represents a common vision for Clinton's citizens. This plan will be a decision making guide for city staff on a day-to-day basis and direct Clinton's long term policies. It is also a guide for the entire community, including individuals and families, churches, businesses, non-profit organizations, and the public sector. City elected officials, appointed officials and staff should use the Plan to evaluate future proposals or policy changes to ensure consistent decisions are made. Furthermore, the Plan should provide guidance to land owners, developers, and entrepreneurs/innovators on what is appropriate for the future.
- While all of the various recommendations of the Plan are intentionally interwoven, it is possible to glean information from a particular section or set of recommendations within the individual elements of the Plan. It is a comprehensive guide for the City, but specific recommendations may apply more in one circumstance than another.

THE COMPREHENSIVE PLAN

- In future years, amendments to the Plan will be necessary. They should be based on sound technical merit and extensive public participation. Amendments should be held to the same high standard and comprehensiveness as the creation of this Plan update. Because of the coordinated intent of the elements of the Plan, deviation from one element in an amendment should be weighed against potential impacts on the achievement of other goals, strategies, and implementation measures.



HOW TO USE THIS PLAN

Vision, Guiding Principles , Initiatives , and Catalysts

- This document has a hierarchical organization. The vision is the plan's broadest level. All other elements in the plan are designed to advance the vision. The guiding principles elaborate on the vision and represent the community's priorities for different topics. The initiatives define in more detail the recommendations of the comprehensive plan within each topic/element. The Toolbox and recommendation section stands somewhat apart from this hierarchy. The recommendations are a collection of ideas to accelerate Clinton's growth and development while improving quality of life. Each catalyst is accomplished by a set of initiatives from different chapters/elements. The recommendation shows how initiatives from different topics are connected and work together to advance the vision.

HOW TO USE THIS PLAN

Implementation Toolbox

- The implementation toolbox is a fundamental element to the plan that will continue to evolve over time. This will not be adopted as part of the plan so that it can remain a living document capable of changing as Clinton moves forward with plan recommendations. The implementation toolbox will contain the comprehensive list of strategies, resources, and indicators that will allow the City to prioritize efforts and make sure they are on a path toward accomplishing the goals and recommendations in the comprehensive plan. It might be helpful to think of the comprehensive plan as the description of “where you are going” and the implementation toolbox as a list of the “routes you could take.”

THE PROCESS

The Clinton Comprehensive plan planning process followed the following five phases:

- During the first phase, **discovery**, the planning team listened to the public, interviewed key stakeholders, and gathered the existing planning data. The community shared their vision for the future of Clinton and submitted ideas for accomplishing that future. This vision was the guiding force for the following planning phases.
- In the **analysis** phase, the planning team determined the biggest opportunities for Clinton's future. The team analyzed all the ideas and determined how to accomplish them with policy tools, potential projects, and partnerships.
- In the **planning** phase, the community prioritized ideas, policies, and projects based on the planning team's analysis work. The planning team developed the initiatives and explored how ideas build on each other to advance the vision.
- During the **align** phase, the planning team sought further consensus and momentum behind the plan. The team determined responsible organizations, possible costs, and a timeline for implementing the plan.
- The City will formally **adopt** the plan per established guidelines. This means the plan will function as the official City policy and will be a decision making guide for the City Council. It will form a basis for funding and building projects by both the City and the private sector.

IMPROVING COMMUNICATION

- Communication is critical for the success of the plan and the future of Clinton. The Clinton Comprehensive Plan gives the City a framework for communicating its activities and successes to the public and organizations in the community. The City of Clinton will improve its communication and outreach efforts as a result of this plan. Initiatives focused on improving communication between city hall, organizations, public sector groups and individuals, as well as private sector individuals, and other stakeholder groups. Improving communication is a focus throughout this process. The plan is also a common ground for discussing next steps for both the City and the private sector and provides a shared vocabulary.

COMMUNITY PROFILE

- With 9,026 people, Clinton is the 92nd most populated city in the state of Missouri out of 1,020 cities. But watch out, Clinton, because Murphy with 9,012 people and Smithville with 8,954 people are right behind you related to population.
- As Clinton grows, its demographics change. Clinton's population is becoming older and more diverse. These demographic changes will impact areas such as preferred housing types, transportation options, the role of education in the community, and development overall.
- Clinton has a diverse economy that has been remarkably resilient during the economic downturn. The city's unemployment rate never rose above 5%, compared with 6% nationally. The economic strength of Clinton and this region contributes to its rapid growth. Henry County unemployment rate is 5.5% as of September, 2014.
- The national poverty level is on par with the state of Missouri, while the City of Clinton's level is almost 5% higher per the Bureau of Labor Statistics.

2012	Clinton	Missouri	National
Unemployment Rate	4.4%	5.5%	6%
Poverty Level	19.7%	15%	14.9%

*please note demographic data in Appendix

Chapter 1.2 PLAN STRUCTURE

Clinton's Vision for the Future

- The Vision Statement is the community's collective statement of what it aspires to be now and in the future. It is the model, or ideal, as Clinton moves forward.
- Goals present the targets for each element of the Plan.

Comprehensive Plan Update Elements

- Economic Development examines the economic environment and includes strategies/ recommendations to influence employment and business growth in the City. This plan recognizes the importance of globalization, immigration, entrepreneurship/innovation, and education in promoting economic development.
- Land Use examines the historical, current and future land use of the City. This element includes strategies/recommendations to encourage economic growth and to meet the needs of the residents.
- Natural Resources addresses the diverse natural assets in Clinton and the surrounding area.
- Cultural Resources addresses the diverse historical and cultural assets in the City and the surrounding area.
- Population is the assessment of population and demographic data to establish existing conditions, forecasts for planning purposes, and strategies to stay apprised of the continually changing needs of the population.

Comprehensive Plan Update Elements

- Housing is an overview of current housing conditions, needs and strategies to ensure an adequate and affordable housing supply is available in the future.
- Transportation provides an overview of transportation data and efforts in the City and Region. Emphasis is placed on developing a transportation network that promotes economic growth.
- Facilities and Infrastructure examines the current inventory and the status of various facilities and infrastructure and the needs for the future.
- Priority Investment, Implementation and Coordination prioritizes the investment of City resources into the various strategies of the Plan. It lists the top four major initiatives the City should undertake in pursuit of the Plan strategies and recommendations.

Vision

WHAT WE HEARD

Many residents were involved in crafting the plan and making the recommendations as impactful as possible. Each of the following groups played an important role in the formulation of the comprehensive plan.

Town Hall Meeting and Community Forum

- The participation on the innovative crowd-sourcing website was tremendous and directly impacted the items in the plan. During the planning process, stakeholder comments were integral to the creation of the plan. The website served as a 24 hour a day public forum and allowed for community participation.

Community Meetings and Public Outreach

- At the community meetings, residents worked to establish a common vision for Clinton and specific guidance for plan initiatives. Working in teams, community members defined the vision for the future of Clinton, helped create the catalyst ideas, and prioritized initiatives.
- The numerous stakeholder interviews provided robust information from many different perspectives.

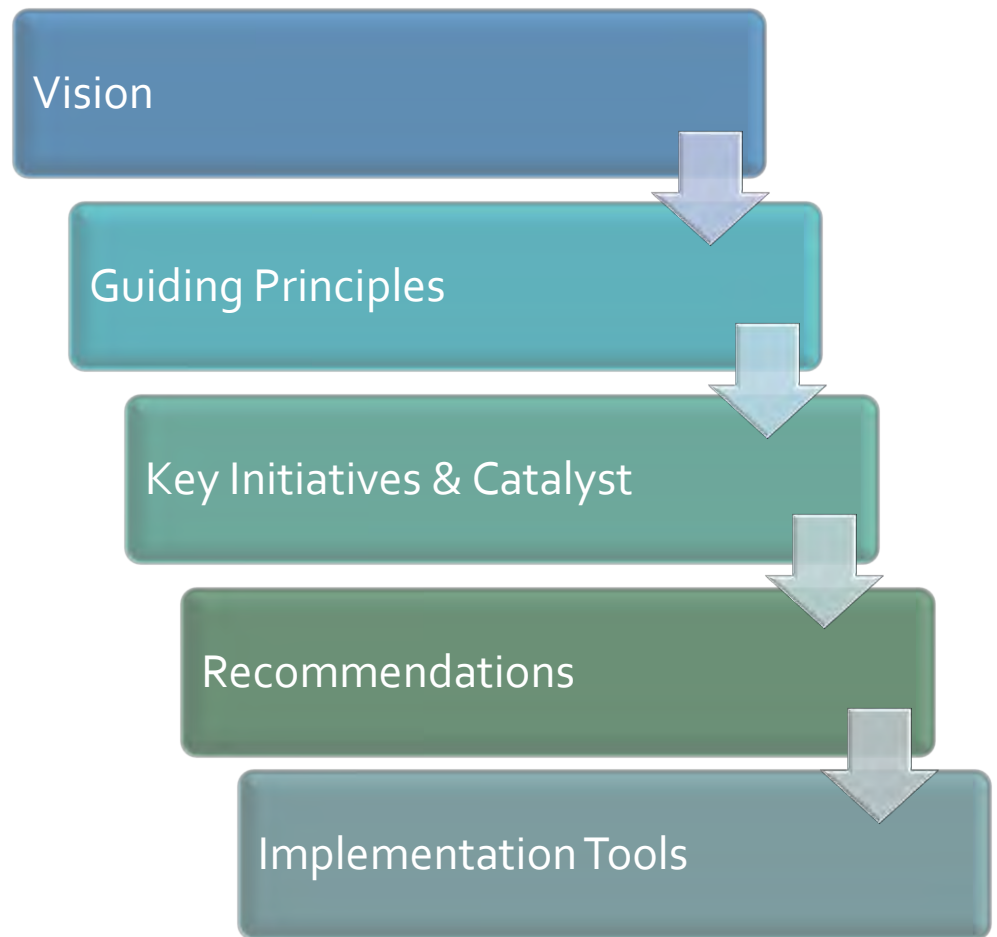
WHAT WE HEARD

This word cloud represents the ideas and input from the public meetings and stakeholder interviews.



VISION

PROCESS



Chapter 2.1 VISION STATEMENT

Visioning

Communities often use a public participation technique called visioning when updating their Comprehensive Plans. Visioning is a useful part of the comprehensive planning process - it builds consensus regarding a community's direction in the future. A visioning exercise can bring a community together as people recognize shared values and purposes and, ultimately, agree upon a shared vision of their community.

- The process creates a sense of ownership from the residents: they want to see their vision realized in the coming years. On October 17, 2013 the consultant team, the City of Clinton Steering Committee, various stakeholder groups and the general public came together to dream about the City of Clinton's future. The goal was to craft a vision statement that captures the ideal community - physically, socially, and environmentally - for the next 5,10 and 15 years.
- At the October 17 meeting, small groups created statements to be considered as a potential vision statement for the community. The Steering Committee reviewed all of the group statements, then created 3 new statements, incorporating common themes addressed in the group statements. The community was invited to vote on which of the 3 statements would be adopted as the Vision Statement. Votes were cast through the City and Chamber web sites and by using ballots in the newspaper and at public facilities.

WHAT WE HEARD

The Steering Committee and community settled on the following Vision Statement:

CLINTON, MISSOURI, IS A THRIVING, PROGRESSIVE COMMUNITY WITH CREATIVE, HARD-WORKING INDIVIDUALS, SUPPORTIVE NETWORKS OF FAMILY, FRIENDS AND ORGANIZATIONS AS WELL AS INNOVATIVE AND ECONOMICALLY DIVERSE BUSINESSES. WE ARE CLINTON!

Chapter 2.2 GOALS

Economic Development

- Clinton is an integral part of a strong, diverse, and growing regional economy, providing economic opportunities for its citizens and fostering fiscal health for City government services and facilities/infrastructure.

Land Use

- Land resources will accommodate high quality growth in a way that respects the unique character of different parts of Clinton, promotes economic opportunity where appropriate, respects private property rights, is coordinated with the provision of community facilities/infrastructure, and respects natural resources.

Natural Resource

- Natural resources, such as lakes, rivers, creeks, wildlife habitat, groundwater, forests, farmland soils, and air quality will be respected by preventing or mitigating potential negative impacts of growth and development.

Cultural Resources

- Cultural and historic resources will be respected by preventing or alleviating potential negative impacts of growth and development.

Population

- A diverse and growing population will be served in a fiscally and environmentally sustainable manner.

Housing

- Quality and affordable housing will be encouraged for people of all ages, incomes, and physical abilities.

Transportation

- A transportation system that is coordinated with land use patterns, community character, and promotes efficient movement of people and goods will be suggested. The system will enhance economic development and quality of life. Coordination with adjacent and relevant jurisdictions and agencies will be encouraged, when appropriate.

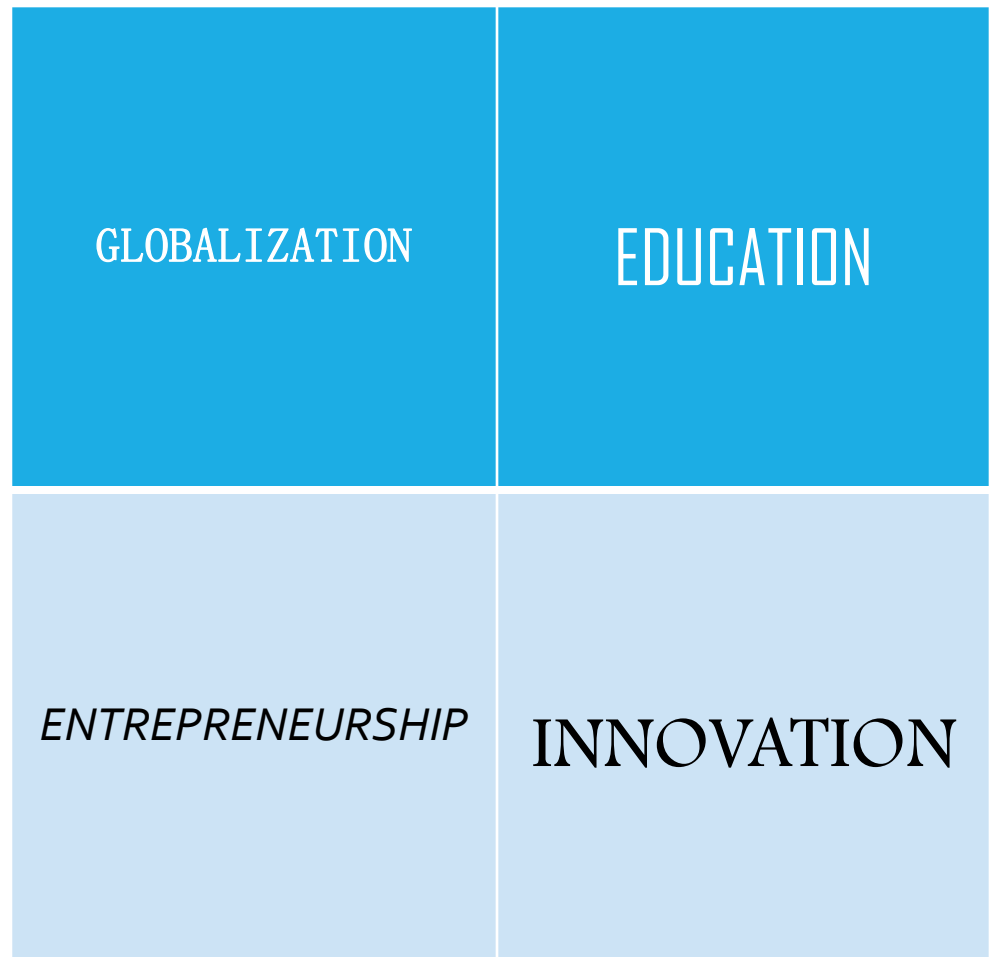
Facilities & Infrastructure

- Community facilities/infrastructure and services will be provided in a fiscally responsible manner with adequate levels of service. Facilities/infrastructure will be linked to land use planning, development decisions and to basic community needs. Coordination with adjacent and relevant jurisdictions and agencies will be encouraged, when appropriate.

