



DEVELOPMENT DEPARTMENT

2017 Annual Report



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2017 SUMMARY

2017 was the first full year of implementing Clayton's new strategies for building a strong and unique city upon the foundation laid by previous community leaders. These strategies were developed in 2016 to establish a long-term vision for Clayton, while also creating a short-term framework of goals and initiatives implementable over the next five years. These goals and initiatives continue to assist staff in establishing a city that is both economically strong and community oriented.

When staff established the five-year set of strategies to developing Clayton, the first two years were identified as opportunities to create a new vision for the future through significant planning and code initiatives. Jennifer Barclay, in her role as City Planner, took the lead in both the Comprehensive Land Use Plan Update and the North Main Street Overlay Project. Both programs are considered significant in terms of scope and their impact on the future of Clayton. To undertake both in one year was a tremendous undertaking, however staff believed it was imperative to be as aggressive as possible to set the proper course for future development. These projects will assist in not only creating a unique brand for Clayton, but will streamline our development process, both factors making Clayton more attractive for future growth and outside private investment.

The goal of any municipal development department is to create economic opportunities for the jurisdiction, subsequently providing essential services to its residents. Staff worked diligently this year in positioning Clayton as an attractive community to locate businesses, working with JobsOhio in bringing awareness to available properties and identifying possible projects which mesh with Clayton's future vision. By the end of 2017, staff was able to observe the results of this work with different projects scheduled to break ground in 2018 and several others in the planning stages. Building upon these successes will continue to springboard us to additional projects and investment within our boundaries.

Finally, smart development includes encompassing aggressive community development programs, establishing Clayton as one that is both desirable to live in and to locate one's business. Staff continued building upon a proactive code enforcement program established in 2016, with code enforcement officer Darryl Swafford, with a continued enforcement presence in our neighborhoods. Staff worked with community partners to address vacant and dilapidated structures and successfully brought into compliance a list of long time community housing issues, improving property values across Clayton. An essential compliment to a proactive code enforcement program is providing quality community programming for our residents and business owners. This includes building upon successful events traditionally held by the city combined with new programs enhancing the character and appeal of Clayton.

These projects summarize the important work conducted daily by the development department staff. The final report includes additional initiatives and details of the work accomplished in 2017. This work, formed by the overall vision for the future of Clayton, is the product of three staff members working in unison towards one goal, which is to develop the future of Clayton in a smart and cohesive fashion.

COMMUNITY & ECONOMIC DEVELOPMENT

“Sustainable development is the pathway to the future we want for all. It offers a framework to generate economic growth, achieve social justice, exercise environmental stewardship and strengthen governance.” Ban Ki-moon, Former Secretary-General of the United Nations

Community and economic development are complimentary pieces to the overall future growth of the City of Clayton. Although they have different functional components in terms of how different projects may be carried out, the goal of both is to develop the City in a cohesive fashion. Growth is vital for both the residential and business communities. The success of one assists in strengthening the other and vice versa. For the purposes of this report, we’ve separated the two programs into specific categories to summarize different projects and their own unique scope of work.

COMMUNITY DEVELOPMENT

Every city is only as strong as its community of residents and businesses. A city with strong neighborhoods, improving property values and aesthetically pleasing business corridors attracts new residents and economic investment into the city. Community improvement programs and a pro-active code enforcement program are all ways to ensure the city is constantly implementing positive changes throughout Clayton.

At the beginning of 2017, staff created a list of goals and objectives which were referenced throughout the calendar year. This was done to ensure staff stayed on task and continued to follow the greater scope of the development department’s mission. Immediately below is the list of the goals described in last year’s report for 2017 and the status of each task.

2017 Community Development Goals and Objectives

Code Enforcement

1. *Continue with proactive enforcement.* Staff issued over 1,000 violations in 2017.
2. *Bring the 19 problem properties on our Master List into compliance.* Have brought 85% of these properties into compliance over the past 12 months.
3. *Look at doing neighborhood walks during the work week and weekends.* Darryl conducted a neighborhood walk during the weekend in October.
4. *Continue identifying dead trees in the right-of-way.* Forty-six (46) properties were identified and sent violations for dead trees in the right-of-way with almost 75% of those properties already brought into compliance.
5. *Continue to look at ways to streamline our enforcement process for quicker compliance.* Staff implemented proactive code enforcement practices to address nuisance and bulk trash violations this year which saw an increase in those ordinances being used, but we also observed those properties brought into compliance at a much quicker rate.
6. *Look into possible ways to better educate the public about code enforcement issues.* Clayton did an article in the spring newsletter educating the community about code enforcement. Staff also did an interview with the Englewood Independent and a local newstation at the end of year that discussed proactive code enforcement along with residential demolitions.

7. *During the winter months, we will be looking at doing a sign inventory for all existing signs in the City. This will be addressed during the 2018 winter due to the mild winter in 2017.*

Grants

1. *Manage and complete the CDBG Demolition Project. Project was completed at the end of 2017. Five (5) residential structures were demolished.*
2. *Work with Montgomery County Engineer's Office to make the 2017 National & Haber Rd. OPWC grant application stronger. We completed this task and scored four (4) points higher than our 2016 application – however we still didn't receive an award for this project.*
3. *Complete the Comprehensive Land Use Plan. This project spanned the entirety of 2017 and the final presentation should be in front of Council in early 2018. The Plan is on schedule to be adopted in the spring of 2018.*
4. *Identify other grant opportunities for the overall improvement of Clayton's community. Staff submitted two (2) OPWC grant applications, three (3) MVRPC STP grant applications and one application to Lowes.*

Community Outreach

1. *Continue the Sweep Clayton Clean events, but change the dates of the "Shredding Event" and "Tire Drop Off" so they are opposite years of one another. Staff successfully completed this task with three (3) great events in terms of turnout from the community. We conducted the "shredding event" this year and have decided to do both the "tire drop off" and "shredding event" in 2018.*
2. *Continue to identify opportunities to partner with local organizations for community events – some projects we've begun planning for 2017 is the possibility of a "Taste of Northmont" and a "Food Truck Rally" during the spring and summer months. The first "Taste of Northmont" will occur on January 25, 2018, hosted by the*

Northmont Area Chamber of Commerce. Staff also attempted a "Wine and Canvas" event at Meadowbrook, however these were canceled due to logistic issues and low interest.

3. *Improve upon the "Carving and Costume for Kids" event for Halloween. Staff implemented all the suggestions from the 2016 event, moved it to a larger room and had a wonderful event for the community at large.*
4. *Create a "VIP Beautification Program" for the Clayton community which would consist of recognizing residents who have beautified their property. We held a spring, summer, fall and holiday VIP in 2017. In total we had over sixty (60) properties nominated during the VIP seasons.*
5. *Continue to assist the Northmont Community Market. Jennifer sat on the Northmont Community Market Board and assisted their staff throughout 2017. She also helped the Market apply for a non-profit designation with the IRS so the Market can better serve the community.*

Land Bank

1. *Finalize our list of properties submitted to the NIP Demolition Project to include any additional properties identified by staff. This list was finalized and one (1) of the houses was demolished in 2017.*
2. *Continue to identify DIY eligible properties which are good rehab candidates. Staff continues to identify properties, however the biggest hurdle has proven to be finding properties in Clayton with residential structures that are also eligible for the program. We were unable to locate properties eligible for their programs this year.*

The following sections provide more detailed information on various community development projects completed by staff in 2017.

Code Enforcement Program

An active code enforcement program is used to enforce the municipalities' codes and regulations. The immediate benefit of creating such a program is establishing a precedent on how those rules will be enforced. It's also used to stabilize and improve the property values within our neighborhood and business communities. The lack of an active code enforcement program will lead to the deterioration of a community through the deferred maintenance of aging housing stock, the decline of aesthetically pleasing neighborhoods littered with junk & debris and a business corridor which reflects the exodus of responsible residents. It's imperative for every community to have an active and responsive code enforcement program to establish the baseline for which the community is known.

The City of Clayton successfully moved forward with establishing a proactive code enforcement program in 2016, with the hiring of Darryl Swafford who has been aggressive in establishing the baseline for this program. The peripheral results of such a program is establishing a consistent presence in the neighborhoods, improving the responsiveness to citizen concerns and the ability to identify violations before they manifest into larger issues. In simplistic terms, the benefit of such a program is gaining compliance for properties that are in violation of zoning and property maintenance codes.

The results of the program have been immediate and continue to demonstrate the importance of having a proactive program in place. In 2015, there were two-hundred and eighteen (218) violations issued. After implementing this program in early 2016, Clayton issued seven-hundred and sixty (760) property maintenance violations last year. In 2017, there were one thousand twenty-eight (1,028) violations issued to property owners. Working with property owners after they've been notified of the property violation is a major component of our program. Staff has found this is the most successful method in obtaining compliance, demonstrated by improving the level of compliance from almost 80% in 2016 to 93% in 2017. In 2015 the compliance rate was only 50%.

Working with property owners to gain compliance is our goal with regards to the code enforcement program, however there are circumstances when the owner doesn't bring the property into compliance, either due to lack of attention or being an absentee owner. Clayton has different ordinances which were adopted over the past twenty-four (24) months to address these specific circumstances. As with other aspects of code enforcement, staff increased the usage of the nuisance and bulk item legislation in 2017 to gain quicker compliance for violations. Staff initiated only six (6) nuisance cases in 2016, while initiating eleven (11) cases in 2017. However, the Service Department only had to abate two (2) of those cases this year compared to three (3) in 2016. This is another example of how self-compliance has increased over the past year.



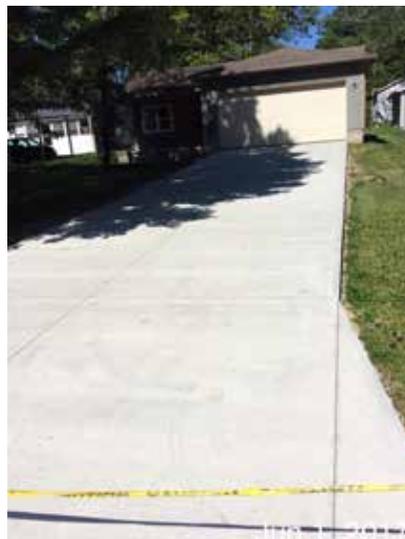
Junk vehicles in residential neighborhoods, 2017.

The most significant increase in usage of a new legislative tool is that of the Bulk Item Ordinance. Clayton didn't pass this code until late in 2016, resulting in only one (1) bulk violation being issued by the end of that year. However, demonstrating the need for this code improvement, staff posted fifty-four (54) properties for violation of this ordinance in 2017. The amazing statistic for bulk trash is that only one (1) property had to be abated by our Service Department, which demonstrates a 98% compliance rate in this category for people dumping junk and debris by the street.



7945 Irvington Avenue was a long time issue for the neighborhood in which it was located. It was a structure which was never finished and had been abandoned since the Great Recession.

