



DEVELOPMENT DEPARTMENT

2018 Annual Report



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2018 SUMMARY

2018 was a busy year for the Clayton Development Department on several different fronts. Staff continued to follow the outline provided in the 2016 Five Year Economic Development Plan to continue to grow Clayton to become the city the community ultimately desires. The first major accomplishment in 2018 will pay dividends over the next two decades. City Council unanimously adopted the update to the Comprehensive Land Use Plan, also known as PLAN Clayton, in the spring. This document, along with the PLAN Clayton Implementation Plan, provides staff will concrete steps to smartly grow Clayton over the next 15-20 years. Suggested incremental steps and strategies provided in these documents will assist staff in growing the Clayton parks system, create walkable neighborhoods, build central cores and invest in city infrastructure over the short, mid and long-term future. PLAN Clayton provides the city with a road map to success and being able to solidify this project in 2018 was a major accomplishment.

Every Development Department is torn between what comes first, community or economic development. In Clayton we believe both development components work hand in hand and are equally important. Creating a community where residents want to live, and business want to locate is vitally important to any community, but there is added emphasis for cities the size of Clayton. One of the new programs rolled out this year by the Development Department was the first ever Clayton Government Academy. This six-week course gave residents the opportunity to learn how the city operates as well as meet department heads and ask questions about the general operation of each department. The success of the community outreach programs is paired with the success of three new development projects which broke ground in 2018. Two projects on Salem Avenue and one on N. Main Street are significant successes to Clayton, in both new construction resources and the creation of new jobs.

The Development staff also took on several new responsibilities in 2018 that complement our existing projects. Staff assumed the responsibilities of the city newsletter and proceeded to implement several changes to that platform. We also brought under our wing the

Parks Advisory Commission, which we believe is a natural addition, with the added emphasis on the parks within the PLAN Clayton document. Parks are a vitally important aspect of every community and the Development Department is excited to be working with all the parks' partners to further the goal of having some of the best and most neighborhood friendly parks in the county within the next 10 years. Finally, staff took on the marketing for Meadowbrook at Clayton. Staff started implementing subtle changes in the summer months, adding a few additional things in the fall and eventually creating a full marketing plan for 2019.

The Development Department's goal is to continue to grow the city and never become satisfied with the status quo. We never want to take our successes for granted, but we also realize we need to highlight the accomplishments to assist in spring boarding future projects and new investment opportunities within Clayton's boundaries. The following report highlights in more detail all the accomplishments of the Development Department in 2018 and where we see ourselves continuing to grow as we move towards 2019.

COMMUNITY & ECONOMIC DEVELOPMENT

“If you want to go quickly, go alone. If you want to go far, go together.” – African Proverb

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. The long-term success of Clayton relies on both the community and economic development working in unison for the common good of the City as a whole. 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 our community.

At the beginning of 2018, staff created a list of goals and objectives which we referred to throughout the calendar year. This was done to ensure we stayed on task and continued to follow the greater scope of the development department’s mission. The following is the list of the goals described in last year’s report for 2018 and the status of each task.

2018 Community Development Goals and Objectives

Code Enforcement

1. *Continue with proactive enforcement.* The proactive code enforcement program continued to be highly visible in the field in 2018. Clayton issued 863 violations in 2018, consistent with what has come to be expected over the past three years.
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.* This new list was created in February of 2018. 11 months into the project, 33% of the properties have been brought into compliance, with another 50% of the properties having pending court dates. The remainder of the properties are working with code enforcement to bring their properties into compliance.
3. *Identify another neighborhood to perform a neighborhood walk during the evening or weekend.* The Seville neighborhood was selected and the weekend walk-thru was conducted, with an emphasis placed on storage of trash receptacles and junk vehicles.
4. *Continue identifying dead trees in the right-of-way.* Staff identified almost 20 dead trees in the right-of-way in 2018.
5. *Go through the vacant property database and update the status of each property.* This was a winter project for code enforcement and was successfully finalized by the spring of 2018.
6. *Organize the pre-sale inspection filing system.* This was a winter project for code enforcement and was successfully finalized by the spring of 2018.

7. *During the winter months, we will be looking at doing a sign inventory for all existing signs in the City.* Pictures were taken of all existing signs last winter.