Priority Investment, Implementation, and Coordination

- Public infrastructure projects will be prioritized and coordinating with adjacent and relevant jurisdictions and agencies when appropriate.

ECONOMIC DEVELOPMENT THE NEW PARADIGM



Plan Elements

PLAN ELEMENTS

Chapter 3.1 ECONOMIC DEVELOPMENT

Overview

- The City of Clinton selected Economic Development as the lead component of the Comprehensive Plan. Economic Development focuses on balanced business, employment growth, and population growth. It prioritizes land use to foster economic development, and that public revenues continue to support needed City services for residents. Balanced growth in these areas helps to ensure Clinton will be a thriving community for many years to come and helps the City allocate resources to important initiatives to ensure long-term health and stability.
- Emphasis in this element is placed on trends in globalization, immigration, entrepreneurship/innovation, and education. The intent is to provide strategies that allow the City of Clinton to be a key player in support of a unified economic development vision for the City.
- Strategies for economic development should foster a stable and competitive business climate to draw business to the region and should support and strengthen the economic viability of existing businesses and industries. The strategies contained in this element are also intended to encourage new business start-ups, including small business enterprises, minority owned businesses, and high-technology businesses and to attract new targeted industry sectors to Clinton.

Economic Development Element Goal

The City of Clinton will be an integral part of a strong, diverse, and growing regional economy, providing economic opportunities for its citizens and fostering fiscal health for City government services and facilities/infrastructure.

Background and Inventory of Existing Conditions

- The City of Clinton contracts with the Clinton Area Chamber of Commerce for economic development services. The vision statement generated from this process is to be a guide for the future and a roadmap for economic growth in the Greater Clinton area. Its mission is to provide leadership in determining the mutual needs of business, industry and tourism and promoting the values of the community in the Greater Clinton area.

Priority Industries & Local Advantages

- The City of Clinton has several large employers. The largest employers in the City are: Golden Valley Memorial Healthcare, Schreiber Foods, Walmart, Tracker Marine, the Clinton School District, Pathways, Kansas City Power & Light Company, TC Transcontinental, Golden Living Center, Adkins Printing, Aviation Fabricators, APAC, Central Airmotive, Champion Brands, City of Clinton, Flextech, the Zenith Corporation and many others.

Primary Economic Development Locations

- There are numerous developable tracts of land and prime economic development locations in the City of Clinton. These areas should garner attention and focus from city government in an effort to encourage economic development.

Economic Development Needs

Economic Development Element needs include, but are not limited to, the following:

- Increased employment opportunities with pay rates above the City and County average – if possible;
- A unified economic development vision for the Clinton Region;
- Focus on science, technology, engineering, and math (STEM);
- Fostering a stable and competitive business climate;
- Focus on multi-lingual studies;
- Support existing industries to encourage growth and expansion;
- Encourage new business start-ups, including small business enterprises and minority-owned businesses;
- Attract new targeted industry sectors to Clinton;
- Focus on providing a variety of development ready sites;
- A quality transportation system – highways, aviation and rail – that is continually updated to meet business and tourism needs.

Economic Development Strategies

- The following strategic actions should be undertaken in support of the objectives of the various economic development agencies that promote and serve the City and in support of the strategies of the other elements of this Plan. It is suggested that these implementation strategies will be reviewed a minimum of every five years and updated every ten years from the date of adoption of this Plan.
- Promote education and training to develop skills for in-demand, high paying jobs – a skilled workforce is a key component to retaining and attracting business.
- Maximize Clinton’s geographical proximity and strategic advantage being wedged between two large urban centers like Kansas City and Springfield for growth opportunities.
- Develop an attitude that understands and embraces globalization, shifting demographics, entrepreneurship/innovation, and educational trends driving modern day economic development.
- Coordinate the Economic Development plan and the Transportation plan through the development of a North Clinton Area Plan.
- Encourage and support initiatives to maintain and improve the business climate through a stream-lined regulatory processes, addition of infrastructure critical to business and continued property tax abatements for qualifying business.
- Encourage multi-lingual studies throughout schooling.

Economic Development Strategies

- Encourage the growth of existing higher educational facilities in Clinton and additional cooperative programs with other regional higher educational facilities.
- Continue to highlight the natural and agricultural heritage of the City in promotional materials for economic development.
- Continue to promote the development and maintenance of all infrastructure including: services, amenities, and transportation networks that support economic development activities. This would include capital improvement plans and coordinated priority investment.
- Provide incentives for underutilized commercial centers and/or buildings for redevelopment and re-use that allow for mixtures of residential and non-residential uses.
- Encourage mixed-use developments in proximity to neighborhoods to provide for business growth and development and to provide retail and personal services to local residents.
- Identify properties conducive for business uses to support growth of new and existing sectors of employment.
- Promote agri-tourism and other agriculture employment opportunities that provide jobs for the local population and promote community sustainability.
- Encourage SMART instruction for K-12 and higher education.

Economic Development Strategies

- Support economic development objectives through land use regulations that encourage high quality and affordable housing supplies to support workforce housing opportunities in the City.
- Identify and create development plans for rail-served sites.
- Utilize agreements with other agencies and jurisdictions to strategically focus regional resources on prime economic development sites.
- Support the enhancement of existing and new businesses through infrastructure funding initiatives, code enforcement and beautification programs.
- Support new business and industry initiatives in partnership with state and local governments and private entities. The new paradigm is public/private partnerships.
- Adopt innovative planning and zoning techniques such as Form-Based Zoning District regulations to authorize the combination of land uses within communities, including land uses that facilitate economic development opportunities.
- Support tourism by continuing to protect valuable historic, natural, and cultural resources through adequate land development regulations.
- Support tourism by developing bike friendly routes connecting the Katy Trail with commercial areas.

Chapter 3.2 LAND USE

Overview

- The Land Use Element establishes the history of land development in the City of Clinton and presents recommendations and strategies to shape the future of the City. This plan element includes direction for both the intensity of development as well as the quality and specifically addresses elements of growth management intended to protect the city landscape. The land use pattern and the quality of the built and natural environments are contributors to the character of the community.
- The purpose of the following land use information, recommendations and strategies is to prepare and adopt a defined Urban Growth Boundary, to better manage growth and to strengthen the rural and urban/suburban character of Clinton and the surrounding area. The recommendations and strategies, particularly those contained in the Future Land Use portion of the Plan, are intended to provide guidance for the location and intensity of land uses to support the City in its review and update of the Zoning Ordinance. The Growth Management portion of the Plan provides qualitative strategies to preserve developed land areas and to establish a flexible, yet predictable, method for determining the appropriateness of proposed development.

Existing Land Use

- The City of Clinton utilizes a standard zoning map.

General Land Use Policies Overview

- The Land Use Goal and the Land Use Strategies provide direction regarding the overall approach to land use planning in the City. They address the long-term vision for land use and establish strategic actions that City Council can take to carry out the recommendations contained in the Future Land Use and Growth Management sections that follow.

Land Use Element Goal

- Land resources will accommodate high quality growth in a way that respects the unique character of different parts of Clinton, promotes economic opportunity where appropriate, respects private property rights, is coordinated with the provision of community facilities/infrastructure, and respects natural and cultural resources.

Land Use Element Needs

Land Use Element needs include, but are not limited to, the following:

- Adopt a defined Urban Growth Boundary;
- Encourage growth in already developed areas;
- Provide guidance for the location, character, and intensity of land uses in the City;
- Authorize innovative planning strategies that respond to emerging land use policy needs, with focus on the form and mix of land uses in land use plans;
- Develop an annexation plan to improve coordination with adjacent jurisdictions and utility providers.

Land Use Element Strategies

The following strategic actions should be undertaken by the City in support of the purpose and intent of the Land Use Element of the Comprehensive Plan. It is suggested these implementation strategies will be reviewed a minimum of every five years and updated every ten years from the date of adoption of this Plan.

- Coordinate land use patterns with transportation, housing, employment and retail development to enhance livability.
- Implement design character that enhances the quality of development along commercial corridors, establish scenic corridors, create areas of environmental and cultural significance.
- Establish programs and policies which ensure new growth.
- Support infill of existing vacant sites, giving high priority to areas of greatest employment possibilities and residential density.
- Support infill of existing vacant sites by developing creative policies targeting non-conforming lots, properties owned by the City.
- Adopt innovative planning and zoning techniques, such as Form-based Zoning District regulations, to allow residential, service, employment and other possible land uses to be inter-mingled in a designated development area.
- Require that any application affecting City resources be reviewed by the City for consistency with the land use plan.

Future Land Use Plan Approach

- The approach to future land use includes a multi-tiered effort that incorporates recommendations for growth management, treatment of major planning efforts, specific land uses and densities within the Future Land Use Plan, and development quality and character through a series of guidelines for the of the City. These recommendations and the other elements of the Plan are the criteria against which all development proposals should be evaluated for conformance with the Comprehensive Plan.

Major Planning Efforts

- Major Planning Efforts include specialized initiatives in Clinton and the surrounding areas, where multi-jurisdictional planning may be required to ensure that the goals and strategies of this Plan are met. These initiatives acknowledge the manner in which growth occurs along the Highway 7/13 Corridor. Growth concerns in these areas include the ability of new developments to contribute their fair share to the cost of growth and the coordinated provision of infrastructure and other public services necessary to support any potential development.

Major Planning Efforts (cont.)

- **Developments of City Significance** - Special Planning Areas identifies known locations in Clinton and the surrounding areas that are likely to experience future growth on large tracts of land.
- **Highway 7/13 Corridor** - The Highway 7/13 Corridor, has been identified as a Major Planning Effort. As the main transportation route through Clinton, the Highway 7/13 Corridor supports industrial, commercial and tourism traffic, making the adjacent properties prime development properties. Properties range in size from small commercial/retail properties to 200+ acre industrial sites. Traffic flow along the Corridor and access to properties is a critical issue.

Major Planning Efforts (cont.)

- **Annexations** – Annexations present an array of issues for the City. While some annexations may be classified Developments of City Significance, many will not be classified as such. Existing commercial and residential areas in the unincorporated County have typically been developed without adherence to the same standards required for City developments. Infrastructure is not constructed to City Codes, and there are frequently territorial issues related to utilities. Cooperative partnership may be helpful going forward.

Special Areas

- Special Areas identifies areas in the Urban/Suburban Area of Clinton that are experiencing immediate development pressures and require further study regarding land use issues. These are areas that could benefit from innovative planning and zoning techniques, such as Form-based Zoning District regulations. The recommended implementation strategy for these areas is to create consistent area plans coordinated with area property owners and the public.
- Special Areas currently identified are:
 - Downtown Square & Main Street area
 - Business 13 / Second Street: Green Street to Ohio Street

Special Corridors

- Special Corridors identifies other routes through Clinton where existing land uses should be evaluated, possibly revising for future land use. Giving special consideration to coordinating land use patterns with transportation, housing, employment and/or retail development along these corridors could be advantageous.
- Special Corridors currently identified are:
 - Business 13 / Second Street:
 - North Highway 7/13 junction to Calvird Drive
 - Calvird Drive: Business 13 / Second Street to Highway 13
 - Routes to commercial areas from the Katy Trail
 - Booth Road / Urich Road to Downtown Square

NOTE: Major Planning efforts will not be undertaken within current established flood zones and zoning designations unless new zoning ordinances and subdivision regulations are adopted.

LAND USE

FLOOD ZONES



LAND USE



Chapter 3.3 NATURAL RESOURCES

Overview

- Natural resources are included in this Plan because of their significant contribution to the character and quality of life in the City of Clinton, their local value expressed through the public input process of this Plan update, and their ability to attract new residents. As stewards of natural resources, the City has a responsibility to coordinate with other jurisdictions and agencies to minimize the impacts of growth on the natural environment. A key component to the protection of natural resources is the promotion of sustainable development practices and patterns. The concept of “sustainability” involves the ability of a community and society to meet the needs of the present population while ensuring that future generations have the same or better opportunities.



Overview

- One of the challenges in addressing sustainability in a community comprehensive plan is that many of the issues are global in nature - air quality, bio-diversity, ozone and climate depletion, food production, and others - and it is often difficult for local planning policies to address these issues. The City of Clinton believes it is important to act responsibly through the implementation of strategies to address these issues, recognizing that these efforts must be balanced with other local demands on government time and resources.

Background and Inventory of Existing Conditions

- Numerous agencies are involved in the protection of natural resources, including but not limited to: Environmental Protection Agency (EPA), the Missouri Department of Natural Resources (MDNR), the Missouri Department of Conservation, (MDC), the US Army Corps of Engineers (USACE), and non-profit agencies.
- The City of Clinton's regulatory power regarding natural resource protection related to the impacts of growth and development on the natural environment is limited. The City also is responsible for the impacts of pollution, or runoff on water quality through its storm water management program.

Background and Inventory of Existing Conditions

- One of the areas greatest natural resources is Truman Lake and the surrounding area. Truman Lake is a 55,600 acre lake. Harry S. Truman is a State Park in the area.
- Clinton is the western trailhead for the Katy Trail State Park, the longest developed rail-trail in the country. It runs 225 miles from Clinton to St. Charles, Missouri, with 26 trailheads. The Katy Trail attracts bicyclists from not only the USA, but from many other countries. Bicyclists frequently stay in local hotels prior to starting their multi-day ride across the state. Many organized group-rides embark from Clinton. The section from Clinton to Calhoun is also a designated equestrian trail.



Natural Resources Element Goal

Natural resources, such as lakes, rivers, creeks, wildlife habitat, groundwater, greenspace(s), farmland soils, and air quality will be respected by preventing or mitigating potential negative impacts of growth and development.

Natural Resources Needs

Natural Resources needs include, but are not limited to, the following:

- Protecting and enhancing natural resources: environments, habitats and wildlife;
- Protecting natural resources for tourism purposes;
- Promoting sustainable development practices; and
- Allowing compact land use patterns to help minimize the fragmentation of natural resources.