In the spring of 2016, staff created a master list of historically problem properties in Clayton. One of the goals previously mentioned for 2017 was for the code enforcement program to address these issues and gain compliance for all the properties. Staff invested considerable time and resources to this goal and successfully brought compliance to 85% of those properties. Some of the structures included with this list were eventually demolished by the property owner or were included with Clayton's 2017 CDBG Demolition Project. Other properties were brought into compliance after months of working with the property owner.



Staff worked with the property owner for approximately 12 months to finally bring this property into compliance. The property received new windows, a new roof, new siding and a new driveway and today is "For Sale" and considered in compliance.

In addition to Darryl conducting daily property inspections throughout the City's boundaries, he was proactive this past year in continuing our dead trees in the right-of-way program. Coupled with our Service



The above properties were included as part of separate nuisance abatement cases initiated by the code enforcement program. All properties were brought into compliance because of this program.



These properties were all issued "Bulk Item" Notice of Violations and given 48 hours to bring the property into compliance. This program has proven beneficial in that 98% of the time the properties are cleaned up and brought into compliance without the City having to take addition steps.

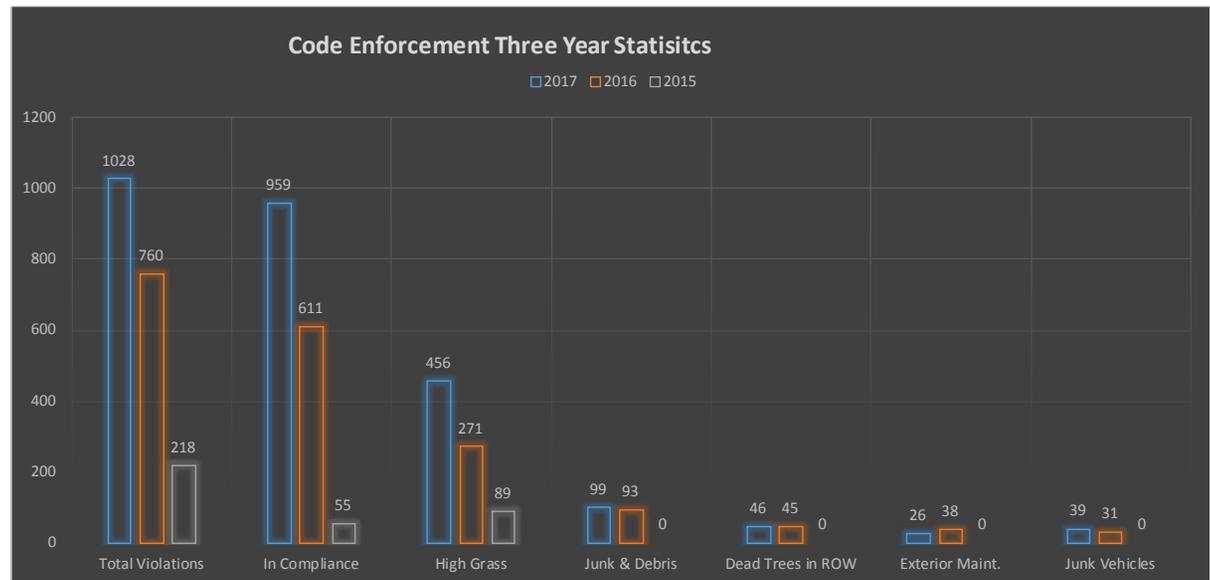
Department, staff identified forty-six (46) trees in the right-of-way which were dead or diseased and posed an immediate threat to the public infrastructure. Of those trees that were originally cited, 75% have already been brought into compliance.

Finally, Darryl also performs pre-sale inspections for Clayton. This is an important aspect of code enforcement in that it ensures properties are free of any property maintenance violations prior to the property being sold to a new property owner. It also gives the City the opportunity to more thoroughly perform an exterior inspection of the entire property, something we are unable to perform during normal inspections due to state laws prohibiting us from entering the rear of properties without the property owner's consent. Many issues that may be hidden in the rear yard are now addressed via the pre-sale inspection process. In 2016 Darryl performed two hundred and two (202) such inspections. In 2017 there were two hundred and twelve (212) pre-sale inspections conducted. One hundred sixty-five (165) of those inspections passed, forty-seven (47) failed and twenty-two (22) properties had transfer of responsibilities signed.

The biggest benefit to the increase in code enforcement activity continues to be the ability to address property maintenance concerns before it become bigger issues. Again, the purpose of the code enforcement program is to stabilize property values and make Clayton more aesthetically pleasing to attract new home owners and business investment into the City of Clayton.



84 Prospect was one of the properties on our Master List of Problem Properties. This property had been an eyesore for the neighborhood for years and was a candidate for a future demolition project. After receiving several violations for different issues, the property owner contacted our office and made plans to bring the property into compliance. It was in full compliance by the end of 2017.



Three-year code enforcement statistics: 2015-2017.

Grants

Grants provide municipalities resources to address identified areas of concerns throughout the community. There are different organizations throughout the region which make grants available to local jurisdictions for community improvement projects, infrastructure initiatives and long-range planning. The Development Department continued working on projects which were awarded grants in 2016 through the end of 2017. Staff also applied for several different grants this year to assist in various projects for the immediate future. Below are summaries of each project.

2017 Clayton Demolition Project

One of the first tasks staff preformed in the spring of 2016 was to begin identifying problem properties throughout the City. Some of the properties selected were long term issues for the community and were identified as critical and needing to be addressed in the next 12-18 months. Several of the properties on the list were long time vacant and abandoned homes. Due to the structures being exposed to the elements with no regular maintenance, they had passed their useful life cycles as structures. Blighted structures such as these impacts both the property values and overall aesthetic appeal of the community at large.

To address the concern of blight and decay within the City, staff applied for a Community Development Block Grant (CDBG) in the spring of 2016. The application was specific for demolition activity within our neighborhood communities. The City was originally awarded a \$40,000 grant to be applied towards demolition activity in 2017. By the beginning of 2017 however, this award was increased to \$75,000, the amount originally requested. By strategically razing residential structures in specific neighborhoods, staff believed we



228 Prospect Avenue under construction at the end of 2017.

could assist in stabilizing our older neighborhoods sooner rather than if we did nothing but code enforcement activity. Another benefit of this project was one of the properties included with the original scope of work was able to be removed from the demolition list after the property owner worked with staff to sell the property to a builder. By the end of 2017 a new home was being constructed on the former foundation at this location.

The demolition project proved to be larger in scope than originally intended. Instead of three (3) houses, staff was able to remove five (5) structures as well as have another home constructed on a long vacant foundation. We were able to remove long standing community nuisances as well as a house that burned early in 2017. Staff also worked with neighboring property owners of some of the other freshly razed properties to assist them in acquiring the newly vacant land to add to their existing properties. These neighboring property owners will be working with the Montgomery County Land Bank over the next year or two to accomplish this task.



11244 Rinehart was a longtime community nuisance which was included in the 2017 CDBG Demolition Project.



8500 Inwood was a longtime abandoned home which staff attempted to bring into compliance though court with no luck. Windows were broken out and the roof was beginning to collapse prior to demolition.

2017 CDBG ADA Ramp Project

Another method of improving a neighborhood community is making those neighborhoods more accessible for all residents. Over the last several years the City has installed handicap accessible ramps in neighborhoods located around educational facilities and in neighborhoods developed without ADA ramps. The Service Department created a new project for 2017 to continue this project in additional neighborhoods.

The goal of the new project was to install handicap accessible ramps in the Summersweet and Seville neighborhoods. The project made neighborhoods more accessible for all our residents to safely enjoy the neighborhoods as well as to bring our neighborhoods in compliance with the American with Disabilities Act. Approximately forty (40) ramps were proposed to be installed or brought into compliance within the previously designated neighborhoods. Between two hundred (200) and three hundred (300) housing units will benefit long-term from the installation and/or upgrades of the ADA ramps because of this project. Staff applied for a CDBG grant to assist in

funding this project for 2017 and subsequently was originally awarded a \$40,000 grant from Montgomery County. The project was eventually awarded the full amount of \$60,000 and the Service Department was able to complete the entire project by Fall of 2017.

National/Haber Public Infrastructure OPWC Grant Project

To address the health and safety of both pedestrian and vehicular traffic at the intersection of National and Haber Roads, staff worked with our Service



Department to put together a funding application to the

National & Haber Rd. OPWC project site in front of the Northmont campus.

Ohio Public Works Commission (OPWC) for the proposed widening of National Road at the Haber Road intersection. This project would widen both roads, create a twelve foot (12') turn lane for vehicular traffic turning south into the Northmont School campus as well as create a ten foot (10') turn lane on Haber Road, allowing for traffic to turn both east and west onto National Road. The project also proposed the installation of a new traffic signal at the intersection. The application requested \$805,852 towards the almost \$1.2 million project. Northmont City Schools maintained their same commitment as 2016 (\$260,500), however Clayton increased our commitment amount by over \$40,000 to \$171,422 as well as partnered with ODOT to resurface the project location for a commitment amount of \$70,909.

This was the second year the City applied to OPWC for this project and we worked hard with the Montgomery County Engineer's Office to improve our standing from 2016. We were successful in terms of improving our score ranking, however, despite our best efforts we weren't awarded the funds. Staff will reevaluate this project heading towards 2018 to determine if this project warrants continued submittals.

State Route 49 Public Infrastructure OPWC Grant Project

In 2020, the Ohio Department of Transportation is scheduled to resurface the entire State Route 49 (Salem Avenue) corridor found in the City of Clayton. The area of this project consists of Clayton's entire section of Salem Avenue, between Westbrook Road and Southway Road, which is almost 2.4 miles of right-of-way. Salem Avenue travels directly into west bound I-70 in northwestern Montgomery County and is considered a major corridor within our boundaries. Prior to the resurfacing occurring, our Service Department desires to replace aging (50+ years) infrastructure along this corridor. Currently, the medians, curbs, curb plates and catch basins are crumbling. Due to their current state, the infrastructure is no longer diverting storm water in the fashion they were originally designed to do. Combined with ODOT's project, this would consist of a complete replacement of the curb and catch basin infrastructure followed by a 2" mill and fill resurfacing of the same area. We believe the completion of this project would greatly assist in vehicular safety, ensure the appropriate surface drainage of this area and improve the aesthetic appeal of the Salem Avenue corridor.

City staff worked with the Montgomery County Engineer's Office over several months to determine the best method to apply for this project. We determined we could use local permissive tax revenue allocated from Montgomery County and ODOT's resurfacing portion of the project for the local match for an OPWC application. We had different applications ranked by the engineer's staff and determined the best course of action would be to submit a combined project application, rather than two (2) separate applications (one (1) for infrastructure and one (1) for resurfacing).

