



2021 Five Year Economic Development Plan: Five Year Goals, Summary and Flow Sheet

Setting up a framework of solid and attainable goals is important to not only give staff a reasonable direction for their daily activities, but also so future investors and end users have a realistic expectation of what the city of Clayton holds important as an organization and community. The listed goals below are examples of how staff will assist in eventually realizing the city's mission statement set forth in the PLAN Clayton document. Having flexible timeframes attached to the desired goals is responsible because of changing market trends and socioeconomic factors. For the purpose of this document, staff has attempted to set forth a general overview of reasonable initiatives staff believes can be implemented over the next five years, along with corresponding timeframes to achieve such goals. These goals may change over the next five years, and timeframes may be altered, because municipal development is a fluid practice often relying on the action of other parties and stakeholders. The following list of goals is a combination of community and economic development initiatives which will continue to build on the foundation of the smart growth philosophy and placemaking strategies staff has implemented over the past five years.

For the purpose of executing a development plan with actual hard time frames, it is important to remember this plan is about much more than just brick and mortar development; it is about continuing to build upon previous foundational steps to make Clayton the gold standard of communities in northwest Montgomery County, a community where residents and businesses want to call home. Building upon the 2016 Plan and to ensure continuity for future plans, it is also important to acknowledge projects and initiatives overlap and regional partners often times have different fiscal years. To that end, for the exercise of creating charts with actual prescribed timeframes, each year will actually have an 18-month time period associated with it. This allows for a six-month transitional period shared between the year's prior goals as well as the subsequent following year's goals.



Year One: May, 2021 – December, 2022

- **N. Main Street Façade Improvement Grant Roll Out:** Clayton was awarded a CDBG grant via Montgomery County at the end of 2020, for N. Main St. business façade improvements. The \$50,000 grant will be paired with a \$50,000 match from Clayton and will be used to assist existing and new businesses along N. Main Street to bring their businesses closer to compliance with the N. Main Street Overlay District. Staff will market this program to new and existing businesses throughout 2021 and beyond with the hopes of having between 4-6 applications over a 2–3-year time period.
- **Develop Housing Policy:** Facilitate and/or create an “Aging in Place Housing Policy” to provide quantitative data and identify locations within the city where Clayton can implement more diverse housing options throughout the community, so the city offers enough options to residents ranging from young professionals through senior citizens.
- **Local Business Support:** Staff supported the local business community throughout 2020 and during the COVID-19 pandemic with information about relief programs at the local, state, and federal level. Staff will work to start the Business Meet and Greet back up after the pandemic, bring more awareness to the Business of the Month program and continue doing small business spotlights throughout 2021. Staff is also planning on doing a Business Walk with Montgomery County BusinessFirst! at the end of 2021.
- **Village of North Clayton New Kickoff:** With Windsor Properties purchasing the remaining lots at the Village of North Clayton at the end of 2020, they will be looking to jumpstart the new phase of North Clayton construction in 2021. Look for new single family and townhouse models and planning for new multi-family and commercial to begin throughout the year.
- **Zoning Code Adopted:** The final planning piece of the 2016 Five-Year Development Plan should be approved and adopted by City Council sometime in mid-2021.
- **One Additional Residential Development:** Staff will begin working with one additional residential developer to bring additional residential units online within Clayton. Planning and zoning approval throughout 2021 with the goal of beginning construction in 2022.
- **Hoke Rd. Expansion Grant:** Staff will finalize the Phase I grant with MVRPC and the state and begin the planning stages of implementing that grant project while also beginning to plan for how and when to begin submitting for Phase II of the project.
- **PLAN Clayton Implementation Committee:** Staff will begin working on planning the implementation of projects recommended by the PLAN Clayton Implementation



Committee (PCIC) to City Council at this juncture. Projects recommended by the PCIC are projected to be completed in the next five-year time period.

- *New Industrial/Manufacturing Tax Abatement Program:* Staff will put together a tax abatement program specific for future industrial and manufacturing types of uses which may be interested in locating in Clayton, most likely along the Salem Avenue corridor.
- *GIS Program:* Staff will work with the Service Department and MVRPC to organize a GIS program specific to Clayton which will assist all departments on various mapping components. This program and new mapping will assist in targeting future development areas, highlight community amenities, locate city utilities, and demonstrate emergency response times among many other components.
- *N. Main Strategic Long Term Site Control Plan:* Using GIS data and mapping, staff will put together a strategic map of possible long-term site acquisition targets to assist in future redevelopment efforts along the N. Main Street corridor.