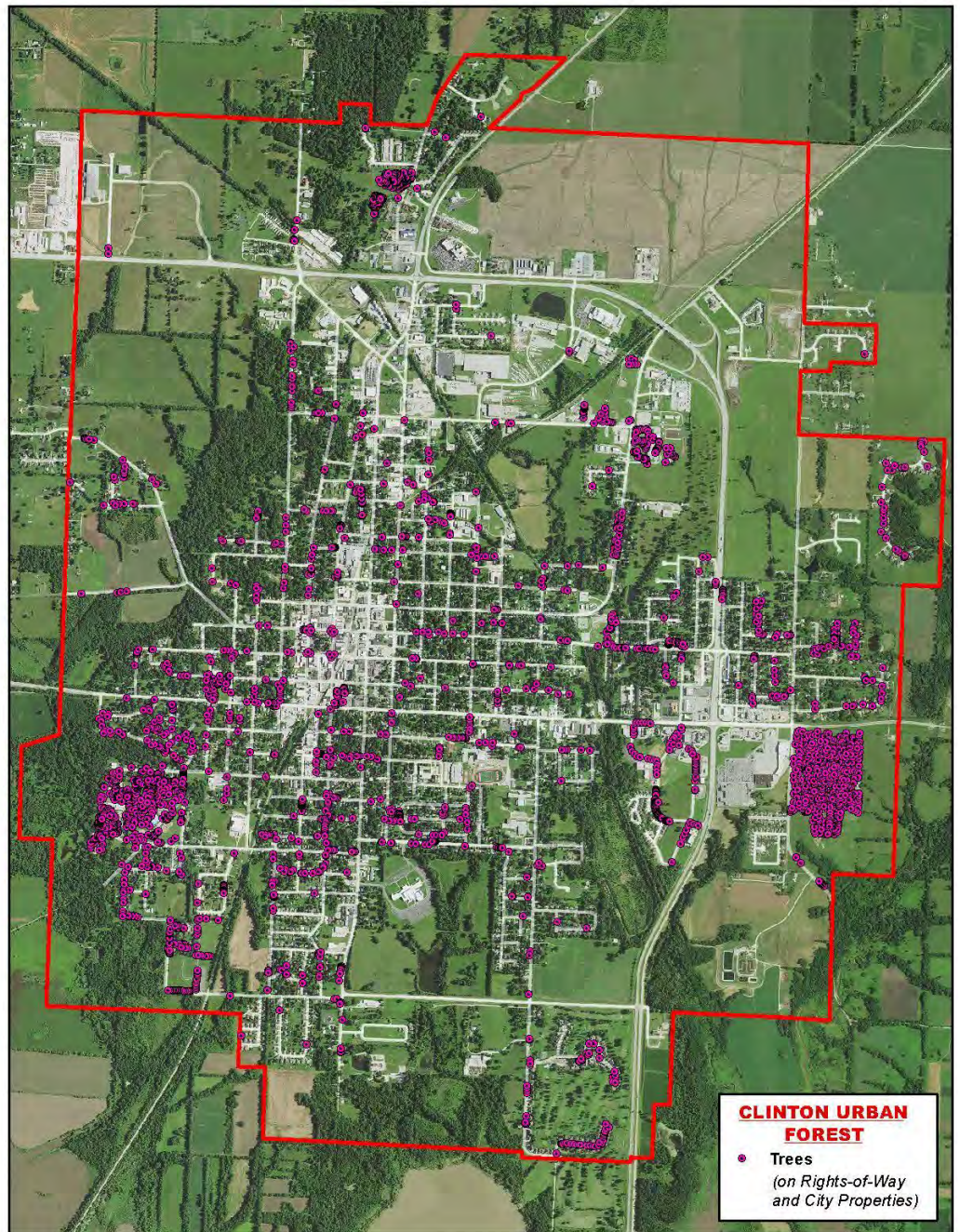
TRUMAN LAKE MAP

Natural Resources Element Strategies

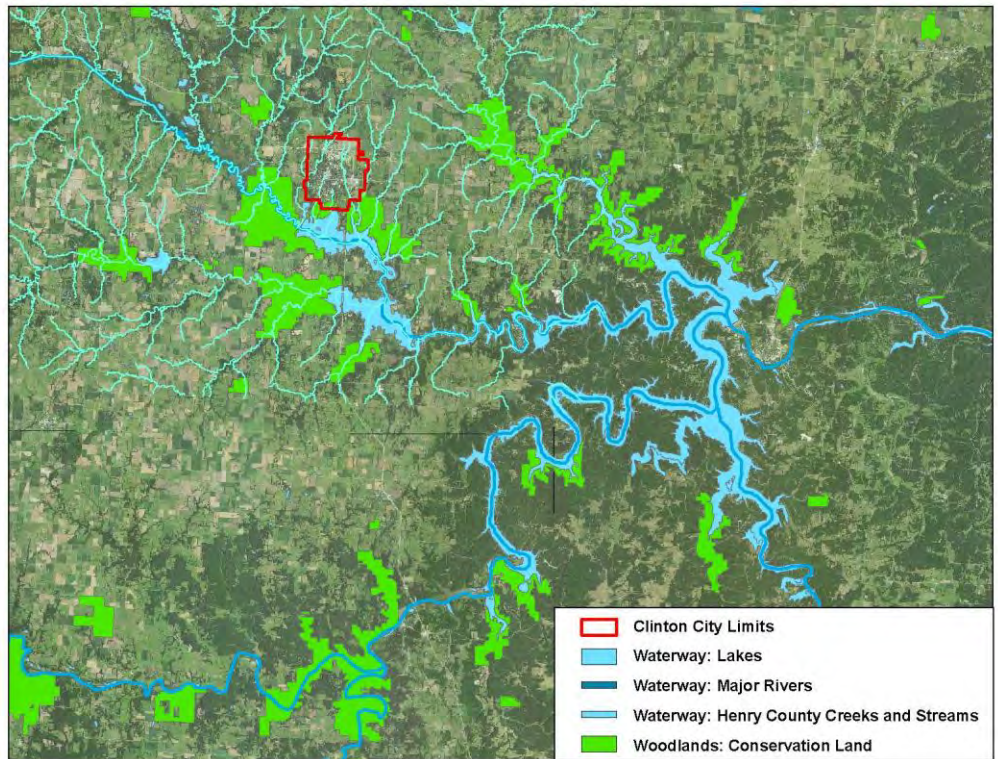
- The following strategic actions should be undertaken by the City of Clinton and cooperating agencies that promote and protect natural resources in the City. These implementation strategies will be reviewed a minimum of every five years and updated every ten years from the date of adoption of this Plan.
- Continue implementing the Urban Forest Management Plan.
- Maintain or adopt additional amendments to the Zoning and Land Development Regulations Ordinance to ensure that sensitive and important natural resources are protected during and after development activities.
- Continue protecting critical and natural resource areas by designating them for very low intensity uses in the future land use recommendations and the Zoning and Land Development Regulations Ordinance.
- Promote sustainable development patterns by concentrating high intensity development in areas with existing public facilities where transportation and related services are available (the Urban/Suburban Area) while respecting areas with sensitive or unique natural resources.

NATURAL RESOURCES

CLINTON URBAN FOREST



CLINTON WATER AND WOODLAND



Natural Resources Element Strategies

- Continue to promote tourism opportunities associated with the Truman Lake area.
- Promote sustainable development practices including but not limited to storm water management, maintenance of vegetative cover and agricultural uses, maintenance of non-disturbance zones in critical areas, conservation set-asides in development plans, and others through special area plans and land development regulations.
- Work with participating agencies to provide incentives for protection of natural resources using methods such as conservation easements to place land into permanent protection and provide development incentives such as density bonuses for land set-asides through land development regulations.
- Adopt innovative planning and zoning techniques such as Form-Based Zoning District regulations to authorize the combination of land uses in compact development patterns.

Chapter 3.4 CULTURAL RESOURCES

Overview

- The City of Clinton and surrounding area encompass an area richly endowed with a sense of history that is revealed to its current residents through a legacy of historic properties, scenic roadways, and historic landscapes. Today, there is a recognized need for increased public awareness of the importance of history and natural beauty to the quality of life in Clinton that is deeply valued by its residents and sought by visitors.
- In this sense, recognition and appreciation of the City's historic legacy is not just an issue of historic preservation, but is a key component of the economic well-being of the community. It is at the heart of the vision for Clinton which calls for preservation of rural community character, cultural resources, and traditional lifestyles.



Background and Inventory of Existing Conditions

- Clinton, once known as the Baby Chick Capital of the world because of its numerous chicken hatcheries, has a rich history related to agricultural lifestyles and businesses. The hatcheries no longer exist, but many family farms still dot the landscape throughout the county.
- The Historic Downtown Square, listed on the National Register of Historic Places, is home to the Henry County Museum. The history of Clinton and Henry County is displayed proudly at the Henry County Museum, which includes the civil war era home The Dorman House.
- Many restored Victorian era homes are located throughout the community.
- The Clinton Arts Council is an active organization in Clinton. Using local contributions and grants, the Arts Council provides entertainment and educational opportunities for the Clinton area citizens and schools. Entertainment has ranged from puppet shows for children to classical musicians and Grammy award winning jazz performer Karrin Allyson. Area schools have been able to attend art galleries and ballets. The Arts Council hosts the Ike Parker Art Show, annually, at Olde Glory Days. Each summer, the Arts Council sponsors the Missoula Children's Theatre, a participatory, traveling theater for children and youth.
- The Heartland Community Theatre group is a dedicated ensemble of local citizens who perform several live shows each year. The HCT holds performances at the Delozier Building, while the former Crest Theater is being renovated for a permanent home.

Cultural Resources Element Goal

Cultural and historic resources will be respected by preventing or mitigating potential negative impacts of growth and development.



Cultural Resources Needs

Cultural Resources Element needs include, but are not limited to, the following:

- Preserving the City's significant historic and archaeological resources and cultural heritage;
- Increasing public awareness of the historic character of the City; and
- Promoting public and private partnerships to preserve and protect cultural resources.

Cultural Resources Element Strategies

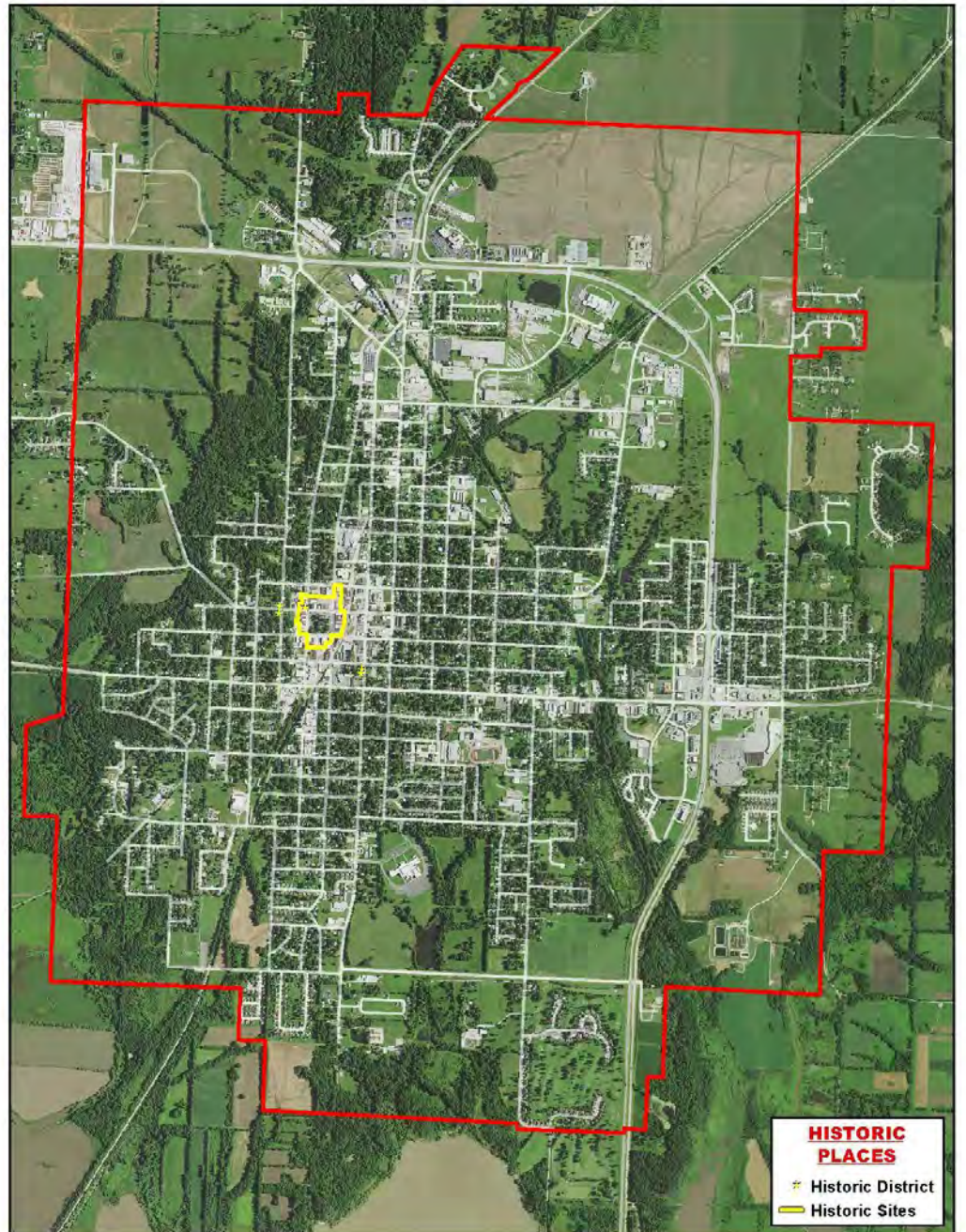
- The City of Clinton should take the following actions to promote and protect cultural resources in the City. These implementation strategies will be reviewed a minimum of every five years and updated every ten years from the date of adoption of this Plan.
- Review and update where appropriate the existing historic preservation ordinance and the existing historic preservation area surveys for portions of the City.
- Continue to promote historic preservation in Clinton.

Cultural Resources Element Strategies

- Maintain a database of archaeological resources, heritage corridors and historic properties, roads and landscapes.
- Continue to promote the tourism opportunities associated with the Historic Downtown Square and the Henry County Museum.
- Monitor inventories and studies conducted by other agencies which identify new or recently discovered historic or cultural resources.
- Protect rural historic landscapes from development that may be out of character with their inherent rural attributes.
- Consider possible tax relief initiatives to owners who rehabilitate historically significant property.
- Encourage adaptive reuse and rehabilitation of older buildings that complement historic development patterns.
- Adopt innovative planning and zoning techniques such as Form-Based Zoning District regulations to promote and protect cultural and archaeological resources.

CULTURAL RESOURCES

HISTORIC PLACES



Chapter 3.5 POPULATION

Overview

- This Comprehensive Plan is largely an analysis of existing and future land use. Land use is best determined by the location and movement of people. People create markets, employment bases, and demands for public services. It is important to understand where they live, where they work, where they travel to shop and have fun. It is also imperative that we understand a little about their makeup and how it may be changing over time. Is the population getting “older” as a whole? Are households changing in size and composition? What do the residents of Clinton like to do? Are the majority of the population single or is the majority families with children? If we can obtain answers to these questions and related ones, we can better understand how existing land use patterns came to exist, and what changes should be planned to accommodate future trends and needs.



Population Composition

- As of 2013, the City of Clinton has an estimated population of 9,026 residents for a land area of 9.14 square miles and is the county seat of Henry County. The population has increased 0.2% from 2010 to 2013. Over half of the city's population are female persons. The City of Clinton has 22.6% of the total population under the age of 18, while 20.5% of the population is over the age of 65. The median age in the City of Clinton is 40.6 years. In 2010, females outnumbered males in the City, comprising 53.1% of the population. Population trends seen in recent decades regarding the aging population, declining numbers of school age children and young adults, and decreasing household size are expected to continue through 2020.

Background and Inventory of Existing Conditions

Clinton Missouri	Clinton	Missouri
Population, 2013 estimate	9,026	6,044,917
Population, 2010 (April 1) estimates base	9,008	5,988,923
Population, percent change - April 1, 2010 to July 1, 2013	0.2%	0.9%
Population, 2010	9,008	5,988,927
Persons under 5 years, percent, 2010	7.0%	6.5%
Persons under 18 years, percent, 2010	22.6%	23.8%
Persons 65 years and over, percent, 2010	20.5%	14.0%

The City of Clinton Compared to the State of Missouri:

- Median age above state average.
- Black race population percentage significantly below state average.
- Foreign-born population percentage significantly below state average.
- Length of stay since moving to Clinton is significantly above state average.
- Compared to the rest of the country, Clinton's cost of living is approximately 15% lower than the U.S. average.

White alone, percent, 2010 (a)	95.1%	82.8%
Black or African American alone, percent, 2010 (a)	1.9%	11.6%
American Indian and Alaska Native alone, percent, 2010 (a)	0.4%	0.5%
Asian alone, percent, 2010 (a)	0.3%	1.6%
Native Hawaiian and Other Pacific Islander alone, percent, 2010 (a)	Z	0.1%
Two or More Races, percent, 2010	1.8%	2.1%
Hispanic or Latino, percent, 2010 (b)	2.0%	3.5%
White alone, not Hispanic or Latino, percent, 2010	93.9%	81.0%

Racial Composition

- The racial makeup of the city was 95.1% White, 1.9% African American, 0.4% American Indian, <0% Native Hawaiian and other Pacific Islander, and 1.8% from two or more races. Hispanic or Latino of any race were 2.0% of the population. Compared to the state of Missouri, Clinton is less diverse in population demographics.