Staff requested a grant in the amount of \$1,172,752 towards the \$2,928,046 project. Our local match commitment was \$251,494 and ODOT committed \$1,503,800 to the project. The project scored high enough in preliminary rankings that staff believed there was a very good shot of being awarded the funds, however, due to the amount awarded to higher ranked projects, funding was not awarded for this project as well. Only nineteen (19) projects out of the fifty-five (55) applications that were submitted received funding and sixteen (16) of those projects were water/wastewater projects. Staff will work with the engineer's office again in 2018 to determine if anything can be changed in our application to make it stronger and to see if we have a better opportunity in next year's funding round.



Crumbling infrastructure along SR 49.

MVRPC STP Grants

The City of Clayton's Service Department has worked diligently over the past two years to implement the new road and gutter replacement program in the residential plats in Clayton. That program is scheduled to be completed by 2019 and the concentration will then be placed upon resurfacing arterial roads throughout Clayton. To assist the Service Department in securing funding for those projects, staff worked on three applications to the Miami Valley Regional Planning Commission's Surface Transportation Program (STP). There were three areas designated by the Service Department in need of those funds: Hoke Rd., Wenger/Salem Street and Garber Road.

All these roads have been deemed to be in critical condition due to repeated patching and repair work that has been completed over the past several years. Potholes and other isolated defects present hazardous conditions for those who travel these roads on a daily and weekly basis. Vehicular traffic from the neighborhoods that branch off these arterial roadways have begun to find alternate routes using the smaller designed neighborhood streets to gain access to other major corridors. These smaller neighborhood streets are not designed to accommodate

the higher travel capacity and these routes present longer commute times for residents to various health, education and retail endeavors. These alternate routes also create additional congestion at other locations throughout the City.

Staff prepared three separate applications for the different roadway resurfacing projects and worked with MVRPC's staff to include all important and relevant information within those packets. In total, Clayton requested \$536,098 in funding while committing \$327,184 towards the projects. Staff should hear the results of these applications at the beginning of 2018.

Lowe's Municipal Grant

The final grant project staff worked on in 2017 was completing a Lowe's Municipal Grant application for exterior renovations at Meadowbrook at Clayton. Staff requested \$30,000 to complete exterior painting of the clubhouse and pool house structures. Unfortunately, staff received word late in 2017 that we did not receive this award.

*Wenger Rd.**Hoke Rd.**Garber Rd.*

Community Outreach

Community outreach is creating programs and events which your residents and business community can take advantage of for the betterment of all. Creating a sense of identity and purpose allows all within the community to participate and take advantage of the different opportunities presented by the programming as well as assisting and encouraging property owners to clean their properties up while participating with others in events within the city's boundaries. It also assists in getting our local business community exposure through sponsorships or vendor space at many of these events. Below is a list of the different outreach events the Development Department staff programmed this year for the Clayton community at large.

Sweep Clayton Clean Events

Clayton has long held different clean up events between the spring and fall months providing residents an opportunity to clean up their properties and dispose of material without having to pay associated hauler and disposal fees. 2017 was no different with staff organizing two (2) "Sweep Clayton Clean" days where residents disposed of junk and debris, brush and other material at no cost to them. Staff held this event in May and October of this year with great success. City volunteers from every department, along with elected officials, make this program the success it is. Residents continue to complement the city on the great program and thank us for putting it on twice a year.

Staff also organized a "Shredding Event" in July of 2017. This event provided City residents the opportunity to drop off personal documents that were shredded on site at no cost to the individuals. It's another event that would be impossible without the support of staff volunteers from all the different departments in the City as well as the elected officials donating their time. This type of service has been popular in the past with our residents and due to popular demand, we will continue to do it on an annual basis for the foreseeable future.

The final event included under the "Sweep Clayton Clean" umbrella is the "Tire Drop Off Event," which we did not hold this year. This event works towards removing old and used tires from the community. Over the past four years, Montgomery County Combined Waste District has been offering an annual "Tire Buy Back" event which has impacted the number of tires abandoned in the community. Because of the county's program, staff held off on doing the event in 2017 but will be doing another one in 2018 to see if there is a continued need within the community.



Staff and elected officials make the Sweep Clayton Clean events great every year.

VIP Beautification Program

One of the goals of 2017 for community outreach was initiating a VIP Beautification Program to recognize residents and property owners who have worked hard on beautifying their homes to make the community a wonderful place to live. Staff broke the program into four sections: Spring, Summer, Fall and Holiday. The Spring and Summer awards were used to nominate and vote on homes with beautiful flower gardens and other traditionally landscaped features. Twenty (20) properties were nominated for the Spring and twenty-one (21) nominated for the Summer. For the Fall, properties

were nominated for festive fall and Halloween decorations. Staff received almost a dozen nominations during this period. Finally, the Holiday period asked for properties that had festive holiday lights and other decorations that staff could take pictures of during the night time. Thirteen (13) properties were nominated for that particular period.

Every winner was recognized by the Mayor and City Council during a public meeting, received a plaque with their name and address on it as well as a yard placard winners can incorporate with their landscaping the following year. All the properties which were nominated but didn't win received a letter from the City congratulating them on being nominated. The program proved to be a great success in it's first year of existence and we're looking forward to doing it again next year.

Taste of Northmont

An event staff had been wanting to do for quite some time was something to assist in bringing awareness to our local restaurant scene. Working with the Northmont Area Chamber of Commerce, staff created the "Taste of Northmont," which is a community event which will have residents in the Northmont community come out to Meadowbrook at Clayton and be able to sample all the different culinary options Clayton and surrounding communities have to offer. Staff spent 2017 working with the Chamber on the details of the event, including Jennifer creating and maintaining a website for the event and creating different flyers for vendors, sponsors and the community at large. Staff also drafted vendor and sponsor letters and reached out to the local restaurant community to secure commitments for the event. The first Taste of Northmont is scheduled for January 25, 2018.

Costumes and Carvings

2017 was the second year the City hosted a fun day of activities centered around Halloween called Costumes and Carvings. Wetzel's Farms donated two-hundred (200) mini pumpkins to the event and Meijer and Kroger both donated \$200 worth of gift card for carving supplies and goodie bags for the communities' children. The event had close to a hundred (100) students and family members at Meadowbrook at Clayton. All the kids were able to carve a pumpkin, receive a goodie bag & pumpkin to take home as well as participate in the costume contest. Awards were given to the top three (3) winners in age group for the pumpkin carving and costume contests. Staff and elected officials from Clayton and Montgomery County once again volunteered their time to make this event a great success for all the families attending.



The Spring and Summer VIP winners with their properties.



2017 Costumes and Carvings at Meadowbrook at Clayton.

Northmont Community Market

A strength of Clayton is the loyalty our residents place on all things involved with the local Northmont community. The Northmont Community Market has been a local community market operating at the Village of North Clayton for the past three (3) years. As with any young start-up, the market has had its share of struggles, however this year Jennifer stepped up to assist the market by sitting on their Board. She assisted them by working on their social media presence, marketing opportunities and establishing their brand across the Northmont Community. She also assisted the Board in applying to become a non-profit which will only continue the success of the market in the future. Vendors at the market commented throughout the year that this year's market was one of the strongest in the region and this can be attributed to Jennifer's presence on their Board during the 2017 year.

Social Media and the Community Calendar

Over the past three (3) years, Clayton's social media presence has continued to grow and become a significant strength of the City. It not only helps keep our residents informed, but it assists staff in being able to create appropriate messaging and expanding our brand as a community that cares about citizen input and how they as residents want to grow as a City. Jennifer continued to be the leading staff person in our social media presence across several different platforms. Jennifer accomplishes this by scheduling daily posts on Facebook, linking relevant business updates on LinkedIn and notifying our neighborhood communities of upcoming events on NextDoor. These platforms reach different demographics within our community, but they are all important to ensure we do everything to communicate with the public at large. Jennifer has created a presence on social media which has become a strength of Clayton.

Clayton also updated our city website in 2017 and Jennifer played a large role in this project as well. Her input ensured the finished project was more user friendly, highlights important community events and established the community calendar which she continues to monitor on a weekly basis. Staff also started utilizing the 'Notify Me' function on the website which allows residents to sign up for notifications of upcoming events, local weather emergencies and other topics that better inform our residents of what's going on in the community. A better-informed community is a stronger community and having a website and calendar that is user friendly and easy to navigate is important in keeping our residents educated of current events.

The Next Generation

This year, staff was invited to Union Elementary to present the process of updating the Comprehensive Land Use Plan. Jennifer met twice with students in 2017, presenting the City's project as well as assisting students with their own projects assigned by the school. Students have been tasked with identifying a community or business need in the community and identifying where that need should be placed. Staff is invited back to judge the projects in 2018 and the winners will present their ideas to their respective City Councils.

New Resident Packets

The Development Department partners with the Northmont Area Chamber of Commerce and the police department to package and deliver new residents packets. The packets contain information from the chamber which includes Northmont area information and items from chamber businesses. The development department also includes the new resident(s) an information packet and flyers for community events happening in the near future within Clayton's boundaries. The police department then hand delivers each packet to the new residents. We delivered 286 new resident packets in 2017.

Montgomery County Land Bank

The Montgomery County Land Reutilization Corporation, commonly referred to as the Land Bank, is an organization created by the Montgomery County Commissioners to address the issue of vacant, blighted and tax delinquent properties throughout the county region. Their main goal is to assist regional partners in making these properties assets within the communities where they are located. The first mechanism in addressing the concern of blight and tax delinquency is positioning the parcels of land so they are no longer tax delinquent. The Land Bank accomplishes this via tax foreclosure initiated by the Land Bank. Once the property is acquired by the Land Bank, there are several different programs in which the local jurisdiction can earmark a property towards to make the property more aesthetically appealing to the neighborhood in which it is located. This basic premise is the foundation in which we have grown our partnership with the Land Bank starting in 2016.

In addition to working with the Land Bank on the planning grant which is funding the majority of our Plan Clayton project, our staff also worked with them on the NIP Program in 2017.

Neighborhood Initiative Program (NIP)

The Land Bank is the local conduit where resources from federal foreclosure litigation settlements are placed to assist in addressing vacant and blighted residential structures which are tax delinquent. The State of Ohio administers these funds and award set amounts to local Land Banks with specific federal regulations attached on how the NIP is carried out.

The program specifics include a targeted property being submitted into tax foreclosure, the Land Bank acquiring the property via the foreclosure and the structures on the site being demolished. The property is then available for acquisition by a neighboring property owner for less than \$1,000. If a neighboring property owner is unable or uninterested in acquiring the property, any private entity may purchase the property at a reduced price from the Land Bank, or the city where the property is located may take ownership of the land for development purposes.

Clayton first entered a NIP MOU with the Land Bank in 2016. Soon thereafter, staff began working on identifying target neighborhoods to be submitted to the State of Ohio for consideration for the NIP. Staff put together two (2) target neighborhoods, the Irvington/N. Main neighborhood and the Summersweet neighborhood. Included with the targeted submittals were specific boundaries and neighborhood summaries which included historical housing and foreclosure trends, census income data and enforcement information as it relates to the benefit of the demolitions within the target neighborhoods.