Year Two: May, 2022- December, 2023

- *N. Main Street Commercial Development:* By year two of this plan, staff will have been working since the previous Development Plan on securing a second new end user along N. Main Street to build a new building and operation using the N. Main St. Overlay standards.
- *N. Main Façade Grant Projects:* The goal is to have at least two businesses enrolled and taking advantage of the N. Main St. façade grant and working towards implementing the exterior changes to their respective businesses by year two of this plan.
- *PLAN Clayton Implementation Committee Projects:* This will be year one of implementing community improvement projects recommended by the PCIC.
- *New Residential Construction Begins:* Construction should begin on the new residential community in year two of this plan.
- *Village of North Clayton Construction Begins:* New construction should start on a larger scale for the single family and townhouse units in North Clayton. Planning and permitting should begin for new multi-family and commercial end uses during this year.
- *Salem/Hoke Rd. Commercial End User Identified:* After continued marketing of various parcels of land along the Salem/Hoke corridor, there should be one new commercial end user working with staff to move new development plans forward towards permitting and eventually construction.



- Implementing Way Finding Signage: Being able to take advantage of the new sign machine purchased by the Service Department in 2020, there should begin to have some ideas of what new wayfinding signage will look like and where it is going to be located. This will be a long-term project, but a plan will need to be in place by this year.
- Hoke Rd. Expansion Project Planning: Staff will begin working with the Service Department, MVRPC and the state in beginning the official planning and permitting of the Phase I Hoke Rd. Expansion Project.

Year Three: May, 2023 – December, 2024

- Salem/Hoke Rd. Commercial Construction Begins: The new commercial end user on Salem/Hoke Rd. will begin construction.
- Village of North Clayton Commercial/Multi-Family Construction Begins: Construction for either commercial or multi-family units should commence this year in the Village of North Clayton.
- Second New Site Development on N. Main with Overlay Standards: Construction begins for the new development site on N. Main Street using the N. Main Street Overlay standards.
- Second Year of PCIC projects: Year two of implementing community improvement projects recommended by the PCIC.
- Begin Planning on Second Phase of N. Main St. Streetscape: Working with the Service Department and city administrative team in identifying what the second phase of the N. Main Street streetscape plan will look like and developing a plan and timeframe to successfully carry it out.
- Second New Residential Development Under Construction: There should be a second new residential community breaking ground and beginning to build new residential units in the city.
- New Clayton Park Signage and Landscaping at Entrance Finalized: Piggybacking on the wayfinding sign plan from the previous year, staff should be working with the Service Department to begin implementing a new park signage package and landscape plan in all the city's community parks.



Year Four: May, 2024 – December, 2025

- Salem/Hoke Rd. Second Commercial End User Identified: By year four of this plan, staff should be working with a second commercial end user for the Salem/Hoke Rd corridors and working towards getting the permitting submitted.
- New Village of North Clayton Commercial/Multi-Family End Users Opening: Phase I of commercial and/or multi-family construction should be complete and new units should be opening up.
- N. Main Street Site Control: Using the GIS map identifying long term site acquisition targets along N. Main Street, staff will begin working the plan and looking into the possibility of gaining control of lots identified in the plan.
- Third N. Main Street Site Development Project Identified: Staff will begin working with the third new end user looking to build new using the N. Main Street Overlay standards.
- Third Year of PCIC Projects: Year three of implementing community improvement projects recommended by the PCIC.
- Clayton Parks' Parking Lots and Paths: Working with service department to resurface and expand parking lots in all the city parks as well as resurfacing walking paths in the parks which have them.
- Finalizing N. Main Street Façade Grant Project: The N. Main Street façade grant program should be wrapping up with the final businesses applying and making plans for the façade improvements along N. Main Street. Staff will begin working on planning a second grant program for the N. Main Street businesses.

Year Five: May, 2025 – December, 2026

- New Five-Year Economic Development Plan: Building upon the previous two development plans and the PLAN Clayton document, begin working on and implementing a new Five-Year Development Plan unique to Clayton.
- Second Salem/Hoke Rd. Commercial Project Under Construction: The second end user for the Salem/Hoke Rd. corridor should be under construction this year.



- *Third N. Main St. Commercial Site Project Under Construction:* The third end user for the N. Main St. corridor should be under construction using the N. Main St. Overlay standards.
- *Fourth Year of PCIC Projects:* Year four of implementing community improvement projects recommended by the PCIC.
- *Planning Next Steps of Windsor's Village of North Clayton Project:* With development underway for Windsor at Village of North Clayton, staff will remain engaged and working with Windsor on their next steps at the development site.
- *Final Plans for Second Phase of N. Main Street Streetscape:* Have an implementation plan and schedule in place for the second phase of the N. Main Street streetscape project.