Education

- In 2009, only 15.4% of the population in the City over twenty-five years of age was not a high school graduate. That is a 3% deviation when compared to the Missouri average.
- In the City of Clinton, 14% of the population over the age of 25 have a Bachelor's degrees or a Graduate Degree. Slightly less than the state of Missouri statistic of 26.2%.
- Clinton public schools spend \$9,646 per student. The average school expenditure in the U.S. is \$12,435. There are about 10.8 students per teacher in Clinton.

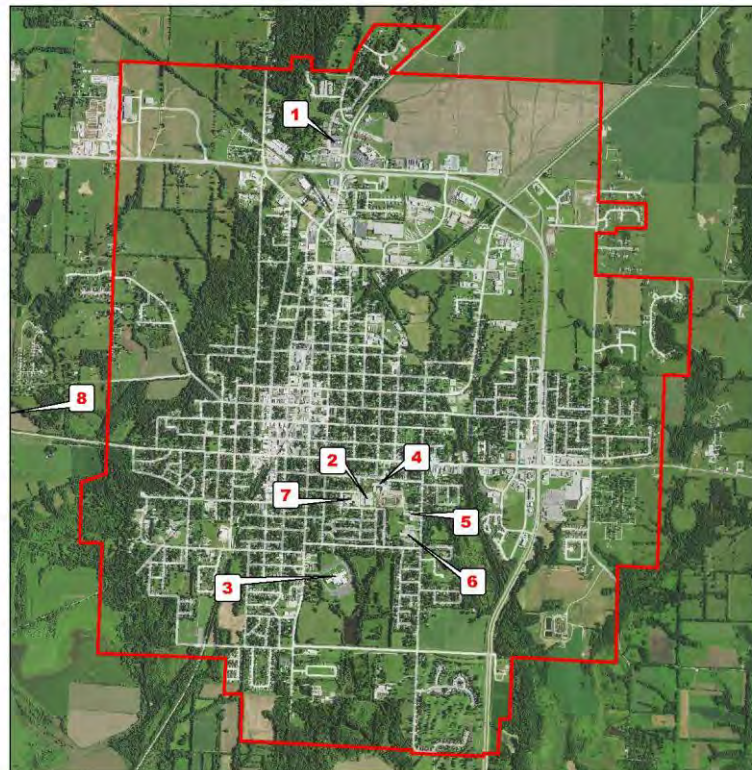
Language other than English spoken at home, age 5+, 2009-2013	1.8%	6.1%
High school graduate or higher, percent of persons age 25+, 2009-2013	84.6%	87.6%
Bachelor's degree or higher, percent of persons age 25+, 2009-2013	14.0%	26.2%

Education

Educational opportunities located within and around the City of Clinton, Missouri are listed below:

- College/University in Clinton:
 - State Fair Community College
 - Central Methodist University
- Colleges/universities with over 2000 students nearest to Clinton:
 - University of Central Missouri
 - State Fair Community College - main campus Sedalia
 - Metropolitan Community College - Longview
 - Southwest Baptist University
 - University of Missouri - Kansas City
 - Johnson County Community College
- Public high schools in Clinton:
 - Clinton High School
 - Clinton Technical School
- Public elementary/middle schools in Clinton:
 - Henry Elementary School
 - Clinton Intermediate School
 - Clinton Middle School
- Private elementary/middle schools in Clinton:
 - Clinton Christian Academy
 - Holy Rosary

EDUCATION



1. Truman Regional Education Center
State Fair Community College
Central Methodist University
2. Clinton Technical School
3. Clinton High School
4. Clinton Middle School
5. Clinton Intermediate School
6. Clinton Elementary School
7. Holy Rosary School
8. Clinton Christian Academy

Household Size

- There were 4,007 households of which 27.9% had children under the age of 18 living with them, 42.2% were married couples living together, 13.3% had a female householder with no husband present, 4.8% had a male householder with no wife present, and 39.7% were non-families. 34.5% of all households were made up of individuals and 16.1% had someone living alone who was 65 years of age or older. The average household size was 2.2.

Veterans, 2009-2013	723	479,828
Mean travel time to work (minutes), workers age 16+, 2009-2013	14.7	23.1
Housing units, 2010	4,454	2,712,729
Homeownership rate, 2009-2013	60.4%	68.4%
Housing units in multi-unit structures, percent, 2009-2013	17.7%	19.7%
Median value of owner-occupied housing units, 2009-2013	\$96,200	\$137,000
Households, 2009-2013	4,007	2,360,131
Persons per household, 2009-2013	2.2	2.47
Per capita money income in past 12 months (2013 dollars), 2009-2013	\$20,952	\$25,649
Median household income, 2009-2013	\$35,281	\$47,380
Persons below poverty level, percent, 2009-2013	21.2%	15.5%

Income Levels

- The City of Clinton's median household income was \$35,281. When compared to the state of Missouri's median household income, the City of Clinton is \$12,099 less than the state of Missouri's median income. Males had a median income of \$26,834 versus \$19,096 for females.

Median household income, 2009-2013	\$35,281	\$47,380
Persons below poverty level, percent, 2009-2013	21.2%	15.5%

Poverty Levels

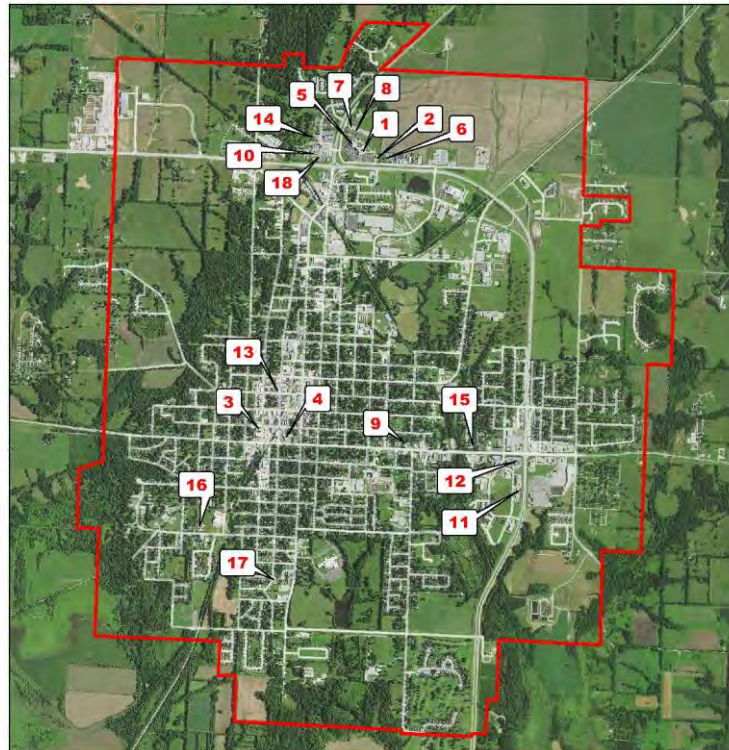
- The City of Clinton consists of 21.2% of the residents with income below the poverty level. The state of Missouri has 15.5% of its citizens with incomes below the poverty level. The City of Clinton has 6% of its citizens with income 50% below the poverty level, very similar to the state's value of 6.6%.
- The City of Clinton has greater numbers of male residents less than 18 years of age below the poverty level when compared to all other ages. The City trends with the Missouri average in general, but notable spikes at less than 5 years, 15 years, and ages 35-44.
- The City of Clinton's female residents below poverty level on average is greater than the state of Missouri across many age levels.
- The majority of the poorest residents in the City of Clinton – who fall below 50% of poverty level are less than 5 years, and between the ages of 15-17 years old. On average, the City parallels the state of Missouri, with noteworthy increases for persons less than 5 years, 12-17 years old, 25-34 years, and again 75 years and older.

HEALTHCARE

A variety of healthcare services - emergency, primary and specialty - are available to the residents of Clinton and the surrounding area.

- Golden Valley Memorial Healthcare is a not-for-profit organization with a locally elected Board of Directors. It consists of an 84-bed hospital, home health service and clinics in Clinton, Windsor, Warsaw and Osceola.
- Saint Luke's Medical Group – Clinton is a primary care clinic associated with Saint Luke's Health System.
- LifeFlight Eagle, a helicopter emergency service, is based on the GVMH campus.
- The Henry County Health Center offers a variety of health related services, such as immunizations, food inspections, the WIC program and others. The HC Health Center is co-located with Compass Health Wellness, a Federally Qualified Health Center (FQHC) providing family medicine and dental services
- Pathways Community Health, a part of the Compass Health Network, is a not-for-profit community mental health center.
- Many other types of providers and services are available.
- Golden Valley Memorial Hospital conducted a Community Health Needs Assessment in late 2013. The results were published in March 2014.

HEALTHCARE



EMS

1. Golden Valley Memorial Hospital
2. LifeFlight Eagle

FIRST RESPONDERS

3. Fire Department
4. Police Department

PRIMARY

5. Golden Valley Medical Clinic
6. St. Luke's Medical Clinic
7. Henry County Health Department

SPECIALTY

8. Pathways Community Health
9. Twin Lakes Hospice
10. Dialysis Clinic
11. DaVita Dialysis
12. GVMH Rehab and Wellness
13. SERC Physical Therapy
14. Golden Valley Living Center
15. Clinton Healthcare and Rehab
16. Jefferson Gardens
17. The Arbors
18. GVMH Home Health Service

Population Element Needs

- Quality City services, programs and infrastructure
- Employment opportunities
- Educational opportunities
- More affordable, quality housing
- Support diversity

Population Element Strategies

- Clinton should undertake the following strategic actions in support of the Vision and Goals of this Plan. These implementation strategies will be reviewed a minimum of every five years and updated every ten years from the date of adoption of this Plan.
- Monitor population growth trends and demographic shifts as indicators of population change and use this information to guide future updates to the Comprehensive Plan.
- Craft land use strategies and implementation measures that address the needs of the aging population.
- Support a diverse population through land development regulations which accommodate a range of housing and employment options.
- Adopt innovative planning and zoning techniques such as Form-Based Zoning District regulations that focus on the form and mix of land uses in land use plans to support diverse communities.

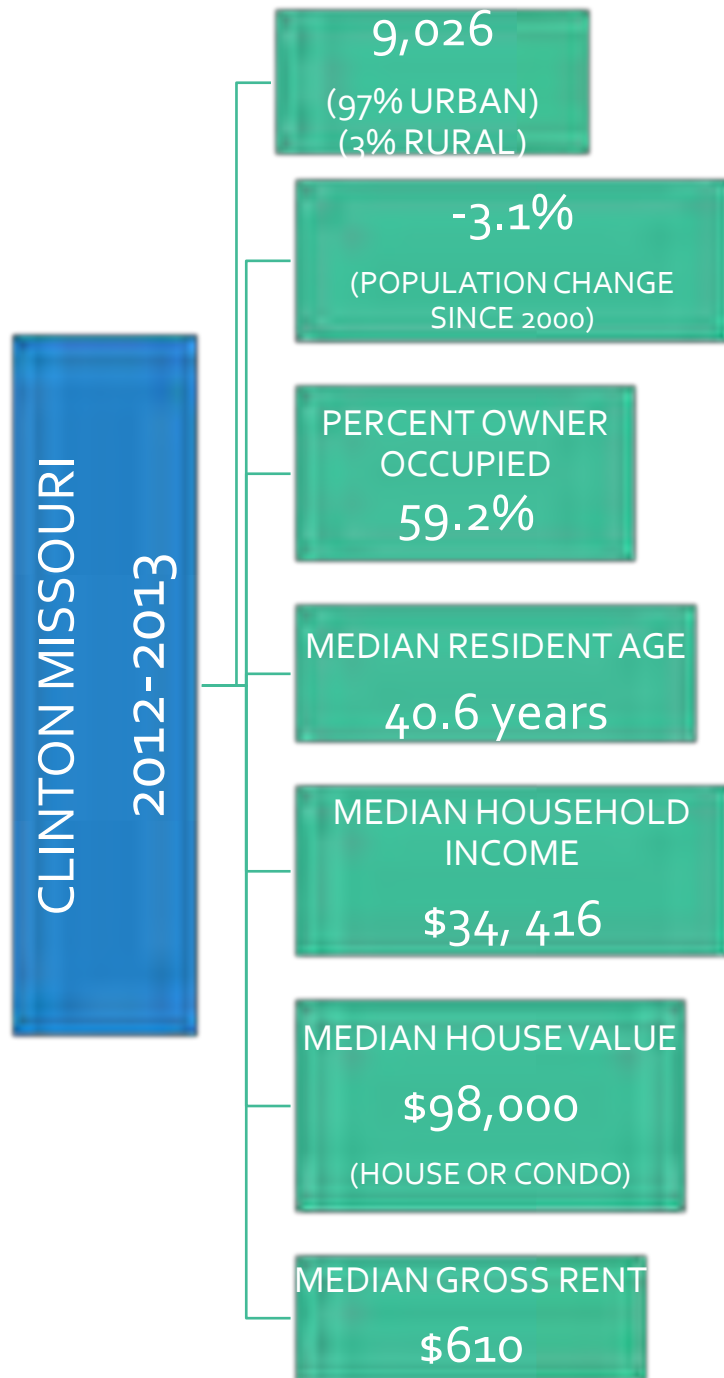
Chapter 3.6 HOUSING

Overview

- Housing is included in the Comprehensive Plan to ensure policies are in place to promote safe and affordable housing, providing opportunities for families of various demographic and economic backgrounds. As a desirable place to live, the demand for housing is high in the City of Clinton. The Housing Element attempts to identify the needs and desires of the residents of Clinton. It describes suitable approaches to meet neighborhood needs, and delineates appropriate initiatives. Data and information from leading housing resource agencies in the State of Missouri have influenced this element.

HOUSING

HOUSING IN CLINTON MISSOURI



Background

- Housing in Clinton ranges from single-family units to multi-family complexes; from low income level to executive level. Funds are budgeted annually to pursue condemnations and demolitions.
- Stable and viable neighborhoods are the product of good housing stock. It also plays an important role in the attraction of businesses and jobs in the community. The primary role of the City in provision of affordable and safe housing is guided by Missouri State Law which endows the City with certain regulatory powers over development activity. The City Government does not have a housing department dedicated to directly providing affordable housing opportunities. It does have a relationship with the Clinton Public Housing Authority, a HUD funded agency.

- The City of Clinton works cooperatively with the West Central Community Action Agency, when possible, to support affordable housing and community revitalization projects. Community Development Block Grants and other funding sources have also been utilized. In addition, the City monitors building standards and quality through the Building Code. The City can also review the development process for any hindrances to the provision of affordable housing and seek out ways the process could be streamlined. Furthermore, the recommendations of this Plan, promote mixed-use growth with a variety of housing types to help further the provision of affordable housing units in the City. In Missouri, there are many agencies charged with housing responsibilities.

Housing Element Goal

Quality and affordable housing will be encouraged for people of all ages, incomes, and physical abilities.

Statistic	Clinton	Missouri	Nation
Median home price	\$98,000	\$138,400	\$181,400
Median rent asked	\$610	\$712	\$889
Avg. number of people per household	2.2	2.4	3
Percent owner occupied	59.2%	69%	65.5%
Percent renter occupied	40.8%	31%	34.5%

Housing Element Needs

Housing Element needs include, but are not limited to, the following:

- Affordable housing;
- A housing supply that will accommodate growth in the workforce;
- Ensuring a supply of safe and structurally sound homes.

Housing Element Strategies

- The City should undertake the following action strategies in support of the Housing Goal and the other elements of this Plan. These implementation strategies will be reviewed a minimum of every five years and updated every ten years from the date of adoption of this Plan.
- Coordinate with affordable housing agencies in pursuit of supplying affordable housing.
- Continue to identify solutions for obstacles to creation of affordable housing in the City Zoning and Land Development Regulations Ordinance, development approval processes, and fee structures.
- Develop incentives in the Zoning and Land Development Regulations Ordinance, such as density bonuses, transfers of density and mixed-use development provisions to promote a variety and diversity of affordable housing types.
- Continue to enforce the Building Code and Beautification Section of the Clinton City Code of Ordinances to maintain housing stock in a safe and habitable condition.