The first property that is presently included with the NIP is owned by Clayton and is located on N. Main Street. This property was previously acquired by the City through tax foreclosure. In 2017, the Land Bank completed demolition services at this property, after finding significant asbestos that was removed through environmental abatement. The property was graded and seeded, and staff is now actively working on redeveloping this property by meeting with respective development teams across our region. The second NIP property is a nuisance property located on a private lane off Salem Avenue which backs up to the Summersweet neighborhood. Staff prepared the legal documents and has submitted this property to the Land Bank to begin the tax foreclosure process. It should be through the process by the end of 2018 and will then be scheduled for demolition at some point after that.

2018 Community Development Goals and Objectives

Code Enforcement

1. Continue with proactive enforcement.
2. Create a new Master List of problem properties across Clayton with strategies to bring them into compliance within the next twelve (12) – eighteen (18) months.
3. Identify another neighborhood to preform a neighborhood walk during the evening or weekend.
4. Continue identifying dead trees in the right-of-way.
5. Go through the vacant property database and update the status of each property.
6. Organize the pre-sale inspection filing system.
7. During the winter months, we will be looking at doing a sign inventory for all existing signs in the City.

Grants

1. Look into a possible CDBG application for residential purchase and demolition projects along N. Main Street.
2. Work with Montgomery County Engineer's Office on the SR 49 Infrastructure OPWC application stronger.
3. Determine if we want to move forward with the National/Haber OPWC application.
4. Complete the Comprehensive Land Use Plan to finish out the Land Bank Planning Grant.
5. Identify other grant opportunities for the overall improvement of Clayton's community.

Community Outreach

1. Continue the Sweep Clayton Clean events, including doing both the Shredding and Tire Drop Off event.
2. Continue to identify opportunities to partner with local organizations for community events.
3. Improve upon our existing outreach programs.
4. Improve the VIP Program in order to get more citizen engagement and participation.
5. Continue our social media presence.

Land Bank

1. Continue to identify DIY eligible properties which are good rehab candidates.
2. Continue to work with residents who desire to acquire tax delinquent properties next door to their existing residence.

ECONOMIC DEVELOPMENT

The City's lifeline is being economically solvent to continually provide excellent services to the residents and business community. A stable and growing business environment provides the residents with not only goods and services but also the City with necessary resources to implement infrastructure and capital improvements, life safety services and community programming. Having developable land is desirable, however having a clear vision for future growth is imperative to accurately identify areas where future industries can plant roots. Installing clear development standards and transparent review and approval processes is important to continually attract future site selectors and industry leaders to our City. These factors create the foundation future development is predicated on. Continuing to work on this baseline is what staff worked on throughout 2017. Additionally, staff assisted new businesses as they opened their doors to the Clayton community and continued to meet with our regional partners in various formats to discuss economic development in Clayton.

At the beginning of 2017, staff created a list of goals and objectives that were referred to throughout the calendar year for economic development. This was done to ensure we stayed on task and continued to follow the greater scope of the development department's mission. Immediately below is the list of the goals described in last year's report for 2017 and the status of each task.

2017 Economic Development Goals and Objectives

Five Year Economic Development Goals

1. *Continue working on the first year of stated goals of the Five Year Economic Development framework staff implemented internally in 2016.* The obvious goal is to have those completed by the stated end date of each item. As detailed below, we have successfully completed each task or believe we'll have each task completed by early 2018.

2. *Begin working on the second year's goals of the Five Year Economic Development framework.* This is also detailed below in the report, but staff is well underway in completing the tasks set out for the second year of the Five Year Economic Development framework.
3. *Organize and maintain a Clayton Business Association which will meet on a quarterly basis to discuss the local business environment and what the City can do to assist our local business partners.* Clayton hosted two (2) "Business Meet and Greets" in 2017 that were well attended and appear to be very popular.
4. *Hire a consultant to carry out a market analysis of the city's commercial sector.* Staff determined prior to undertaking a market analysis, it was important to complete the update of the Master Land Use Plan and then begin to work from that document on future initiatives.

New Businesses Goals

1. *Continue working with new businesses as they contact the City in order to place them in vacant tenant spaces or new business spaces.* Staff continues to work with every new business as they enter the Clayton landscape and we successfully pointed several potential new businesses to property owners and/or leasing agents.

Regional Partnership Goals

1. *Continue attending the regional BusinessFirst! & I-70/75 Development meetings.* Staff successfully completed this task by attending meetings for both of these organizations.
2. *Perform a dozen business retention visits in Clayton.* Staff did not perform a dozen business retention visits, however, we made contact with approximately sixty (60) separate businesses throughout the year via the "Business Meet and Greet" and other networking opportunities. We were able to successfully assist several of these businesses with their respective needs.

3. *Work with Clay Twp in developing new strategies to strengthen the JEDD and to spur additional interest from existing businesses and perspective new businesses that could expand the JEDD boundaries.* Staff reached out to Clay Twp. several times over the course of 2017 to set up a meeting to discuss this initiative and we have a meeting scheduled in early 2018 to discuss this project.
4. *Continue to monitor our active inventory with JobsOhio to ensure current information is available to site selectors.* This was accomplished throughout the year.
5. *Continue responding to "Request For Information" (RFI) sent out by the JobsOhio database when appropriate site matches found in the City are determined to be possible matches.* Staff reviewed every RFI sent out by JobsOhio and submitted properties for several projects.

Five Year Goals

Staff worked throughout 2017 to accomplish the set of goals first established in 2016 as part of the Five Year Economic Development Plan. This Plan, created as more of a set of strategies to better position Clayton as a community where developers want to work, and end users want to locate, has specific goals for staff to work towards every year through the 2021 fiscal year.

The plan's introduction states,

"Smart growth economic development strategy is a planning mechanism consistent with what city staff believes is most conducive in creating goals and initiatives in expanding our local economy. According to a recent report titled "Framework for Creating a Smart Growth Economic Development Strategy: A Tool for Small Cities and Towns," published in January 2016 by the EPA's Office of Sustainable Communities, smart growth "refers to a strategy that builds upon existing assets, takes incremental actions to strengthen communities, and builds long-term value to attract a

range of investments." Using the steps detailed in the report, we've outlined strategies and timelines demonstrating what we believe is essential to grow the city's tax base and community appeal over the next several years. Combining the strengths of our city with a clear vision for the future, staff will be able to gradually implement the following strategies to grow our city by accenting our assets and small-town charm."

There were several goals identified in the report for each year of the process. Along with each established goal, staff carefully scheduled the timeframe which we believed was necessary for each goal to occur. Below is the first year with the specific list of goals and associated time frames.

The first year was purposefully dedicated to updating and creating future development plans for the city. As previously stated in this report, we secured funding for the Comprehensive Land Use Plan and hired a consultant to assist in carrying this out. Staff also believed it was important to begin the process of obtaining additional site control, establishing a basis of traffic patterns and reaching out to the business community to open dialogue to determine how we can better serve our existing businesses. Below displays the status of the first year's goals followed by brief project summaries of each item not already detailed previously in this report.

- *Master Land Use Plan – Funding:* Securing funding for this endeavor was the first major part of the overall economic development workplan for 2016. It was accomplished, as detailed previously, through the Land Bank Planning Grant.
- *Commercial Redevelopment Strategy for Village of North Clayton:* The Village of North Clayton is one of three main commercial areas in Clayton. Its development was halted due to the Great Recession and has been slow to recover since that time. Staff spent considerable time in 2016 meeting with the two main property owners that are still active in the development to determine their vision for the area. There is also over 50 acres of land which are held up in an estate due to the property owner passing away. There is additional information later in this report on this topic.
- *Land Bank Partnership:* Staff discussed this partnership earlier and we had this partnership finalized in the early summer of 2016.
- *Traffic Count Studies:* After reaching out to real estate professionals and developers with commercial properties available in Clayton, staff determined we needed to be able to provide potential site seekers and development partners updated traffic counts along our major corridors where we believe development can take place in the near term. The last recorded numbers appeared to be almost ten years old in some areas. To accomplish this task, staff hired an engineer in 2016 and 2017 to have traffic count studies performed in strategic commercial locations throughout the City. These numbers will continue to assist staff in marketing of our commercial corridors.
- *N. Main Business Walks:* The accepted national statistic regarding local economic development is that approximately 80% of it comes from the retention and expansion of the community's existing businesses. To that end, staff sent a business survey out to all our local businesses in the middle of 2016 and followed that up with a "Business Walk" along N. Main Street and other commercial areas a month later. We also held a handful of phone interviews with respondents of the business survey. Because of these initiatives, staff was in direct contact with almost forty (40) of our local businesses in 2016.
- *Commercial Land Site Control:* Although the City did not acquire site control of additional land in 2016 or 2017, it was not from a lack of trying. Staff held multiple conversations with a property owner of 50+ acres along Salem Avenue regarding the possibility of the City securing future rights to the property in 2016. Staff also discussed a possible acquisition of six parcels located on the corner of Old Salem and N. Main in 2016. The property owner subsequently sold the property to a different party two week after she verbally agreed to a deal in principle with staff. Staff discussed two other sites along the N. Main corridor in 2017, however those discussion never proceeded further than an exchange of prices which weren't close to one another. Finally, administration and development staff spent considerable time negotiating with the attorney for the Kevin Merritt estate which owns considerable acreage in the Village of North Clayton. There has been an agreement in principle in terms of the financial aspects of the deal and we are finalizing the lot splits heading towards 2018. Staff is hopeful that 2-3 additional acres will be acquired in North Clayton in early 2018 because of this deal.
- *Demolish N. Main Structure:* Clayton secured ownership rights to one commercial property along N. Main a few years ago, through tax delinquency. To accomplish the task of demolition, staff included it with the Land Bank's NIP. Staff facilitated the deed transfer of the property to the Land Bank at the end of 2016 and the structure was demolished in the middle of 2017. We have since started working with different entities to develop this site.
- *N. Main Street Overlay District:* This topic is discussed in greater detail in this report, however, staff did complete it in the middle of 2017.
- *Master Land Use Plan:* This topic is also discussed later in the report, but was a major project for staff throughout 2017.

- *One New Commercial Use with Plans - Village of North Clayton:* Staff has worked diligently on trying to get something to gain traction in the Village of North Clayton. Currently two possible commercial type end-users may be ready to break ground in 2018 and at the minimum be ready to submit plans. The biggest issue with the Village of North Clayton is the lack of site control for Clayton, however we are also working on gaining additional acreage at the site to better assist us in bringing a community anchor to the site.
- *Removal of Residential Blight:* The goal was to demolish a half-dozen vacant and blighted homes in residential areas using CDBG funds. We were able to demolish five structures using CDBG, one structure as part of the Land Use's NIP program as well as close to another half dozen structures by the actions of the property owners through the code enforcement program. By the beginning of 2018, there will be six properties demolished just along N. Main Street, through CDBG, NIP and private investment.
- *Vacant Farm Land:* The task called for staff to begin making a spreadsheet of available farm land in city that is not on the market with property owner information. We have decided to wait until the Land Use Plan has been updated before moving to this task, so we have a strategic idea of what farm land is valuable and needed to be included with this spreadsheet in terms of our future growth potential.
- *Assist marketing of commercial land:* This task was accomplished through placing land on the JobsOhio database as well as another national economic development/site selector database called OppSites. In addition to marketing the land on these platforms, staff continues to have site fact sheets available both electronically and via hard copy that we send to interested site selectors along with a one-page economic development fact sheet about the City of Clayton and an "Amenities Packet" that details everything that's great about Clayton. Both documents in addition to the updated site sheets were created this past year.
- *Master Land Use Plan Land Use Plan adopted:* Staff is hopeful to have this task accomplished in early 2018.

New Businesses

Although Clayton doesn't have a significant amount of surplus business vacancies, it's always important to ensure new businesses have a smooth transition when they express interest in locating within Clayton. In 2017, staff was happy to welcome five (5) new businesses to Clayton. Two (2) of the new medical office uses went into a new million dollars plus building and the rest went into existing tenant spaces.

Below are the five new businesses and their locations.

- Bone and Joint Surgeons, 8805 N. Main Street
- Athletico Physical Therapy, 8805 N. Main Street, Suite 110
- Storybrooke Café, 8381 N. Main Street
- Happy Haus Daycare, 8700 N. Main Street
- Universal Insurance Agency, 8393 N. Main Street



Ribbon cutting ceremony at Storybrooke Café.

Local Economic Development Progress

N. Main Street Corridor

Staff worked throughout 2017 in continuing to develop N. Main Street into the corridor which will become the central core of Clayton. Much of that initiative centered around working on the N. Main Street Overlay District. The goal of this district is to make the development process along this corridor much easier and attractive for developers to take advantage in the future. As a complimentary piece to that initiative, staff worked on removing blighted residential structures from the N. Main landscape, which has previously been discussed. These two (2) pieces along with the expansion of the N. Main TIF District will be the main components which will lead to the redevelopment of this corridor for the long term. Below is a short list of projects staff worked on along this area in 2017.

1. Staff worked with the property owner of the parcel at the northwest corner of Old Salem and N. Main Street throughout the entire 2017 year. This parcel will be the first property developed under the new overlay standards and will be an example of what the future of this corridor will look like long term. The new standards have already made the process easier for the developer in terms of not having to rezone three of the parcels and staff was able to assist, to administratively replat the land. The project is currently

at the civil engineering phase. Staff has had several site layout meetings with the development team and preliminary signed off on most of the plans, which calls for a two story, 10,000 square foot building with an additional 10-foot high façade on top of the building at the corner of Old Salem and N. Main St. Staff expects to receive an official site submittal in early 2018 and believe the new building will be completed at the end of 2018.

2. Staff also met with and reached out to various commercial developers to discuss our property on N. Main which was part of the Land Bank's NIP Program. Since the structure at the site has been demolished, staff has aggressively pursued potential development partners for this site and we'll continue to do so in 2018.
3. Site control is essential in assisting future development in any community. To that end, staff discussed possible site acquisition of two separate parcels along N. Main Street this past year. Both parties rejected our informal proposals and countered with prices that exceeded what we believed were reasonable for the land considering the condition of structures that were located on them. Staff will continue to monitor opportunities for future site acquisition along N. Main Street into the future.

Village of North Clayton

The Village of North Clayton is situated on US Route 40, between several community amenities such as the Northmont high school and middle school campus, the Kleptz YMCA, Sinclair Community College Northmont campus, Kettering Health Network campus and the Kleptz Early Learning Childhood Center. This mixed-use development, which currently is made up of a handful of large estate style homes, duplexes and three commercial businesses, broke ground prior to the Great Recession and has struggled since that time with bankruptcy, property owner's deaths and lack of commercial marketing. Many of these issues continue to plaque the development and has made sustained progress at the area a struggle, however these issues did not prevent staff from trying several different things in 2017. Below is a list of different things staff worked on specific to North Clayton in 2017.

1. Staff started the year working with Nucleus CoShare, which is a non-profit entity operating out of Dayton and Fairborn which provides startup companies a work space to meet and work with clients to grow their different businesses. The concept behind our interest in bringing Nucleus out to North Clayton was two-fold: occupy vacant tenant space in the second-floor area of the Destiny Salon building and to bring young business start ups out to Clayton with the hope that some of them would like to eventually locate

in our city with a permanent building. We met several times with the building owner and Nucleus representatives and discussed different financing options including a low lease agreement with the property owner and a possible start up grant from the City. Staff began considering holding an “Open-House” event at the tenant space with Nucleus, to determine if this region had the capacity for this project to be successful at North Clayton. Unfortunately, Nucleus became disengaged in the Spring and future attempts by staff to contact them were unreturned. The building owner is presently working with Ink & Co., another first-floor tenant, to occupy the second-floor space to assist in their specific expansion needs.

2. One of the biggest issues facing the Village of North Clayton is the lack of commercial interest at the development. Much of the land slated for business end use is currently in two different estates because of property owners’ deaths. However, there continues to be approximately five (5) plus acres to the front of the development available for commercial end-users. Staff created a marketing pamphlet in the Spring, highlighting the area’s proximity to community amenities and residential roof tops, and sent the material to almost hundred (100) commercial developers and real estate professionals in southwest Ohio. To compliment this

effort, staff also created a letter template for specific outreach efforts for different restaurants which have expressed interest in expanding their business footprints in the northwest Montgomery County market. The letter templates were then personalized for each specific end user and sent out with a copy of the marketing pamphlet. Staff also followed up those letters with emails to corporate accounts for the respective restaurants. Staff sent out approximately two dozen of these “cold call” letters in 2017, attempting to engage new restaurants for the Clayton region. As a result of these letters, staff was able to contact Tudor’s Biscuit World, a national chain with only two (2) locations in the Miami Valley region and zero in Montgomery County. Staff met with the local franchise owner and was able to put together a five-year plan for the Village of North Clayton for corporate to review. After several discussions, Tudor’s headquarters gave a preliminary approval of the Village of North Clayton location and the franchise owner and the property owner were put together by staff to discuss an option on the land with the intent to build a new store, with a possible start date of late 2018.

3. Another development at the Village of North Clayton was a possible multi-family community that would be located to the rear of the property. The entrance to the new community would be off Hoke Rd., but would be developed under the same

regulations as the rest of North Clayton and would come under the Village of North Clayton flag. The land was purchased by the development group at the end of 2017 and staff has continued to work with the group with the goal of breaking ground on the first two phases of the 300-unit project by early summer of 2018. These homes would be a mix of 2-3 bedroom townhouses with some one-bedroom homes. These homes would be rented at market rate and there could be the possibility of future commercial use developed within the community to complement the development’s demographics. This new development could substantially assist in marketing the Village of North Clayton commercial aspect by significantly increasing the density of the community.

Salem Avenue

The Salem Avenue corridor has often been identified by residents and community leaders as an ideal location for future industrial and logistical growth. This sentiment is shared by staff, however the properties available for such development is currently not zoned appropriately and remains under the control of private entities, making it difficult to develop at this time. However, there are several smaller lots along this corridor which are zoned appropriately for business and retail and 2017 saw staff working with different end users to develop these lots.

1. The first project is slated to move forward soon and is located at the northwest corner of Salem and Union Rd. Casey's General Store identified this intersection as a prime location for their expansion into this region and began working with staff to put a new store with gas pumps at this location in the middle of the year. Staff worked with the Casey's team, first with a conditional use application to allow for gas pumps at the location and then through the architecture and landscaping approval process. Casey's was able to secure approval for their plans in late 2017 and is scheduled to break ground by early spring of 2018.
2. The second project staff worked on along this corridor in 2017 was a national fast food chain which identified the southwest corner of Salem and Hoke Rd for their newest location. Staff worked with this end user several times on their preliminary site review. We will be working with them moving into 2018 on their conditional use application for a drive-thru and finally with their architect and landscape review process. We are hoping to announce this project in early 2018.
3. Finally, staff worked with a medical use end user in the middle of 2017 in identifying possible locations within Clayton that would suit their desire to establish a new operation within Montgomery County. Staff offered several different location options and was

able to find one that met the needs of the end user on Salem Avenue. Staff was also able to bring the property owner and end user together and an option was placed on the land in the hopes to develop it in the future. The end user is presently working through administrative processes and if they receive the appropriate approvals they will be looking to break ground for a new building in the next 12-18 months.

Local Business Engagement

The lifeline of every municipality is its existing business community. Future economic development is created primarily through local business retention and expansion. To that end, staff set out to create relationships with our business community via two projects in 2017 which have been very popular.

Business Meet and Greet

Many local communities have a "Business Association" or something similar which business owners and operators participate in throughout the year to network with one another and the local government entity. The Northmont region is blessed to have the Northmont Area Chamber of Commerce as well as the Northmont Rotary, which are both professional organizations providing different membership benefits and networking opportunities. Staff didn't want to duplicate



CLAYTON BUSINESS COMMUNITY

11.09.17 | 5-6:30p.m.

Ray's Wine Spirits Grill
6268 N. Main St.

Join us for an opportunity to meet fellow businesses and City Development staff. This event is an informal opportunity to network as well as to discuss opportunities to help grow the local Clayton business community. Light appetizers will be served.

RSVP is requested, please contact Jodi Kuntz at
(937) 836-3500 or jkuntz@clayton.oh.us

Clayton



The Fall Business Meet and Greet at Ray's Wine and Spirits.

something that has already proven successful in our region, therefore we decided to offer our businesses an informal opportunity to meet with one another and City staff in a light and relaxing atmosphere. Staff held the first “Business Meet and Greet” in May of 2017 at Ray’s after work hours. We were pleasantly surprised by the outpouring of positive responses from the event. Postcards and emails were sent to every business in Clayton a month prior, social media was also used and then followed up with an additional email a week or so prior to the event. Staff and elected officials attended the first event along with approximately twenty (20) businesses. The atmosphere was informal, and everyone was able to network at their own pace and pleasure. From this first event, the attendees requested we do another one and plan on doing them twice a year.

Staff then scheduled the next event in November and again had a good turnout with approximately thirty (30) people attending throughout the evening. This second event was another opportunity for staff to speak directly to our business community, as well as an opportunity for new Clayton businesses to introduce themselves to everyone. From the interaction at the event, staff was able to follow up with several different questions and needs from different operators. We will continue to do these events in 2018 and hope to grow them to include even more businesses.

Clayton Business of the Month

Staff is always looking for ways to assist our business community with marketing their goods and services to the public at large. Several businesses may not be well known to the public; however, they’ve been long time anchors in the community. To assist in helping get the word out about our local businesses we developed the “Business of the Month” program. Staff introduced this program at the first “Business Meet and Greet” and it was received with much enthusiasm. The concept behind the program is Clayton would do a profile of a local business three times a month on our different platforms. It’s first come/first serve, and we keep a list of businesses for each month as they sign up. Jennifer works with each business two (2) weeks prior to their month to develop a profile for social media. The business can

include their website, their social media links and any other pertinent information they’d like the public to have. It’s an easy and free opportunity for the local businesses to gain significant exposure at no cost to them. It’s been so popular that we have a waiting list through May of 2018 for businesses to participate.