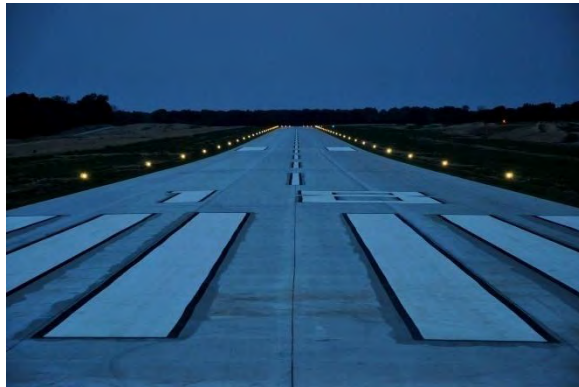
Housing Element Strategies

- Increase funding for condemnation program to demolish more sub-standard, unoccupied structures.
- Develop creative policies targeting non-conforming lots, properties owned by the City and properties with City liens to encourage construction of affordable housing.
- Adopt innovative planning and zoning techniques such as Form-Based Zoning District regulations to promote mixed use developments with diverse housing options in walking distance to services, retail, and employment opportunities.
- Continue to encourage provision of workforce housing through rental apartments, townhouses, duplexes, and first time home buyer initiatives.
- Continue to enforce the Residential Building Code to protect the general health, safety and welfare of the population.

Chapter 3.7 TRANSPORTATION

Overview

- The Transportation element presents information and strategies to: improve efficiency of the existing and planned highway and street systems by managing supply and demand; promote multimodal transportation systems – aviation, freight, rail, pedestrian and bike ways; and consider the impacts of proposed new development to the existing transportation systems during review of proposed developments, all while maintaining the economic character and beauty of the existing community.
- Transportation integrates the movement of people and goods with the strategies of economic development and land use. As development in Clinton and the surrounding area intensifies, residents notice an increase in traffic and traffic congestion. Furthermore, the general health, safety, and welfare of the citizens and visitors to the City of Clinton are strongly influenced by the transportation network's ability to handle emergency situations.



Background and Inventory of Existing Conditions

- In the City of Clinton, the transportation system includes: an airport, a network of local roads, collector roads, arterial roads, and highways and rail. The economy of the Clinton area is dependent upon the viability and success of these diverse transportation systems. Transportation planning is a combined effort with Henry County, Kaysinger Basin Regional Planning Commission, other regional agencies and coalitions and the Missouri Department of Transportation (MODOT).

City of Clinton

- The City of Clinton Street Department maintains local streets and storm water drainage systems within the city limits, with the exception of highways and business routes that are maintained by MODOT. The City currently has a $\frac{1}{4}$ % cent sales tax designated for the street program: contractors, materials, vehicles and equipment. Maintenance and repair projects and capital purchases have been identified by the City. The \$4,000,000 in estimated costs for needed maintenance and repairs and capital purchases far exceeds current funding levels.

City of Clinton

- The Clinton Regional Airport, owned by the City and managed by the Clinton Airport Association, completed construction of a 5,000 ft. runway in late 2013. Large aircraft traffic has increased dramatically. The planned, ultimate length is 5,500 ft. The City recently approved a 7 phase plan, approximately 15-year plan, to construct additional apron space, the additional 500 ft. of runway and corresponding taxiways. Federal non-primary entitlement (NPE) grant funds are accrued annually, \$150,000 per year is to be used for eligible construction and maintenance projects. The City match for each year of NPE funds is approximately \$16,700.
- The Clinton Area Transportation Service provides on-demand bus service within the city limits. Missouri Department of Transportation (MODOT) grants cover 50% of expenses not covered by fares. The City covers the remaining 50%. The one-way trip fare of \$1.00 has remained the same since the mid-1990s.
- Rail service to Clinton is provided by the Missouri & Northern Arkansas Railroad. The line to Clinton is a spur that runs from Nevada to Clinton. Increased demand by industrial users would be beneficial.

City of Clinton

- The sidewalk system in Clinton ranges from excellent in some areas to total disrepair or non-existent in other areas. Property owners are responsible for sidewalks adjacent to their properties. The City has initiated projects that have included sidewalk repairs, using MODOT and Community Development Block Grant.
- Bicycle traffic in Clinton has increased in the last several years. Some is local bicycle traffic, other can be attributed to the Katy Trail. A bike trail is located along Price Lane and Green Street. There are, however, no other clear demarcations for bike lanes throughout the City.



Transportation Element Goal

A transportation system that is coordinated with land use patterns, community character, and promotes efficient movement of people and goods will be provided. The system will enhance economic development and quality of life. Coordination with adjacent and relevant jurisdictions and agencies will be encouraged, when appropriate.

Transportation Element Needs

Transportation Element needs include, but are not limited to, the following;

- Coordinate transportation strategies with the strategies of economic development, housing, and land use;
- Identify transportation corridors that are conducive to new development and re-development;
- Work aggressively to maintain the MO Highway 7/13/52 loop in the current location;
- Address street maintenance and repair needs, especially in residential areas;
- Capitalize on the potential of the airport to promote business development;
- Work aggressively to maintain existing rail service to Clinton, with possible expansion;
- Encourage “green” transportation options such as public transit and pedestrian and bicycle systems;
- Improve the efficiency of the existing and planned transportation system, with particular attention to regional connectivity; and
- Ensure that transportation planning is a coordinated effort of all jurisdictions.

Transportation Element Strategies

Clinton should undertake the following action strategies to support the transportation Goal and the Vision for this Plan. These implementation strategies will be reviewed a minimum of every five years and updated every ten years from the date of adoption of this Plan.

- Coordinate transportation strategies with economic development, housing and land use strategies;
- Designate the following corridors as development or re-development areas:
 - MO Hwy 7, including the Hwy 7/13/52 loop
 - MO Hwy 13, including the Hwy 7/13/52 loop
 - MO Highway 52, including the Hwy 7/13/52 loop
 - MO Business 13 / 2nd Street
 - Downtown Square area
 - Ohio Street / MO Highway 18

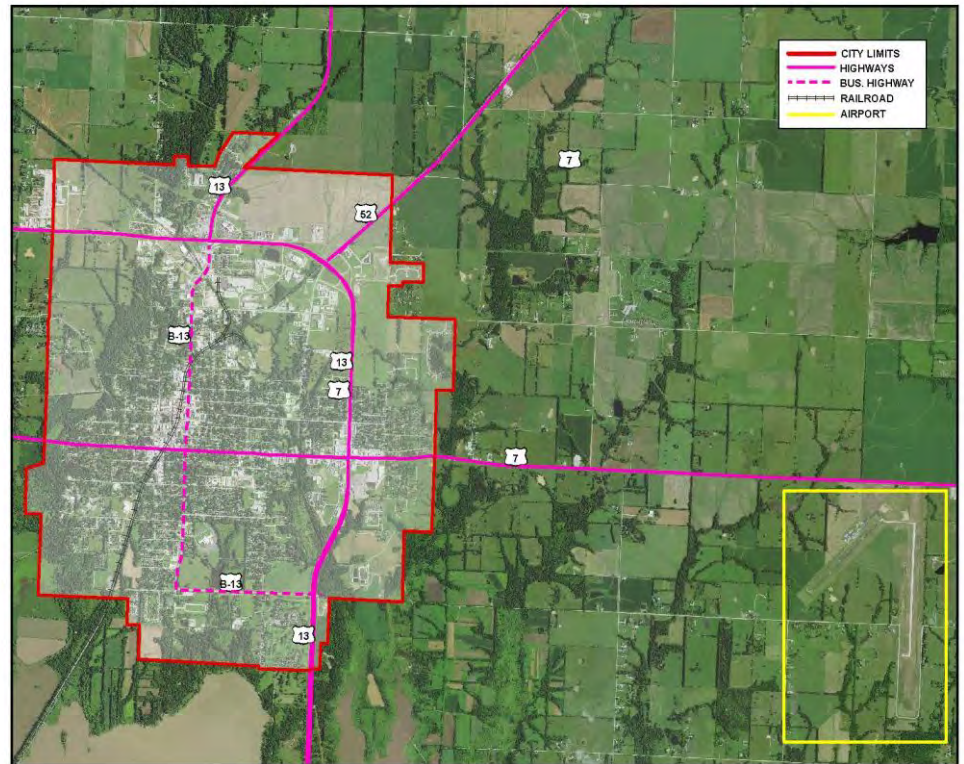


Transportation Element Strategies

- Conduct a Corridor Study, or series of studies, to analyze traffic patterns along MO Highways 7 & 13, including 7/13/52 loop;
- Create and aggressively promote a preferred transportation development plan for MO Highways 7 & 13, including 7/13/52 loop;
- Implement approved Street Department plan for maintenance and repairs in commercial and residential areas;
- Continue development of Clinton Regional Airport by implementing the approved 7 phase/15-year plan;
- Identify and create development plans for sites that are rail served;
- Develop bike friendly routes connecting commercial areas and the Katy Trail;
- Require traffic impact studies consistent with the Zoning and Land Development Regulations Ordinance;
- Adopt and administer standards requiring provision of adequate transportation infrastructure;
- Proposed improvements should be made in accordance with the appropriate transportation agency, based on traffic impact studies. Incentives or fee-based programs should also be used to promote transportation improvements;
- Create and adopt a major thoroughfare plan, including functional classifications as defined by MODOT and the City and identify planned right-of-way to be set aside for future roadways, sidewalks, and bicycle paths;

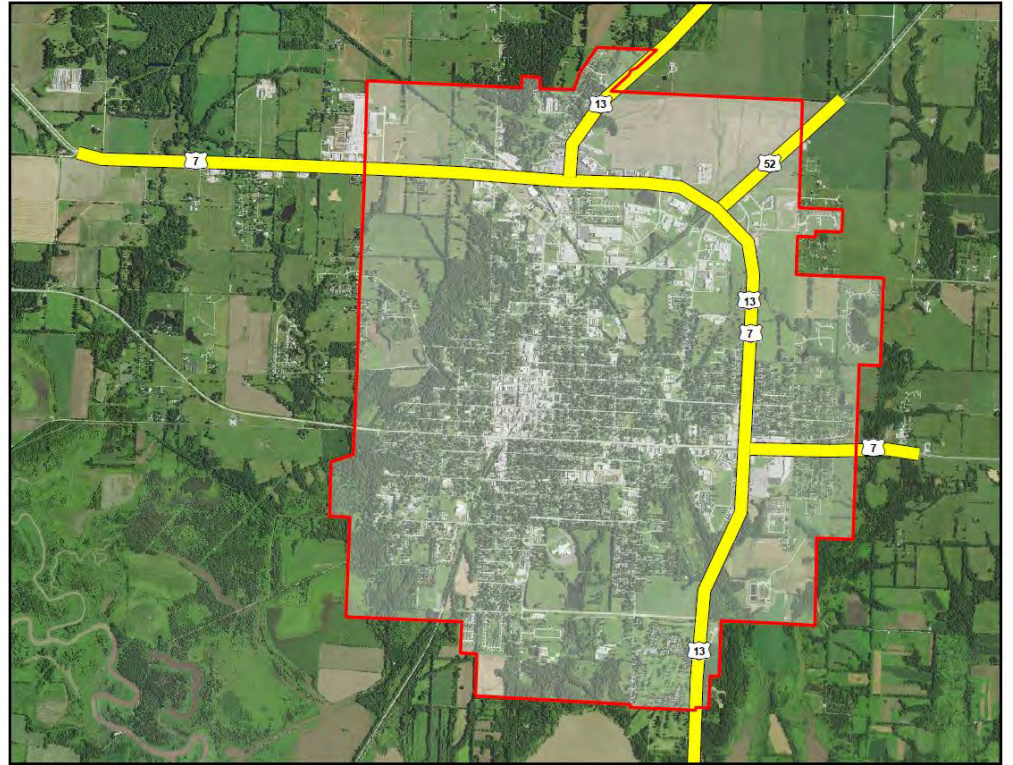
TRANSPORTATION

TRANSPORTATION CORRIDORS



TRANSPORTATION

CORRIDOR STUDY



Transportation Element Strategies

- Preserve future transportation corridors and other rights-of-way to reduce future acquisition costs;
- Mandate that adequate transportation infrastructure be in place prior to, or concurrent with, additional development;
- Support and participate in planning functions, as designated by the Federal Highway Administration and MODOT;
- Continue to monitor the transportation system to assure adequate means of population evacuation for emergency preparedness for natural or man-made disasters;
- Continue to identify additional ways of financing transportation improvements - including possible future taxes and public/private partnerships;
- Promote a transportation network and systems that contribute to a sustainable development pattern for the long-term success of Clinton;
- Adopt innovative planning and zoning techniques to encourage flexible street design that is context-sensitive and reflects adjacent land uses;
- Encourage pedestrian and bike access be incorporated on all public roadways and explore potential funding sources for additional pedestrian and bike access projects.

AIRPORT IMPROVEMENT PLAN



1. Construct new apron
2. Rehab Runway 4-22
3. Reconstruct existing apron
4. Construct new taxiway connecting Runway 4- 22 to apron
5. Reconstruct apron in front of existing hangar
6. Reconstruct apron near current GA terminal; shift Taxiway A for proper separation from Runway 4-22
7. Construct additional apron to meet ultimate aircraft parking need; re-align airport access road.

Chapter 3.8 FACILITIES AND INFRASTRUCTURE

Overview

- The City of Clinton includes community facilities as a component of the Comprehensive Plan to ensure land use planning is balanced with the availability of public services and infrastructure. Coordinating land use decisions with the provision of public facilities and services protects the quality of life for existing residents and ensures the ability to provide for future residents. There are many agencies involved in the provision of public facilities and services making inter-jurisdictional coordination a key component in managing them.

Background and Inventory of Existing Conditions

- Numerous agencies are involved in the provision of public facilities and services. Many of these agencies are outside the purview of Clinton requiring inter-jurisdictional agreements to ensure the coordinated provision of public facilities and services. While this Plan can establish general strategies for the City to follow, the actual provision of many services and facilities is managed by outside agencies. Comments regarding City of Clinton services and infrastructure in this section were provided by City staff. The candid feedback from the divisions provided valuable information to the creation of this plan.

Overview

- The strategies contained in this Element are intended to ensure that essential facilities and municipal services necessary for the growth, development, or redevelopment of the City are provided. They are also meant to ensure coordination with the various providers of public facilities and services, including, but not limited to:
- **Public safety services:**
 - Fire
 - Police
 - Emergency Medical Services (EMS)
 - Emergency Management
 - Henry County Sheriff's Department
 - Golden Valley Memorial Hospital
 - Henry County Health Department and
 - Emergency Preparedness.
- **Utilities:**
 - Wastewater,
 - Water Service.
- **Administration**
- **Area Transportation Services**
- **Parks and Recreation**
- **Streets and Transfer Station**
- **Cemeteries**
- **Other Utilities**
 - Electric
 - Gas

Fire Department

- When visiting with the Fire department staff, the feedback on their status included operating on a small budget. Department statistics include: operating budget is \$95,000-100,000, personnel costs \$755,000, 13 full-time employees, plus volunteers, total of 19. As of February 18, 2014, the department went on 60 calls, servicing 350-400 calls per year.