City of Clayton, Ohio shared Balanced Perceptions, LLC's post. Published by Jennifer Maye [?] · October 24, 2017 · 🌟

Be sure the checkout Clayton's Business of the Month Balanced Perceptions, LLC!

Balanced Perceptions, LLC
October 23, 2017 · 🌟 Like Page

<https://www.perceptionshypnosis.com/.../c3t5g5kp66r3kpa54jj7g...>

GETTING A BRAND NEW START IN LIFE

"Your Brand New Start" can start right now!
<https://www.perceptionshypnosis.com/hypnosis/programs/self-improvement-fresh-start-f>
PERCEPTIONSHYPNOSIS.COM

👤 751 people reached Boost Post

👍 Like 💬 Comment ➦ Share 🌟

An example of a social media post for the Clayton Business of the Month – As you can see, 751 people were reached and informed about our local business with just this one post.

Regional Economic Development Partnerships

Development is not possible without working closely with our partners within the region. This often entails working with our neighboring communities, Montgomery County staff as well as individuals throughout the southwest Ohio region. There are three main regional partners staff worked with this year to communicate ideas, meet new partners and learn about new programs. Below are brief summaries of those partnerships.

Montgomery County

Continuing Clayton's partnership with Montgomery County, staff attended the majority of the BusinessFirst! regional meetings that were held during the 2017 year. These meetings provide staff the opportunity to not only network with regional development professionals, but also learn about new programs available for future economic development projects.

Staff also attended several of the monthly I-70/75 Development Association's breakfast meetings at Sinclair Community College. This group brings development professionals from government, private & financial sectors, chambers of commerce and building officials together in one forum for the opportunity to network, learn and have access to new and exciting ideas in the regional economic development world. Through these meetings, staff learned about new state

development initiatives, regional programs being developed for future projects as well as ongoing infrastructure and development projects throughout the region.

JEDD

The Clay Twp.-City of Clayton Joint Economic Development District (JEDD) is a collaborative effort designed to encourage business growth and development through regional cooperation. There are currently thirty-four (34) businesses located in the JEDD. The business owners and those individuals working in the JEDD pay a 1.5% income tax which is then used to encourage continued business growth and retention within the district. Funding is available to property owners on a reimbursable basis of up to \$10,000, but not more than 25% of the total project cost. There is also a \$1,750 grant to assist businesses for sewer tap-in fees.

The BusinessFirst! staff assisted the JEDD this year in reaching out to all the district's businesses to schedule site visits. Clay Twp. and Clayton staff attended the meetings when available. Through these visits, the regional partners were able to learn about the overall condition of the business environment within the JEDD and if there is anything we can do to be more responsive to the local businesses' needs. The BusinessFirst! staff is also planning to schedule a Business Roundtable within the JEDD in 2018. This event provides a forum for staff to assist in exchanging information with JEDD businesses to assist in making connections

with resource partners in regional finance and workforce organizations.

State of Ohio

Another important partner for economic development is the regional staff that works for the Dayton Development Coalition and JobsOhio. Their staff serves as our access to the State of Ohio via their database of current project submittals and various incentive programs for future projects. Our staff receives monthly reports from the state in terms of ongoing projects and the status of various site selection processes. When new projects are initiated at the state, our staff reviews the project specifics. If we determine there is a possible match, we submit sites within the City with accompanying local infrastructure, tax rate, and utility details to JobsOhio.

One of the projects our staff worked with the Dayton Development Coalition on this year was the Phase II Site Certification Program. This project was an attempt by our staff to get our two large parcels along Salem Avenue, 6460 & 6942 Salem Avenue certified as development ready sites for future industrial and logistical end users by the JobsOhio criteria. This certification would mean these parcels would be considered shovel ready sites for site selectors engaged with the JobsOhio program. Staff spent a considerable amount of time discussing the history of both properties with the property owners and completing the lengthy template providing information including

zoning, utility availability, pricing, mineral rights and much more. Staff submitted the two properties but were later told due to the parcels not being zoned appropriately and not having some of the due diligence completed, such as a current Phase II and other environmental studies, the properties would not be considered for the program. This project confirmed what staff previously knew in that these properties are not marketable as they currently sit. It also explains why the properties remain undeveloped. We believe moving forward, after the implementation of our Updated Land Use Plan, these parcels could be re-zoned and then we can begin working with the owners to undertake some of the due diligence necessary to make these properties more attractive to future end users.

The main purposes of having a relationship with the Dayton Development Coalition and JobsOhio is to have a partner with the state to assist in potential business retention and expansion projects as well as future new development projects. Through their site selection data platform, staff receives notifications throughout the year for potential new projects site selectors have submitted to the state. These projects list specific criteria in relation to building and land needs, access to rail, utility capacities and an entire host of other factors. Although most of these projects request existing large buildings, or have other specs that disqualify

the available sites within Clayton, there were four projects this year which staff submitted properties for consideration: Project Blossom, Project H.I.V.E., Project Mable and Project Primavera. These projects were all a mix of manufacturing and office uses and would have brought significant investment and job growth into our City. However, the sites we submitted were unable to make it past the first round of qualification due to the lack of appropriate zoning of the land.

Another initiative our staff undertook this year was ensuring the available lots within Clayton found on the JobsOhio site selection data platform was current in terms of contact information and sales price. Prior to the summer of 2016 there were only two (2) sites from Clayton on this database; for every site selector that was going to JobsOhio looking for possible sites in our region, only these sites in Clayton were popping up. Staff worked over the course of several weeks building pages for seventeen (17) sites in Clayton that are available for development. Clayton continues to have nineteen (19) sites available to selectors when they go to JobsOhio looking for possible development locations. Staff also updated the individual fact sheets for every available commercial property along Salem Avenue with current information provided by the different utility companies throughout 2017, which can be sent directly to site selectors with additional information. Finally, we created the “Clayton



The site maps for the properties submitted to the Phase II Site Certification Program: 6460 & 6942 Salem Avenue.

Amenities” packet which details all the different community amenities found in our area, including housing demographics, parks, arts and cultural attractions. This tool, paired with the property fact sheets and the economic development fact sheet assists staff in getting exposure to Clayton’s available commercial land and business community.

2018 Economic Development Goals and Objectives

Five Year Economic Development Goals

1. Continue working on the second year of stated goals of the Five Year Economic framework. The obvious goal is to have those completed by the stated end date of each item.
2. Begin working on the third year's goals of the Five Year Economic Development framework.

Regional Partnership Goals

1. Continue attending the regional BusinessFirst! & I-70/75 Development meetings.
2. Perform business retention visits in Clayton and enter the reports in the BusinessFirst! database.

Year Three - 2018-2019	May, 2018	June, 2018	July, 2018	Aug, 2018	Sept, 2018	Oct, 2018	Nov, 2018	Dec, 2018	Jan, 2019	Feb, 2019	Mar, 2019	Apr, 2019	May, 2019	June, 2019	July, 2019	Aug, 2019	Sep, 2019	Oct, 2019	Nov, 2019	Dec, 2019
Task																				
Zoning Code Re-Write																				
Hoke Road Development- One new retail use at site																				
N. Main Street Redevelopment Have plans for one new commercial use using new overlay specs																				
Villages of N. Clayton - commercial use in place, res. Lots under site control																				
Engaging owners of farm land																				
Salem Avenue - end user breaking ground																				

3. Continue to work with the local business community through the Meet and Greet and Business of the Month programs.

New Businesses Goals

1. Continue working with new businesses as they contact the City in order to place them in vacant tenant spaces or new business spaces.
2. Work with new end users that are looking to build new on empty sites within Clayton.

3. Work with Clay Twp. developing new strategies to strengthen the JEDD and to spur additional interest from existing businesses and perspective new businesses that could expand the JEDD boundaries.
4. Continue to monitor our active inventory with JobsOhio to ensure current information is available to site selectors.
5. Continue responding to "Request For Information" (RFI) sent out by the JobsOhio database when appropriate site matches found in the City are determined to be possible matches.

PLANNING & ZONING

“Make no little plans. They have no magic to stir men’s blood and probably themselves will not be realized. Make big plans; aim high in hope and work, remembering that a noble, logical diagram once recorded will never die, but long after we are gone will be a living thing, asserting itself with ever-growing insistency.” - Daniel Burnham, American architect and urban designer who took a leading role in the creation of master plans for several cities, including Chicago and downtown Washington, D.C

The appearance and functionality of a community is directly related to the planning and zoning regulations enforced by the staff of said community. Both land use plans and zoning resolutions establish baselines for development standards and areas where different industry and land uses can be located. These two functions complement one another when implemented correctly and will ultimately prove to be a significant contributing factor to the future development of Clayton.

At the beginning of 2017, staff created a list of goals and objectives which we referred to throughout the calendar year for planning and zoning. This was done to ensure staff stayed on task and continued to follow the greater scope of the development department’s mission. Immediately below is the list of the goals described in last year’s report for 2017 and the status of each task.

2017 Planning & Zoning Goals

Planning Goals

1. *Complete and begin implementing the Comprehensive Land Use Plan.* The pre-final plan is scheduled to be presented to Council and public for input the beginning of 2018 and staff is hopeful the plan will be adopted in early 2018.
2. *Begin working on taking the N. Main Overlay District through the Planning Commission and City Council adoption process.* This project was completed in the middle of 2017.

3. *Begin planning strategies and mapping where possible farm land is and incorporating this information with the Comprehensive Land Use Plan for development purposes.* This was not accomplished this past year because staff determined we need to have the Master Land Use Plan Update completed to be able to concentrate our efforts in areas designated for future growth in the plan.

Zoning Goals

1. *Develop rules and procedures for the BZA and Planning Commission to adopt for their meetings.* This was accomplished at the beginning of 2017.
2. *Develop new fee schedule for zoning permits.* This was accomplished in the middle of 2017.
3. *Begin planning on implementing the Zoning Resolution update to incorporate results from the Comprehensive Land Use Plan.* Staff gave a presentation requesting 50% of the funds for this project be budgeted for the upcoming fiscal year so staff can begin working on this in the middle of 2018. Staff is hopeful was can address this with administration in early 2018.

PLANNING

During the past year, Jennifer Barclay took on two major planning projects as City Planner. Both projects would be considered significant undertakings on their own, however staff decided it was important that both these projects take place in 2017. The benefit of doing both the North Main Street Overlay District and the Comprehensive Land Use Plan Update simultaneously was to give Clayton the best opportunity to take advantage of circumstances present in 2017, specifically vacant land on the cusp of development along N. Main Street and funding opportunities for the Land Use Plan. Below are summaries of both projects and how they figure into the long-term growth of Clayton.