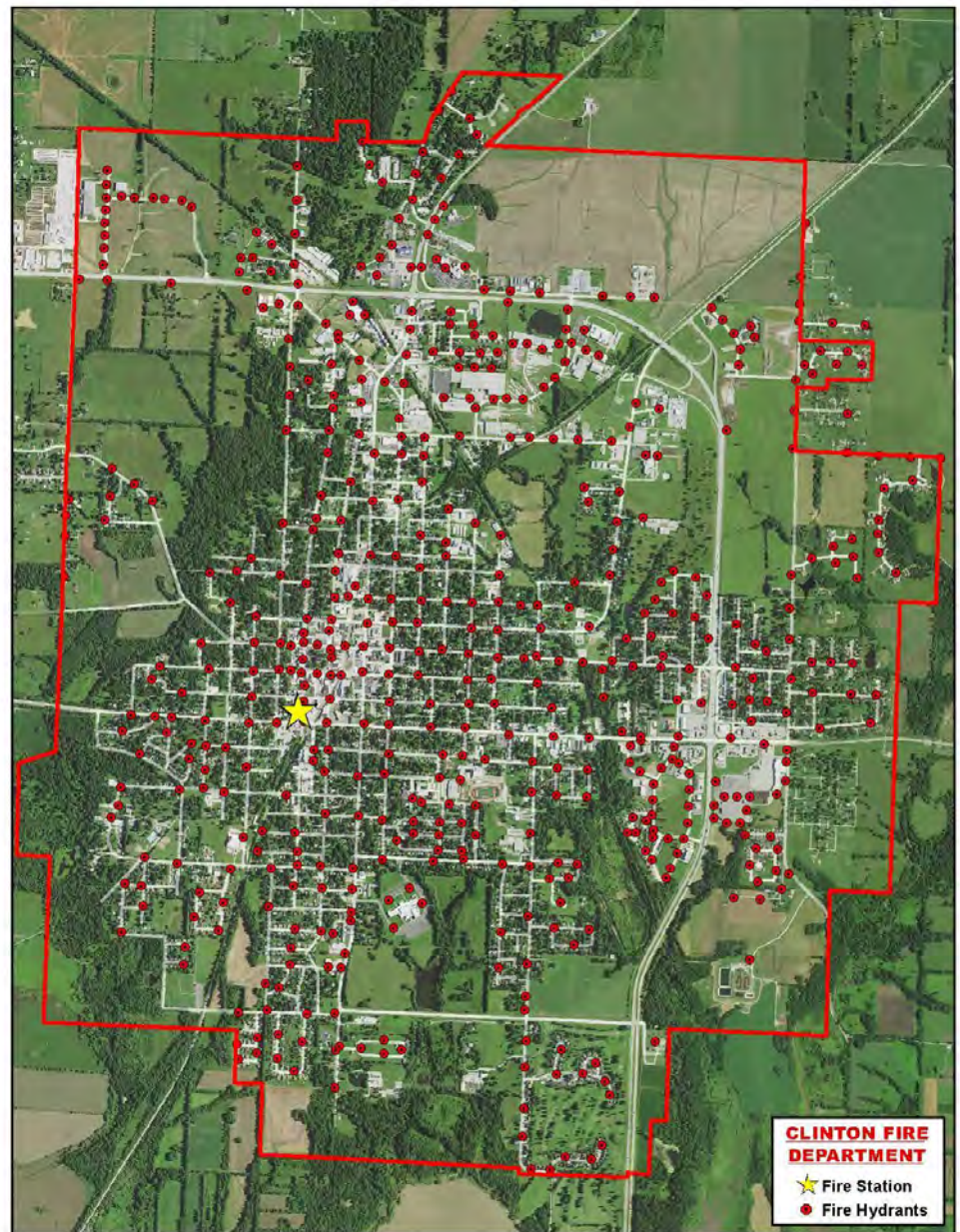
The following points were gathered from stakeholders within the department:

- All fire staff are first responders and sustain life until other resources arrives.
- The weakness is older equipment: the newest engine is 1997, one truck is a 1978 model.
- Department needs list includes a “newer” fire truck with aerial apparatus.
- Concern for current safety standards and aging equipment.
- Expressing concern for the distance, 7 minutes run time to some places, an additional need is a new fire station located at the east side of town.

Fire Department

- The department would like to add an Assistant Fire Chief to allow better service to the community.
- An additional need expressed is for more staff noting it takes more than 3 people to fight a fire.
- This would allow sufficient coverage of the administrative, operations aspects of fire, inspectors and safety, and training.
- Strength is their personnel training.
- The department does not respond to smoke detectors or burn calls.
- The fire department appreciates the ongoing support from volunteers in the community.
- EMS department is managed through the hospital.

FIRE DEPARTMENT COVERAGE AREA



Police Department

- The police leadership describes their department philosophy as striving to have smart people, education as the cornerstone of training, being proactive and exploring new ways of doing things. The focus on training programs and risk management is positive - there is little litigation. With a budget of \$1.4 million dollars, 22 police officers and 10 vehicles, the Police Department supports approx. 10,000 citizens and 10 square miles. The City currently pays a fee to be part of the county 911 service. The recently approved 0.45% county-wide sales tax should eliminate the fee assessed to the City.

The following points were gathered from stakeholders within the department:

- Grants have dwindled which places more pressure on the operating budget.
- A spirit of collaboration exists with consideration to share physical space with the fire department.
- A challenge is lack of building space.
- Need more space to retain evidence.
- The community is passionate about active code enforcement and the department dedicates a full-time employee to code enforcement/animal control.
- The department recognizes that impressions start immediately when entering the city – and that could be an economic development issue.
- Many crimes in the community are drug related; methamphetamine abuse and theft crimes.
- No identified major crime problem.

Emergency Management

- Emergency management within the City is a joint effort between the City of Clinton and Henry County. The former Henry County Jail is being converted to a permanent Emergency Operations Center. While owned by the County, the City is collaborating with the County to rehab the facility. A Memorandum of Understanding outlines the cooperative nature of the relationship regarding operating expenses and availability to the City in emergency situations.
- Other partners in emergency management are: the Henry County Sheriff's Department, Golden Valley Memorial Hospital and the Henry County Health Department.

EMERGENCY DISASTER SERVICES



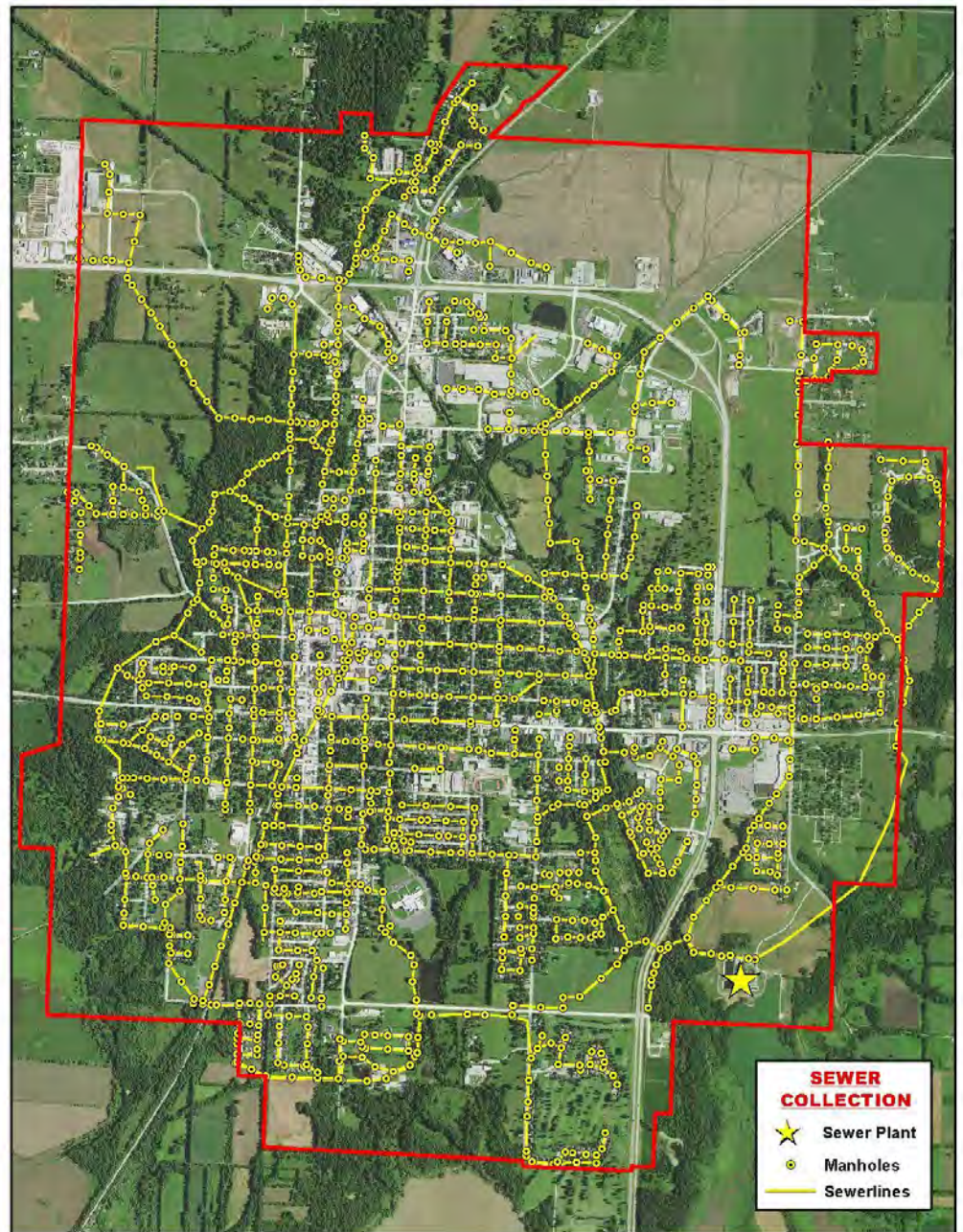
Wastewater

- The interview feedback provided that the biggest concern for Wastewater is infiltration in the collection system. The City has a 15 year Inflow and Infiltration (I&I) Plan, in fifth year now (2015). The City addresses 20% of the plan each 3 years; the 1st phase is completed. There are 73 miles of sewer. Many sewer lines are vitrified clay pipes (VCP) with records back to 1882.
- The Wastewater Treatment Plant Improvement Project is underway (completion August 2015). The \$3.5 M project will convert sludge management from a land application process to a belt filter process. A new UV system is being installed and a clarifier is being expanded.

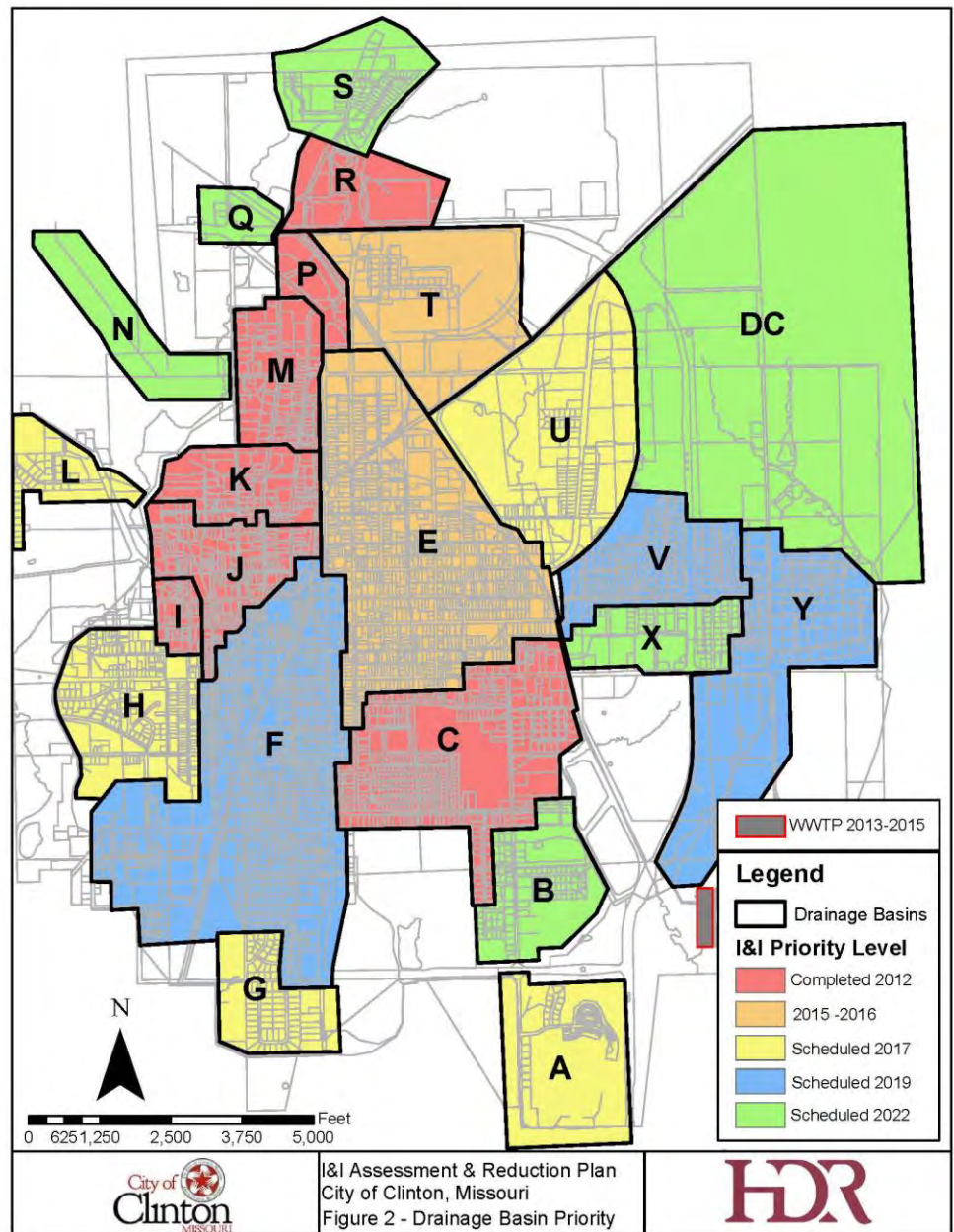
The following points were gathered from stakeholders within the department:

- Joined lines in older residential areas have been an on-going problem - many have yet to be identified.

WASTEWATER COLLECTION SYSTEM



WASTEWATER 15 YEAR I&I PLAN

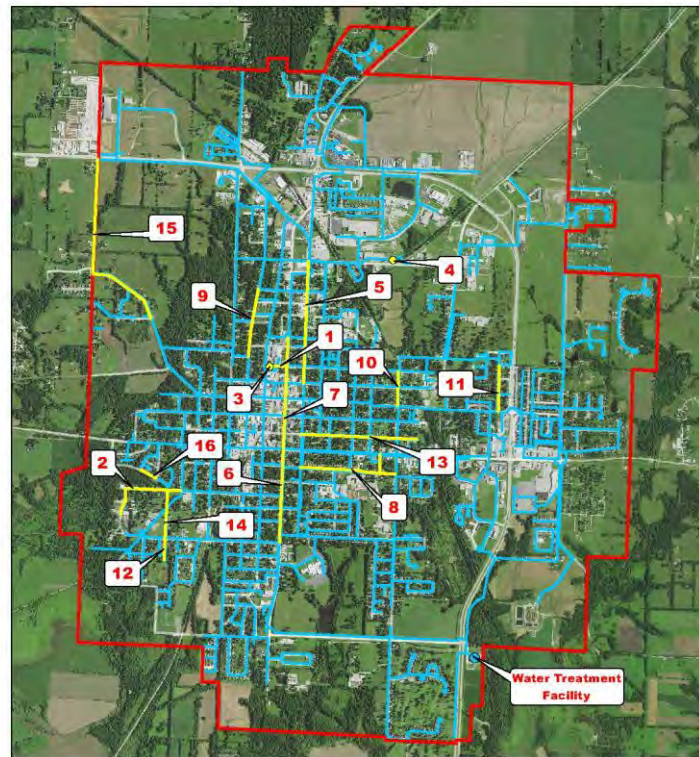


Water Service

- Water service is provided by the Henry County Water Company (HCWC). HCWC is a non-profit organization that was formed by the City of Clinton in the 1980s to purchase the water service from Missouri Public Service. HCWC is run by a board of directors. Daily management is provided by Alliance Water Resources. In 2014, HCWC took advantage of excellent bond rates and refinanced \$8,775,000 in debt. The savings generated by the refinancing allowed HCWC to develop and approve a long-term improvements plan consisting of 2 water tower rehabilitation projects and 14 line projects.



HENRY COUNTY WATER DISTRICT SYSTEM



1. Lincoln Street Water Line - 500'
Second Street to Water Tower
2. Allen Street Water Line - 2,286'
McLane to Amory Bldg.
3. Lincoln Street Water Tower Rehab
4. Sedalia Street Water Tower Rehab
5. 3rd Street Water Line - 3,500'
Green St. north to Sedalia St.
6. Second Street Water Line - 2,600'
Ohio to Rogers
7. Second Street Water Line - 3,200'
Ohio to Elm
8. Clinton Street Water Line - 3,100'
3rd to 8th
- Peyton Street Water Line
Clinton to Ohio
9. North Washington Water Line - 1,690'
Gravel to College
10. 8th Street Water Line - 950'
Franklin to Lincoln
11. Mable Street Water Line - 1,320'
Franklin to Shadwell
12. Hudson Street Water Line - 800'
Rogers south to dead end
13. East Grandriver Street Water Line - 3,200'
3rd east to the end of Grandriver
14. Hudson Street Water Line - 1,590'
Rogers to Allen and City Pool Svc
15. Booth Road Water Line - 5,280'
Hwy 7 to Urich Road
- Urich Road to Harris Water Line
Booth to Harris
16. Montgomery Street Water Line - 707'
Monterey to Verna

Administration

- The City employs 75 full-time employees. In summer months, the number increases to 125-140 with part-time jobs.

The following points were gathered from stakeholders within the department:

- It is suggested that the City of Clinton Code of Ordinances needs to be updated - it has not been updated since 1984, and the last supplement was May 2010.
- The City's web site needs to be updated and maybe the Personnel Handbook.

Area Transportation Service & Administration, Bus Systems

- The bus system includes 1 FT employee, 5 PT drivers, dispatcher. The bus runs Monday-Friday, 7:00-5:00 PM; service does not include evenings or weekends. The bus provides a demand response service (vs. Stops) to anyone in the community, thru dispatcher; there is no pre-set schedule. Trips: 24,000-26,000 one-way rides per year. There are 3 buses, 2 run daily, 2 are ADA compliant. The fare is \$1/way. Rate has increased only \$.25 in twenty years. There is no taxi service in the city. Funded through MODOT of 50% operation and 80% capital. Funding with Other Adult Transportation Services (OATS). City general funds subsidize the ATS service by about \$45,000/year. MoDOT funding is always a concern.

Area Transportation Service & Administration, Bus Systems

The following points were gathered from stakeholders within the department:

- Recommendation for raising the fare and consideration for evening or weekend service during peak seasons and community events. The bus system receives positive community feedback with a complaint rider ratio of .0001%. Complaints received are generally for citizens asking for evening and weekend hours.

Parks and Recreation

The City of Clinton has vigorous Parks and Recreation department. The Clinton Community Center, The Clinton Indoor Aquatic Center, The Outdoor Municipal Swimming Pool, and The Benson Convention and Exposition Center are the main facilities. The department is also responsible for ball fields, green spaces, and numerous programs.

The following points were gathered from stakeholders within the department:

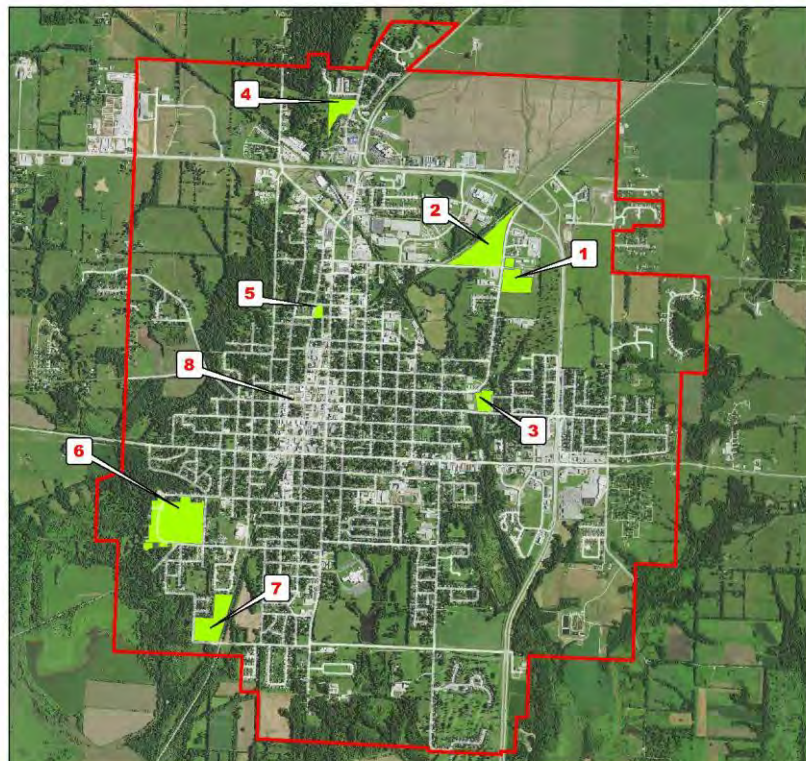
- The community makes use of all Parks and Recreation facilities, including 6 parks in the City.
- From a maintenance perspective, older equipment needs to be replaced, such as heating and cooling equipment, gym floor repair, windows, revamping for energy efficiency lighting, heaters at Aquatics Center, and park equipment.
- Gym is at capacity and more space is needed.
- The department would like to bring more traveling teams to the City.
- Updating the Master Parks Plan should be integrated with the process of the Comprehensive Plan.

Parks and Recreation

The following points were gathered from stakeholders within the department:

- The 6 soccer fields now are not enough to meet the demand.
- Parks & Recreation would like to partner with other cities to host youth basketball/soccer sports for other teams to compete both regionally and nationally since the soccer field demand for touring teams has grown. Families will drive for their kids to play.
- Many would like to see increased use of indoor pool.
- A satellite-space is needed for practice space since games and practices times often conflict.

CLINTON PARKS & RECREATION FACILITIES



1. Benson Center
Community Center
Aquatic Center
Bark Park
Skate Park
2. Wagoner Park
and Ball Fields
3. Optimist Park
and Ball Field
4. Antioch Park
5. Hurt Park
6. Artesian Park
Outdoor Pool
Ball Fields
Tennis Courts
Amphitheatre
7. Soccer Complex
Tony Komer Field
8. Rotary Park

Streets and Transfer Station

- In describing the condition of streets, the biggest issue is age. There is currently no over-all structured street management program in place. Projects have been identified – but they remain unfunded. Traffic signals are in good shape and are controlled by MODOT. Overall, the storm drainage is an aging system. Some areas are new with good capacity. Other areas have old systems or open ditches. There is no curb replacement program — if it breaks, the City fixes it. Reviewing the condition of sidewalks, it is noted that there are areas in disrepair or without sidewalks.
- The City has 4 trucks with snow removal blades. Roads can be plowed in 6 hours. Average is 8 hours for 4-6 inches of snow. The street sweeper is aging, requiring frequent repairs.
- There is a need for increased funds for the Streets program. This program would cover streets, curbs, drainage, erosion control, green solutions, reduce run-off. As the City grows, storm water run-off issues will increase.
- The Transfer Station is a drop-off facility for solid waste. A new compactor was recently purchased. The truck used to transport roll-off containers is in desperate need of replacement.

STREET PROJECTS



STREET DEPARTMENT PROJECT LIST

- H1** Green Street- RR Tracks to Orchard.....\$775,795.00
Remove and Replace (R&R) collapsing storm sewers
R&R street, curb. Add sidewalk
- H2** Granddriver Street- 2nd to Main.....\$140,346.00
R&R street, storm sewers, curb. Add sidewalk
- H3** Apple Orchard- All.....\$213,000.00
R&R streets, curb, approaches
- H4** Montgomery Addition.....\$62,998.00
R&R streets, curb, approaches
- H5** Gaines Drive- All East of HWY 13.....\$808,892.00
Widening, overlay, curb, storm sewers where applicable
- M1** Sunrise Add'n Storm Sewers
R&R approx 1300 feet of storm drains, possible redesign
- M2** James Drive @ Green
R&R gutter, 50 x6'
- M3** 3rd and Lincoln
R&R 6' of curb, raise street
- M4** Sadelia Street @ East side of tracks
R&R drain pipe w/ 24" RCP
- M5** Allen Street @ tracks
R&R double pipe, 50 feet of 30" pipe X2 □ □
- M6** 221 West Henry
R&R double pipe, 30 feet of 42" pipe X2 □ □
- M7** 224 West Tebe
R&R double pipe, 30 feet of 42" pipe X2
- L1** Franklin Street- Vansant to Connie Dr
Install 140' missing curb
- L2** Deer Creek Circle
R&R 161' curb, R&R street 154'x24'
- L3** Baird Ave North of Highland
R&R driveway approach and gutter, R&R drain across Baird
- L4** Friendship Drive @ Optimist Park
R&R drain pipe, 35' of 18" pipe □ □
- L5** 317 South 6th Street
R&R drain pipe and 136' of sidewalk

Cemetery

- The City of Clinton owns and operates Englewood Cemetery. Grave sales and burial permit fees cover a small portion of the operating expenses. The City General Fund supplements the operations at about \$61,000 per year. The Englewood Cemetery Perpetual Fund provides funding for a limited amount of expenses due to state regulations regarding cemetery perpetual funds. The City also owns and maintains Oak Grove Cemetery. It is no longer an active cemetery.
- The City has a contract to provide mowing and other moderate services to Antioch Cemetery, which was originally developed in the 1880s to provide burial sites for African-Americans in the Clinton area. It is currently structured as a non-profit organization managed by a board of directors.
- The City cemetery staff consists of a Sexton, a full-time laborer and limited part-time laborers. Daily maintenance, especially mowing, is a constant challenge for the limited staff.

Other Utilities

- Electric service within the city limits is provided by Kansas City Power & Light. Gas service is provided by Empire District Gas. The unincorporated areas beyond the Urban Growth Boundary is serviced by a mix of public and private companies: KCP&L, Osage Valley Electric Cooperative and Public Water Districts #1, #2 and #3. The variety of service providers can create difficulties when annexations are considered.

Facilities and Infrastructure Element Goal

- Community facilities/infrastructure and services will be provided in a fiscally responsible manner with adequate levels of service. Facilities/infrastructure will be linked to land use planning, development decisions and to basic community needs. Coordination with adjacent and relevant jurisdictions and agencies will be encouraged, when appropriate.

Facilities and Infrastructure Element Needs

- Community Facilities Element needs include, but are not limited to, the following:
- Continuing to evaluate and plan for additional community facilities and services;
- Develop a Capital Improvement Plan for the City of Clinton;
- Coordinating with the various service providers in the City;
- Creating a stronger link between capital improvements programming and land use planning; and
- Encouraging the cost-effective provision of public facilities and services by promoting compact and mixed-use development.

Facilities and Infrastructure Element Strategies

- The City should undertake the following action strategies to support the Municipal/Community Facility Goal and the Vision for this Plan. These implementation strategies will be reviewed a minimum of every five years and updated every ten years from the date of adoption of this Plan.
- Develop alternatives to ensure that new development contributes its fair share to the costs associated with growth with regard to community facilities and services.
- Create a stronger link between capital improvements programming and land use planning.
- Take the lead in establishing intergovernmental agreements for the provision of services to the residents of the City consistent with the land use and growth management strategies of this Plan.
- Continue to support and provide quality Fire service to all residents and visitors of Clinton.
- Pursue the acquisition of a new aerial truck and Assistant Fire Chief for the Fire Department.
- Explore the possibility of a second fire station.
- Assure adequate funding is available to keep Police vehicle fleet current and continue training program.
- Explore the possibility of expanded policing programs.

FACILITIES AND INFRASTRUCTURE

Facilities and Infrastructure Element Strategies

- Explore opportunities for sharing/consolidating government facilities and services to lower the cost to all residents.
- Continue to coordinate and promote city-wide emergency preparedness to handle any emergency.
- Continue efforts to provide enhanced parks and recreational facilities and services to improve quality of life, thus enhancing economic development opportunities.
- Continue implementing Wastewater I&I Plan
- Improve coordination between the City, HCWC, and other utilities when planning infrastructure improvement projects.
- Encourage public-private partnerships in infrastructure planning.
- Explore options to increase funding for regular operational expenses for cemeteries.

Chapter 3.9 PRIORITY INVESTMENT, IMPLEMENTATION, AND COORDINATION

Overview

- The four major initiatives for implementing this Plan prioritize the actions the City of Clinton will take in an effort to coordinate [economic development, land use, transportation, and community facilities](#). The primary components of these initiatives include the development of a Capital Improvements Plan and the coordinated provision of public services and facilities. The Priority Investment, Implementation, and Coordination Element will be an ongoing annual endeavor directed by City Council with adequate resources. As resources permit, the implementation should include a work program for land planning/ growth management projects with a focus on coordinating with appropriate agencies and departments, strategies to consolidate services where appropriate and maintenance strategies for Clinton provided services that protect the general health, safety and welfare of the public such as 9-1-1 dispatch, fire, police, drainage, storm water, and roads.

Purpose and Intent

- The Priority Investment, Implementation, and Coordination Element prioritizes the implementation actions for the City over the next ten years through strategies, implementation initiatives and an implementation toolbox. This Element provides guidance for implementation of strategies contained in the other Plan Elements by analyzing the potential federal, state, and local funds available for public infrastructure and facilities during the next ten years and prioritizing projects recommended for that funding. The strategies and implementation measures contained in this Element identify service providers, organizations and municipalities with which Clinton should coordinate provision of services; reference elements of this Plan which identify locations for improvements to public facilities; support the prioritization of City funds; lay groundwork for intergovernmental coordination; and provide the implementation tools to accomplish the strategies of the Plan elements.

Priority Investment, Implementation, and Coordination Element Goal

Public infrastructure projects along the city's corporate limits will be prioritized through coordination with adjacent and relevant jurisdictions and agencies.

Priority Investment, Implementation, and Coordination Element Needs

Priority Investment, Implementation, and Coordination Element needs include, but are not limited to, the following:

- Inter-jurisdictional coordination where necessary and appropriate;
- Annual planning work program for implementation of this Plan;
- Capital Improvements Programming, Fiscal Impact Assessment, and funding options; and
- Responding to changes by authorizing alternatives to conventional land use and development patterns.



Priority Investment, Implementation, and Coordination Strategies

- The Priority Investment, Implementation, and Coordination Element prioritizes the implementation actions for Clinton over the next ten years through strategies, implementation initiatives and an implementation toolbox. The strategies listed below, together with the implementation toolbox initiatives that follow, are intended to lay the groundwork for the implementation actions necessary to meet the goals of this Plan. All of the strategies contain elements of the implementation initiatives. Those initiatives are explained in detail following the strategies listed below. Some of the strategies come from other elements of this Plan to be carried forward through implementation actions described in this Element. Other strategies are aimed at inter-jurisdictional coordination and cooperation which is another implementation action the City will take to meet the goals of this Comprehensive Plan. These implementation strategies will be reviewed a minimum of every five years and updated every ten years from the date of adoption of this Plan.

Priority Investment, Implementation, and Coordination Strategies

- Prepare a Fiscal Impact Analysis to evaluate the cost of providing services and infrastructure to new growth
- Continue to prepare and update a five to ten year Capital Improvement Plan that includes funding options and coordinates with the land use and transportation elements of the Comprehensive Plan.
- Review and update the Zoning and Land Development Regulations Ordinance to ensure these standards reflect the recommendations of the Comprehensive Plan Elements including but not limited to rural preservation, development quality, resource protection, housing affordability, and economic development.
- Organize and carry out specific area plans in a coordinated effort to address specific planning issues involving City of Clinton including:
 - Consistent land use plans and architectural standards among adjacent jurisdictions;
 - Consistent commercial corridor overlay districts among adjacent jurisdictions;
 - Provision of transportation alternatives among jurisdictions.