Comprehensive Land Use Plan

The City of Clayton's last Land Use Plan was completed in 1999, approximately the



same time when Randolph Township and the Village of Clayton merged to become the City of Clayton. Since that time, the nation and Clayton went through the Great Recession which resulted in the housing foreclosure crisis, declining property values and cuts to local government funding. Development projects stalled, and planned growth didn't occur as anticipated. To combat these various factors, staff believed a vision for the future of Clayton needed to be re-established and the best method to accomplish this was by updating the Comprehensive Land Use Plan.

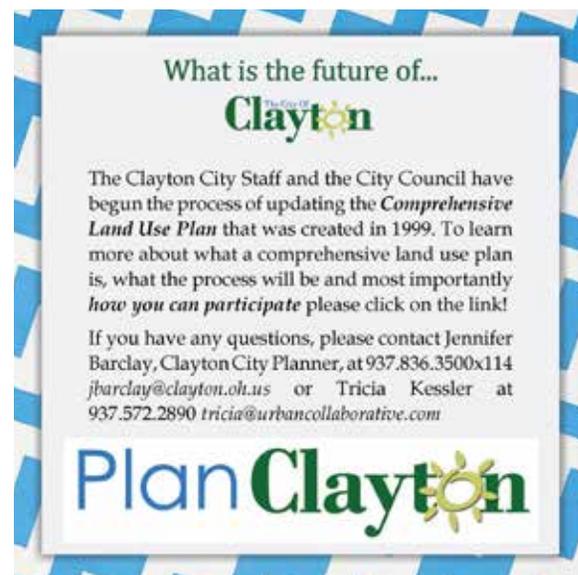
Jennifer put together the scope of work as well as the request for qualifications for this project in 2016. After several rounds of interviews with potential consultants and staff from MVRPC, Clayton hired Urban Collaborative in 2016. Jennifer worked with Urban Collaborative throughout 2017 to accomplish the tasks we originally set out to complete. Below is a summary of all the steps taken last

year working towards the goal of presenting a final plan to City Council for adoption and eventual implementation by the City.

1. Urban Collaborative (UC) started by interviewing stake holders within the community, including staff, elected officials, residents and business owners. Thirty-six (36) interviews were conducted over several weeks to gain an understanding by UC of what the perceived strengths, weaknesses, areas of development potential and a host of other topics were considered important by those individuals who live and work in Clayton.
2. After finishing the stakeholder interviews, questions were crafted based on the information gained from the answers and put into a survey format. The survey was then made available to the public and business community. People could take the survey online or come into the office and complete a hard copy for staff to input the data later. UC staff also went to the Sinclair Northmont Campus and solicited students to take the survey to ensure we had as diverse population responding to the questions as possible.
3. While the survey was still live, UC held a four (4) day workshop at Meadowbrook at Clayton. Included with this workshop was twelve (12) sessions which touched on topics such as parks, infrastructure and economic development. Staff advertised for the workshop on social media, traditional media, on the city's sign and website, flyers, email blasts and the local newspaper. Fifty-five (55) people participated over the course of the workshop. During the workshop, participants also were asked to participate in a Visual Preference Survey to establish a baseline for what our community preferred aesthetically in our business and residential communities. There was five-hundred twenty (520) responses which helped create a SWOT map identifying the perceived Strengths, Weaknesses, Opportunities and Threats of those people that took the survey. Finally, fifteen (15) residents participated in a site analysis of the three major business corridors of Clayton. By the end of the workshop, the UC and Clayton staffs were able to begin working on the rough draft of the implementation plan by gathering all the information collected over the several weeks

of various data collection methods. One of the most important items to be included with the draft of the new plan was the vision statement which set the course for the rest of the document: "Create walkable neighborhoods, around central cores with connected parks lined by great streets and infrastructure."

4. Using the vision statement as the foundation for the rest of the plan, the UC staff and Jennifer worked on putting together the first draft of the update plan. This draft was soon released to the public for comment and a presentation was given to City Council. The public was also invited to attend the presentation to hear about the draft plan. We had a great turnout and received invaluable feedback from the public and Council. UC staff moved forward in concert with Jennifer on tweaking the document and submitted a pre-final draft to city staff in November of this year. Included with the pre-final draft was the draft of the Implementation Plan. This accompanying document sets the course for how Clayton staff will move forward with the finished Comprehensive Land Use Plan and how we will implement the suggested changes found in the finished product.
5. Staff hopes to have the pre-final draft and Implementation Plan released to the public in early 2018 and hope to have the Final Plan approved and adopted by City Council by the end of Spring. One of the first steps staff desires to accomplish after the adoption of the new plan is to begin working on updating our Zoning Resolution to compliment the new Comprehensive Land Use Plan.



Social Media flyer that was put on all our platforms throughout the information gathering process.



Citizen engagement with Urban Collaborative staff.

North Main Overlay District

Staff identified the N. Main Street corridor as an area which need immediate attention, in terms of addressing issues relating to zoning districts and cumbersome zoning regulations prohibiting future development. To address these different development standards and zoning classifications found along this corridor, staff believed the creation of an overlay zoning district was needed. We also believed creating this new district would implement uniformed development standards for new infrastructure, redevelopment construction, parking and landscaping. This new district would impact the development of this corridor over the next two decades and would ensure the city continued to keep its “small town feel” while also creating an aesthetically pleasing business corridor which will attract new diversified development; a sentiment that strongly came through in the community sessions for the Comprehensive Land Use update.

Jennifer continued working on a draft document which she first presented to Council in December 2016. Working from feedback she received from Council and the public forums related to the Land Use Plan, we included standards for the N. Main Street properties to foster future development and redevelopment. Standards included Zoning, Architectural, Landscape, Parking, Lighting, and Signage regulations. The proposed changes made development much easier along N. Main Street on several different fronts:

1. Removed the need to rezone parcels – we included only a list of prohibited uses with the overlay. If a use is not included with this list than it’s a permitted use.
2. Removed the need for architecture and landscaping review – if the proposed plans meet the standards found in the code it receives administrative approval.
3. The new regulations also gave end users flexibility in choosing building material as well as the parking and landscape regulations.

These new regulations also brought the following to the corridor which are desirable qualities moving Clayton towards the future, based on citizen and stakeholder input:

1. Move buildings closer to the street, developing an aesthetically pleasing streetscape, keeping with the small-town flavor most of our resident’s desire.
2. Creates a more walkable corridor bringing people to the businesses and making it more attractive for new residents.
3. Gives businesses opportunity for more signage, more transparency in their store fronts and higher visibility for both vehicular and pedestrian traffic.



Two renderings of the corner of N. Main and Old Salem; the left being what can be developed under our current Zoning Resolution and the right being what can be developed using the Overlay standards.

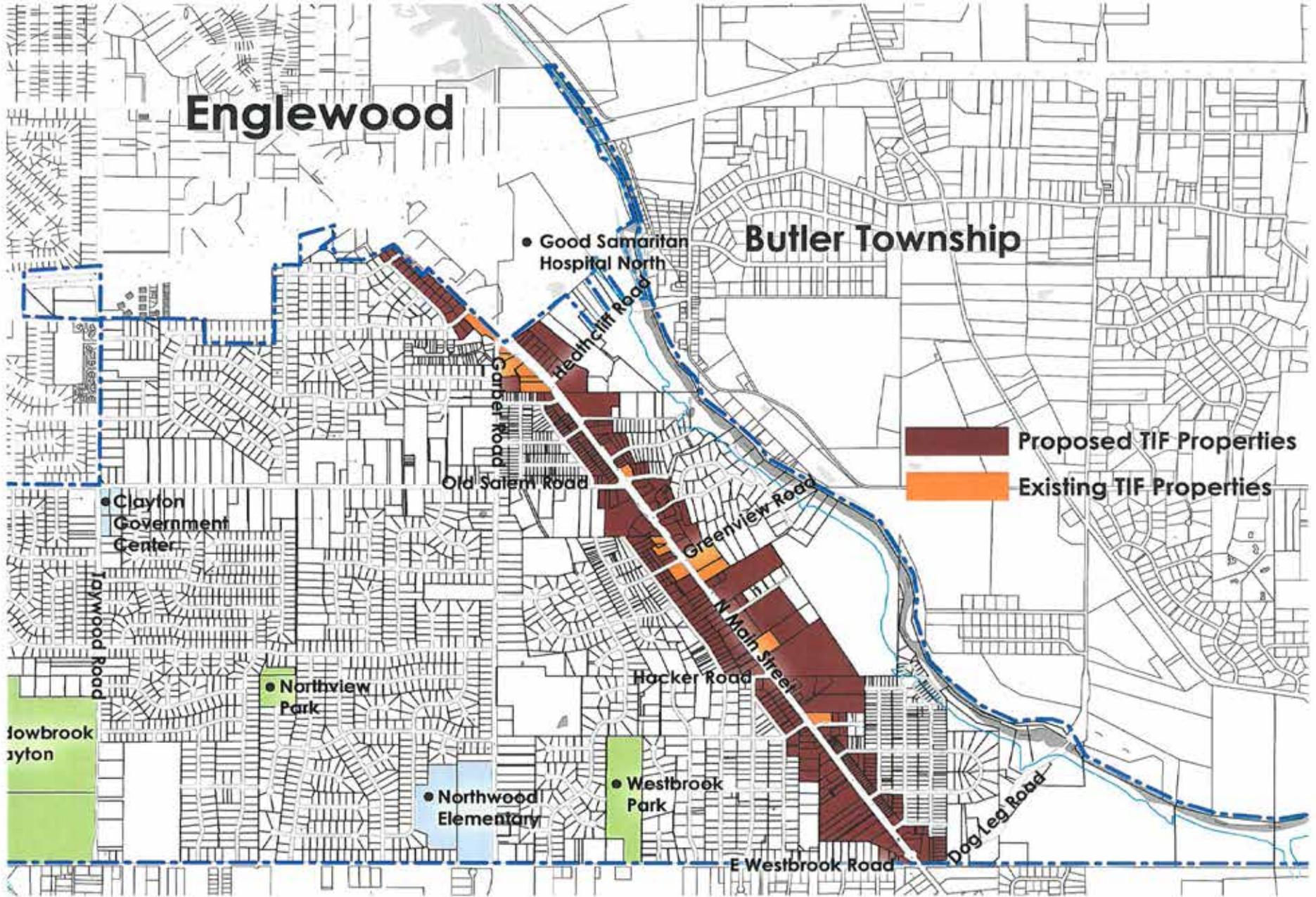
4. Reduces the city's development approval process time by 50%.
5. Will create a long-term sustainable corridor that can be branded as unique to Clayton.

City Council authorized staff to move this proposal through to the Planning Commission who heard the case and recommended approval to City Council. City Council heard the case in the spring and approved the new Overlay District. Staff has been working with the new property owners of the corner of Old Salem and N. Main Street since the summer and they are anticipating breaking ground in the middle of 2018 on a new building using the overlay standards. Staff has also met and discussed land controlled by the City along N. Main about developing those lots using the new standards. Finally, staff did an interview with the Dayton Business Journal regarding the new changes and presented the changes as a presentation at the annual Miami Valley Planning and Zoning Conference which is attended by regional developers and real estate professionals.

The final component of the new N. Main Overlay District that needed to be addressed for this new tool to be truly effective was the expansion of the current TIF districts on this corridor. The Tax Increment Finance mechanism had previously been used for site specific properties when there was new construction. Staff proposed the creation of a new district encompassing the entire new overlay boundaries to capture new investment made as lots were developed in the future. This is important to support public investment in infrastructure improvements such as curbs, sidewalks and streetlights along N. Main Street. These improvements will complement the private investment along N. Main Street and begin making this area the aesthetically pleasing location for businesses and residents alike. Staff worked with legal counsel and the Northmont School District throughout 2017 and staff is hopeful this new TIF District will be adopted in early 2018.



Proposed street section of what N. Main could potentially look like in 20 years with private and public investment because of the N. Main Street Overlay District.



Proposed new TIF District along the N. Main Street Overlay District.

ZONING

Zoning is the mechanism in which a community controls the growth of its neighborhoods and business corridors via specific development standards for each property, depending on the zoning district where it's located. Prior to any new building or use occurring on a property, the property owner must apply to Clayton to review the changes to ensure compliance is met with our Zoning Resolution. Zoning certificates are subsequently issued by staff confirming the applicant meets the applicable regulations.

In the event of re-plats, zoning changes or modifications to existing Planned Development regulations, staff presents the applicant's case to the City Planning Commission. This board makes a recommendation to City Council for a final determination on the proposed zoning or development changes. The Board of Zoning Appeal hears cases from property owners who have applied for a variance (alteration to the Zoning Resolution), conditional uses (as provided by the Zoning Resolution) and administrative appeals.

Below is a summary of the zoning activity in Clayton during the 2017 year.

Zoning Permits

Clayton's staff reviews permit applications for such residential development as new houses and accessory structures. For commercial development, our staff reviews the business use and new signage. For new construction, there are reviews for building location, parking layouts, sign packages and landscape & lighting plans. 2017 continued to be a productive year in the city for new construction.

Staff also worked on and proposed a new zoning fee schedule in 2017. Jennifer conducted a survey of surrounding cities and the results demonstrated Clayton was behind in several fee categories. Staff also believed our fee schedule was unnecessarily complicated and cumbersome, confusing developers and builders alike when

attempting to figure out what our fees and processes were for new development. Staff proposed a streamlined schedule, reduced some of our fees where we believed the charges were unnecessary and increased some to bring us to an equal playing field with surrounding cities. City Council approved the new fee schedule in the middle of 2017 and these changes were implemented seamlessly thereafter.

Below is a breakdown for the different types of permits issued during 2017 compared to the same types of permits in 2016.

	2016	2017
Total Zoning Permits:	112	96
New Houses:	14	9
Accessory Structures:	25	29
Residential Additions:	19	13
New Commercial:	1	0
New Commercial Additions:	1	0
Temporary Signs:	24	11
New Signs:	5	5

New construction brings new investment into Clayton. Over the course of 2017 there was approximately \$2,322,823 of new investment in the City in terms of new construction projects and over \$4,665 for zoning permit fees.

The larger story of the permits indicates a continued attraction for Clayton to be called home. The new home construction, along with the two hundred and twelve (212) pre-sale inspections we carried out this year indicate Clayton continues to be a destination for new home buyers within the county region. There were also forty-two (42) permits pulled for additions and accessory structures which demonstrates property owners making improvements to their property for long term enjoyment.



The new Bone and Joint Surgeon Building was completed in 2017.



New residential construction in 2017, specifically in Wenger Village and Wenger Estates, was significant in bringing those developments close to being fully built out.

Planning Commission

Per the City Charter, the Planning Commission shall be the platting commission for the City. The five (5) member board serves as an advisory board to the City Council. The Planning Commission hear cases involving text amendments to the Zoning Resolution, proposed zoning changes to the Zoning Map and review all planned unit developments proposals submitted to staff. Our Board welcomed two new members in 2017, Dave Bills and Ann Higdon. Staff also worked with legal counsel to implement rules and regulations to ensure all our proceedings and subsequent decisions were made in proper order.

Jennifer Barclay is the staff person tasked with working with applicants and the Planning Commission on initiated cases. Below is a summary of every case our Planning Commission heard in 2017.

1. *Case# PC16-06 Steven H. Spears*

A request to modify the Planned Development (PD-1) located at 9971 Ridge Acres Ln. Englewood, OH 45322 (Parcel ID# M60-19106-0001). The request is to split the applicants parcel in order to permit two single-family residential parcels.

Planning Commission – On 11/28/2016 Approved with Condition; City Council – On 2/2/17 Denied Resolution No. R-ZC-16-06; On 11/2/17 Approved with Condition, Condition is all setbacks and like building material and landscaping were met as well as the driveway access be on Ridge Acres Ln., Resolution No. R-ZC-16-06(A).

2. *Case# PC17-01: City of Clayton*

Per Section 4.07 of the Clayton Charter, staff is proposing an Ordinance entitled, “The Main Street Overlay District”.

Planning Commission – Approved; City Council – Approved, Ordinance No. O-04-17-06 & O-04-17-07.

3. *Case# PC17-02 City of Clayton*

The City of Clayton proposed an amendment to Clayton Codified Ordinance Sections 1124.24 (“Community Social Service Facilities”), 1187.09 (“Community Social Service Facilities”), and 1131.02, 1133.02, 1135.02, 1137.02, 1139.02, 1141.02, 1145.02 and 1172.09.

Planning Commission – Approved; City Council – Approved, Ordinance No. O-07-17-10.

4. *Case# PC17-03: Casey’s General Store, Inc.*

A request for Architecture and Landscape review pursuant to 1187.18 of the Clayton Zoning Code at 6703 Salem Ave. (Parcel ID#M60-03207-0013). The request was made by John Brumbaugh, PE, PS on behalf of Casey’s General Store, Inc.

Planning Commission – Approved with Condition; City Council – Approved with Condition, condition to install landscaping along the drive from Salem Ave. to prevent light, sound, and trash nuisances, Resolution No. R-ZC-17-03.

Board of Zoning Appeals

The Board of Zoning Appeals is a Board made up of five (5) residents from the community that hear all variance, administrative appeals and conditional use applications submitted to the staff. Below are summaries of all the cases the BZA heard in 2017. Staff also worked with legal counsel to implement rules and regulations to ensure all our proceedings and subsequent decisions were made in proper order.

Jennifer Barclay is the staff person tasked with working with applicants and the Board on initiated cases. Below is a summary of every case our Board of Zoning Appeals heard in 2017.

1. *Case# VAR17-01 James Laing*

A request for a variance to section 1187.15 Accessory Use Standards on the property at 3105 Old Salem Rd. Dayton, OH 45415. The owner requested a fourth detached accessory structure be permitted. The request was approved.

2. *Case# AA17-02 Thomas & DeAnna Fugett*

An administrative appeal for the citation of Section 1313.04(a)(1) Exterior Property and Structure Exteriors on the property located at 913 Jackie Cir. (Parcel ID# M60-16430-0006). The appeal was denied.

3. *Case# CU17-01 Casey's General Store, Inc.*

A conditional use for a 'Convenience store with gasoline' within the GB: General Business zoning district located at 6703 Salem Ave. (Parcel ID# M60-03207-0013), at the corner of Union Rd. & Salem Ave. The request was approved with condition to install a seven-foot-tall fence along the north property line within the entire required buffer yard, the material of the fence will be determined by City Council.

4. *Case# VAR17-02 William & Carol Warner*

A variance to section 1187.15(b)(1) & (5) Accessory Use Standards on the property located at 5287 Virginia Springs Ct. formally addressed as 7839 Wetzel Farm Rd. (Parcel ID# M60-19110-0005). The request is to construct a second detached accessory structure larger than 200 square feet. The request was approved.

5. *Case#VAR17-03: Craig & Karen Royer*

A variance to section 1187.15(b) (1) & (5) Accessory Use Standards on the property located at 26 Dorchester Dr. (Parcel ID# M60-16314-0044 & M60-16314-0045). The request is to construct a second detached accessory structure larger than 200 square feet. The request was approved.

6. *Case#CU17-02: Robert D. Blackburn*

A conditional use according to section 1159.10(c) on the property located at 9487 Fox Rd. (Parcel ID# M60-03012-0016). The request is to split a single-family residence from a 63.7-acre lot with each new lot comprised of less than 200 lineal feet of road frontage in the Agricultural zoning district. The request was approved.

2018 Planning & Zoning Goals

Planning Goals

1. Complete and begin implementing the Comprehensive Land Use Plan.
 - Analyze and begin discussing strategies on how to implement short term tasks found in the Comprehensive Land Use's Implementation Plan.
2. Continue to implement the N. Main Street Overlay standards for new development along the N. Main Street corridor.

Zoning Goals

1. Begin discussing with administration how the Zoning Resolution re-write is going to be funded.
2. Begin working on the Zoning Resolution update, specifically securing a consultant that can incorporate the new Land Use Plan concepts with the updated Zoning Resolution.

REPORT SUMMARY

Development is a process that is sometimes difficult to quantify due to the inherent ebbs and flows of the process. Staff's role is to address issues as they arise and provide programs to create a desirable community for the current population to reside long-term while attracting a new generation of residents. This in turn provides the business community with demographical statistics in which they partially base future relocation and expansion decisions upon. Having development processes in place which are clear and transparent also provide site selectors an accurate picture on the mechanisms of locating within our boundaries. Staff worked extensively in 2017 to address all these factors providing long-term sustainability for Clayton.

Staff undertook significant planning projects with both the North Main Street Overlay and Comprehensive Land Use Plan Update receiving considerable staff resources throughout 2017. Staff continued to provide strong community outreach programs to our residents and business community, and developed new programs such as the VIP Awards and the Business Meet and Greet. The framework for the five years of economic development within the City has provided staff with a solid process to follow and we're beginning to observe the benefits of this plan. Staff is currently working on several projects spread across the three major business corridors and we've successfully removed targeted blight in our neighborhoods and the N. Main Street corridor. Staff also spent significant time applying for various community improvement grants. Finally, our proactive code enforcement program has been aggressive in seeking compliance to property maintenance issues and pre-sale violations.

An example of the real potential of Clayton's future was displayed when Karl Keith, Montgomery County Auditor, reported Clayton's property values increased 5.9% in 2017, including an increase of residential values of 6.9%; both statistics better than Montgomery County as a region. This increase in property value represents a \$40,000,000 addition to Clayton property values. This is a tangible example of Clayton's desirability as a community and another foundational block to build upon.

The course of smart growth for the future of Clayton was set in 2016 and we continued to follow this outline throughout 2017. Maintaining a dedicated vision for the future and successfully following through with specific benchmarks has given staff a clear direction of where to dedicate their time and resources. The results of these efforts are beginning to percolate beneath the surface and 2017 will be observed in the upcoming years as the twelve (12) month period when our staff began to nurture the beginning growth of the future of Clayton.



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