Priority investment, Implementation, and Coordination Strategies

- Work with county to develop agreement on the Urban Growth Boundary in support of the regional land use pattern adopted in the City of Clinton Comprehensive Plan.
- Develop a Mayor-Council directed prioritized annual work program for all City operations and agencies that includes allocation of appropriate resources. This annual work program should be completed as part of the budget process.
- Continue to coordinate with regional partners to achieve consensus on regional issues and strategies to address regional issues in an effort to ensure long-term consistency and compatibility between jurisdictions.
- Advocate coordinated public facilities and services necessary to support the regional land use pattern adopted in Clinton.

Continue coordinating with MODOT to enhance transportation planning in Clinton, focused upon the following:

- Identification of roadway improvements and the Five-Year Transportation Improvement Plan that support the development pattern in the City of Clinton Comprehensive Plan
- Long-term planning for state highways that supports the goals of the City of Clinton Comprehensive Plan.
- Design of state highways that supports the goals of the Clinton's Comprehensive Plan.

Priority Investment, Implementation, and Coordination Strategies

- Coordinate land use planning with the county.
- Continue efforts to develop a regional database sharing Geographic Information System (GIS) data among municipalities, counties, and state and federal resource management agencies.
- Provide for allowances in the Zoning and Land Development Regulations Ordinance for potential new energy and sustainability endeavors.
- Encourage long-term public-private partnerships in land use and infrastructure planning.
- Adopt innovative planning and zoning techniques such as Form-Based Zoning District regulations to implement the prioritized strategies for each Element of this Comprehensive Plan.



Implementation Initiatives

- The following are the four Major Implementation Initiatives for the City of Clinton to carry out some of the strategies recommended in this Plan. These specific work tasks should be reviewed annually and, based on available resources, the City Council should create an annual work plan for implementing the Comprehensive Plan through these initiatives. These recommendations include the general task to be completed and an overview of what would be required.

The four initiatives are:

- Job creation
- Area Specific Strategic Planning
- Capital Facility Program and Funding Options
- Inter-jurisdictional Coordination

Job Creation

According to Gallup's World Poll, there are three billion people out of seven billion who want a good job. There are only 1.2 billion jobs to go around. So there's a short-fall of 1.8 billion jobs. The question is who gets those new jobs as they emerge. The second part of this macroeconomic phenomenon is that the world currently has a GDP of \$60 trillion and it will grow to \$200 trillion GDP over the next 30 years. So there is an incoming \$140 trillion of new equity, sales, and profit, but most importantly new products and customers and subsequently the appearance of new good jobs. It is wrong thinking to imagine that Washington has solutions. Job creation is a city problem. There is great variation in job creation by city in the United States. San Francisco and the greater Valley keep pumping away while Detroit isn't. Austin's cart works while Albany's doesn't. Cities need to look inwardly and say, "What can I do to create great economic energy, to bring new customers for all existing companies and start-ups?" The City of Clinton is no exception and not immune to these global changes.

Current economic development trends and worked performed by the IEDC, reveal an emerging framework for economic development – one based on systems of relations and alignments across organizations within the public, private and community sectors; built around common goals; and driven by common research and information, all aimed at creating broad-based prosperity through the transformation of both the regional economy and the institutions that support it. While successful cities researched represents a different variant of this new framework, their common goal is a more systemic approach to job creation is applicable to the City of Clinton, with the objective of creating sustainable, quality jobs in a more resilient, more diverse economy. The framework has seven components:

- Alignment in a Regional Context
- Engaged Local Leadership
- Incorporating Inclusion
- Building Capacity
- Building on Existing Assets
- Basing Plans on Solid Research
- Innovation and Entrepreneurship Strategies

Area Specific Strategic Planning

- The following tasks are a strategic component of a work plan for implementation of the Comprehensive Plan. The prioritization is detailed for each action. A Council directed work program for the Planning Department should be established annually based on available resources. These tasks will help implement this Plan by coordinating land use with the provision of public facilities, and transportation initiatives. They can also be used to further the land use, population, and housing goals of the City. Future planning efforts should be approached to affirmatively answer as many of the following questions as possible to be consistent with the intent of this Comprehensive Plan.
- Does the proposed plan include mixed-use centers?
- Does the proposed plan include provisions for affordable housing?
- Does the proposed plan promote sustainable development practices?
- Does the proposed plan follow community form and quality standards?
- Does the proposed plan integrate transitional standards?

Major Planning Efforts

- Developments of City Significance are defined as proposed developments that:
 - May be considered consistent with the recommendations of the Comprehensive Plan if they comply with the criteria and requirements of the Developments of City Significance provisions contained in the Comprehensive Plan and Zoning and Land Development Regulations Ordinance.
 - The Plan recognizes that there are Rural Areas throughout the City which may at some time meet this definition and that they should be addressed through appropriate procedural requirements. The Zoning and Land Development Regulations Ordinance should be amended to establish protocol for submission requirements and review of Developments of City Significance. The following outlines an application, process, and criteria which shall be addressed in the Zoning and Land Development Regulations Ordinance.

Highway 7/13 District

- The Highway 7/13 District is an area of concern because of current development trends. The recommended implementation strategy to address these concerns is a coordinated planning effort resulting in the creation of a special overlay district adopted by the City (as an amendment to the Future Land Use Plan and the Zoning and Land Development Regulations Ordinance). The overlay should include regulations to support:
- Commercial and industrial uses;
- Design standards including:
 - Scale and siting criteria
 - Architectural standards & building materials
 - Signage
 - Lighting
 - Access and orientation
 - Parking and loading design
 - Buffers and landscaping
 - Utility lines
 - Pedestrian access
 - Tree preservation
- Signage opportunities to maximize highway traffic for tourism and business development.

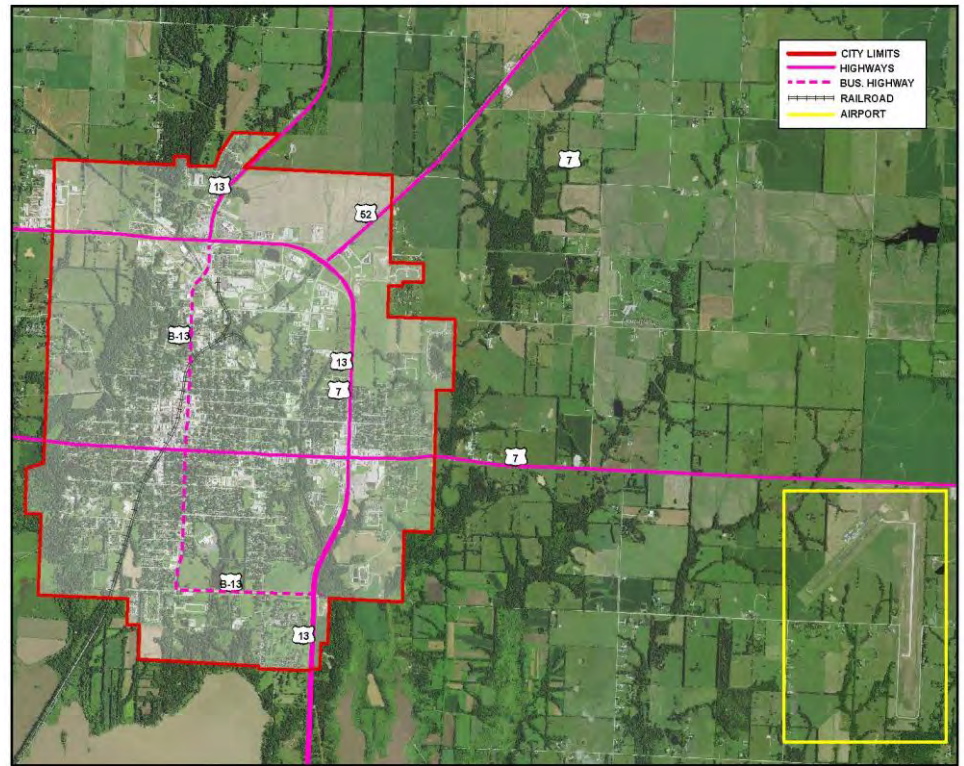
Area Plans

- The map entitled “Special Planning Areas” identifies areas in the Urban/Suburban Area of the City of Clinton that are experiencing immediate development pressures and require further study regarding land use issues. The recommended implementation strategy for these areas is to create consistent area plans coordinated with adjacent jurisdictions, affected agencies, and the public. This could result in amendments to the Future Land Use Plan and/or the Zoning and Land Development Regulations Ordinance.

Special Corridors

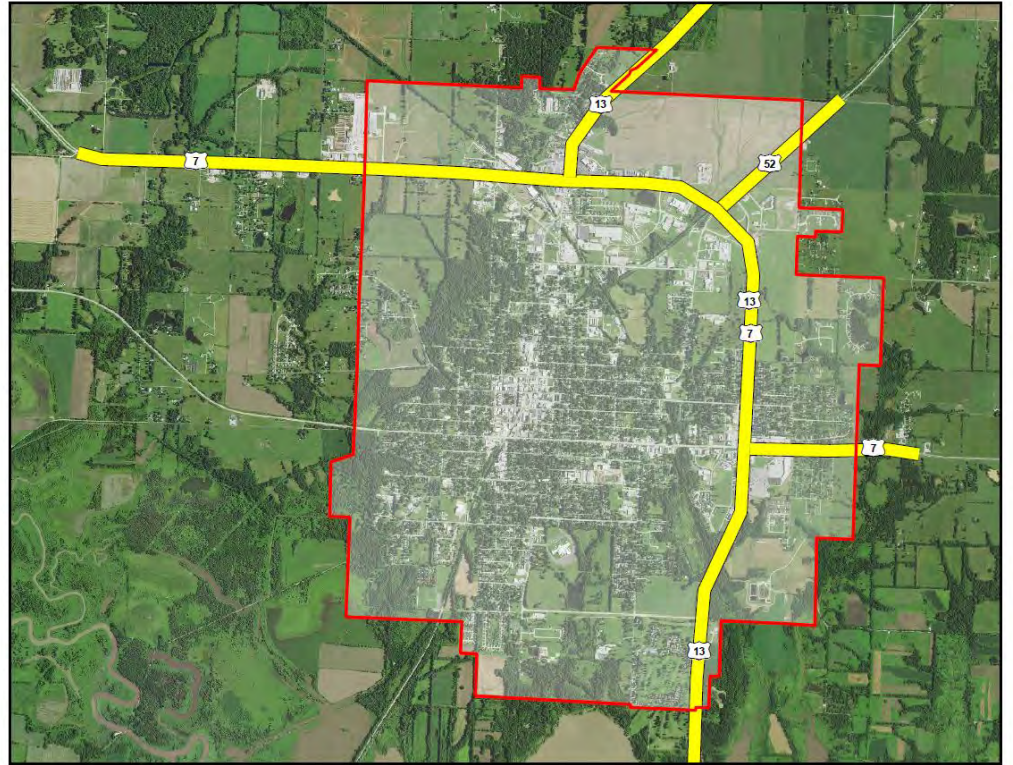
- The recommended implementation strategy to ensure coordinated planning between various stakeholders and the public is to implement consistent land use and design standards. This could result in amendments to the Future Land Use Plan and/or the Zoning and Land Development Regulations Ordinance. The recommended strategy to ensure a cohesive land use pattern for the corridor and to create an overlay district. The process should include participation from the public and any impacted jurisdictions. This could result in amendments to the Future Land Use Plan and/or the Zoning and Land Development

TRANSPORTATION CORRIDORS



PRIORITY AND IMPLEMENTATION

CORRIDOR STUDY



Regulations Ordinance

- Zoning and Land Development Regulations Ordinance Updates.
- As a general implementation strategy, the City of Clinton should review the Zoning and Land Development Regulations Ordinance to ensure conformance with the Comprehensive Plan goals and strategies. Updates may be needed to address modifications to the Future Land Use Plan and include design standards to support the character of the City. The time frame for completion of this initiative should be ongoing to stay up to date with current planning in the City.

Capital Improvement Plan and Funding Options

- A Capital Improvements Plan (CIP) is a five to six year schedule of capital projects for public facilities including funding options which will be used to finance improvements. The types of public facilities in a CIP for the City of Clinton might include transportation, parks, public safety, and public buildings. A properly funded CIP is a fiscal business plan to meet the needs of the City. It takes stock of current levels of service for the included facilities, identifies deficiencies and makes recommendations for needed improvements. To be successful, the CIP should take cues from the land use and development goals and strategies contained in this Plan that direct where and how growth should occur in the City. A strong CIP directs where development and redevelopment could be supported through infrastructure investments. In addition to the creation of a CIP, the City should conduct a Fiscal Impact Analysis to determine the cost of providing services and infrastructure to new development.

Capital Improvement Plan and Funding Options

- Understanding the fiscal impact of growth is the first step in ensuring that new growth will contribute its fair share to the costs associated with growth. Funding options that may be used to fund capital improvements include:
 - **Impact Fees** - a one time fee based on the cost associated with providing capital improvements to new homes or businesses. This fee is a per unit exaction paid at the time property is developed or purchased.
 - **Property Tax** - a tax collected by the City based on the appraised value of a real asset.
 - **Capital Project Sales Tax** - a sales tax collected for the express purpose of funding capital projects. The City is currently using a one-half cent sales tax to fund road, transit, drainage, and open space projects.
- **In considering any funding option, the following items should be addressed:**
 - Identify the needed capital improvement(s)
 - Identify the costs of the capital improvement(s)
 - Identify funding support for the improvement(s)
- Any approval of a plan for development and/or application for services, whether within or without the unincorporated areas of the City, that relies on the use of City services or City capital improvements, must have a financial mitigation plan.

Inter-jurisdictional Coordination

- The unique circumstances of the jurisdictional boundaries and service provision in the Clinton Region make inter-jurisdictional coordination necessary in order to have successful implementation of this Plan. Inter-jurisdictional coordination can be informal such as regular meetings between staff of various agencies and jurisdictions and open sharing of information; or formal when an official contract, such as a Memorandum of Agreement, is enacted between jurisdictions for a particular purpose. There are many topics in the Comprehensive Plan that would benefit from increased coordination including:
- Formalize the Urban Growth Boundary (UGB)
 - Coordinate the location of the UGB with Henry County; and
 - Work with Henry County to develop a mutually agreed to process and criteria for amending the UGB including inter-jurisdictional communication and justification regarding proposed changes.
- Coordinate policy governing services regarding developments that do not comply with the Comprehensive Plan, whether they are located in the unincorporated area of the City.
- Continue to coordinate with adjacent jurisdictions to achieve consensus on local and regional issues and strategies in an effort to ensure long-term consistency and compatibility between the City and other plans.

Implementation Toolbox

IMPLEMENTATION TOOLBOX

The following list includes additional tools the City of Clinton can use to carry out the goals and strategies of this Plan. Some of these tools have been mentioned previously in this document, while others are listed to ensure their inclusion should the City decide to use them. Each of these tools is explained in more detail including case studies and technical information in the appendix document City of Clinton Implementation Toolbox.

- The Zoning and Land Development Regulations Ordinance
- Design Standards
- Conservation Subdivisions
- Property Maintenance Standards
- Solid Waste Management Plan
- Storm water Program
- Public Private Partnerships
- Capital Improvement Plans
- Fiscal Impact Analysis

IMPLEMENTATION TOOLBOX

- Development Agreements
- Intergovernmental/Inter-jurisdictional Agreements
- Impact Assessment Studies
- Adequate Public Facilities Program
- Transfer of Development Rights/Purchase of Development Rights
- Capital Project Sales Tax
- Transportation Authority Sales Tax
- Tax Increment Finance District
- Real Estate Transfer Fee
- Local Option Gas Tax
- Funding Options
- Property Tax
- Impact Fees