Grants

1. *Look into a possible CDBG application for residential purchase and demolition projects along N. Main Street.* Staff worked with Montgomery County Community Development staff on this project. It was determined Clayton would need to acquire the properties prior to submitting a grant application for demolition services, due to the time constraints of such a project. Staff is going to be working in 2019 to identify properties that are eligible for purchase along N. Main Street that could then be placed in a CDBG Demolition Project at a later date.
2. *Work with Montgomery County Engineer's Office to make the SR 49 Infrastructure OPWC application stronger.* Staff contracted this grant project out to Choice One Engineering for them to complete and submit the application. They also worked on an Ohio Safety Grant for the Hoke/Salem intersection which they successfully were awarded. Unfortunately, the SR 49 OPWC grant did not receive funding again this year.
3. *Determine if we want to move forward with the National/Haber OPWC application.* Staff decided to move forward again with this application and Clayton contributed additional resources towards the application. However, we did not receive funding once again for this project application.
4. *Complete the Comprehensive Land Use Plan to finish out the Land Bank Planning Grant.* This project was completed and adopted in the spring. To finish out the Land Bank Planning Grant, staff presented the project to the Land Bank Board. They were very happy with the success of the project.
5. *Identify other grant opportunities for the overall improvement of Clayton's community.* Staff submitted grants to the CDBG for ADA ramps, Ohio's PDAC Application for both Meadowbrook HVAC

improvements and service department equipment and we also looked at possible grant opportunities through the Ohio TAP program and the MVRPC STP program.

Community Outreach

1. *Continue the Sweep Clayton Clean events, including the Shredding and Tire Drop Off events.* All four events were successfully carried out in 2018.
2. *Continue to identify opportunities to partner with local organizations for community events.* We continued to help the Northmont Chamber of Commerce whenever a possible partnership became available and we also participated and presented at the Northmont Rotary and the First Tier Suburbs.
3. *Improve upon our existing outreach programs.* We created the new Clayton Government Academy and proposed a new community outreach video program which is kicking off in 2019.
4. *Improve the VIP Program in order to get more citizen engagement and participation.* This project wasn't as successful as the other programs. We actually received less citizen engagement this year for the VIP. We'll be looking into ways to improve this in 2019.
5. *Continue our social media presence.* Staff increased our social media presence by adding Twitter, Next Door and LinkedIn to both the City of Clayton and Meadowbrook at Clayton's platforms.

Land Bank

1. *Continue to identify DIY eligible properties which are good rehab candidates.* We continue to monitor eligible homes on a monthly basis. The last NIP home was also demolished by the Land Bank this year.
2. *Continue to work with residents who desire to acquire tax delinquent properties next door to their existing residence.* There are several property owners presently working with the Land Bank to acquire

tax delinquent properties where structures formerly stood. We razed the structures as part of grant project and have put the neighbors in contact with the Land Bank.

The following sections provide more detailed information on various community development projects completed by staff in 2018.

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.

In the City of Clayton, Darryl Swafford is the community's code enforcement officer. Darryl began to aggressively establish a baseline for the code enforcement program in 2016. 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. Over the last three years this number has jumped significantly. The violation statistics for 2018 demonstrate what is now considered as a

more realistic number for Clayton, in that there were eight-hundred sixty-three (863) violations issued throughout the city. Working with property owners after they've been notified of the property violation is a major component of our program. We've found this is the most successful method in obtaining compliance, demonstrated by improving the level of compliance from only 50% in 2015 to 88% in 2018.

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 last several years to address these specific circumstances. As with other aspects of code enforcement, staff consistently used the nuisance and bulk item legislation in 2018 to gain quicker compliance for violations. Staff initiated eight (8) nuisance cases in 2018, with the Service Department needing to abate three (3) of those properties compared to two (2) abated properties in 2017.



Examples of properties brought into compliance through our proactive code enforcement program in 2018.

One of the promising things observed in 2018 through the code enforcement program is although the numbers are generally consistent when compared to 2017 numbers, they were in fact slightly less in 2018. Staff believes this is a result of people becoming more educated about the codes and regulations as well as what the expectations are for being a responsible property owner in Clayton. The most significant decrease in usage of a 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. However, there were only twenty-nine (29) properties posted for bulk trash in 2018, demonstrating a decline of almost 50% from the year prior. The Service Department only had to abate three (3) of those bulk properties in 2018, signifying residents continue to voluntarily bring their properties into compliance at a high rate (almost 90%).

In the early winter, staff created a master list of historically problem properties in Clayton. This is the second time such a list has been compiled over the past three years, after compliance was gained for 85% of the properties on the original list. The properties included on the list are the worst of the worst due to absentee or unresponsive property owners. Traditional methods of working with the property owners have failed to gain compliance and these properties are

known within their respective neighborhoods as nuisances. Staff works hard in tracking down the property owners as well as working with the constraints of the local court system to attempt to gain compliance. Twelve (12) properties were added to the new list at the beginning of 2018 and compliance has already been gained for 33% of the properties. 50% of the remaining properties continue to work their way through the court system. Staff is optimistic compliance will be gained for most of these properties in 2019.



Examples of properties brought into compliance through our proactive code enforcement program in 2018.



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.

In addition to Darryl conducting daily property inspections throughout our City's boundaries, he was proactive this past year in continuing our dead trees in the right-of-way program. Coupled with our Service Department, we identified twenty (20) trees in the right-of-way which were dead or diseased and posed an immediate threat to the public infrastructure. That number represents a decline of over 50% when compared to 2017 and demonstrates Clayton being able to remove most of those troublesome trees from the public right-of-way over the last few years. Of those trees that were originally cited this year, 55% have already been brought into compliance.

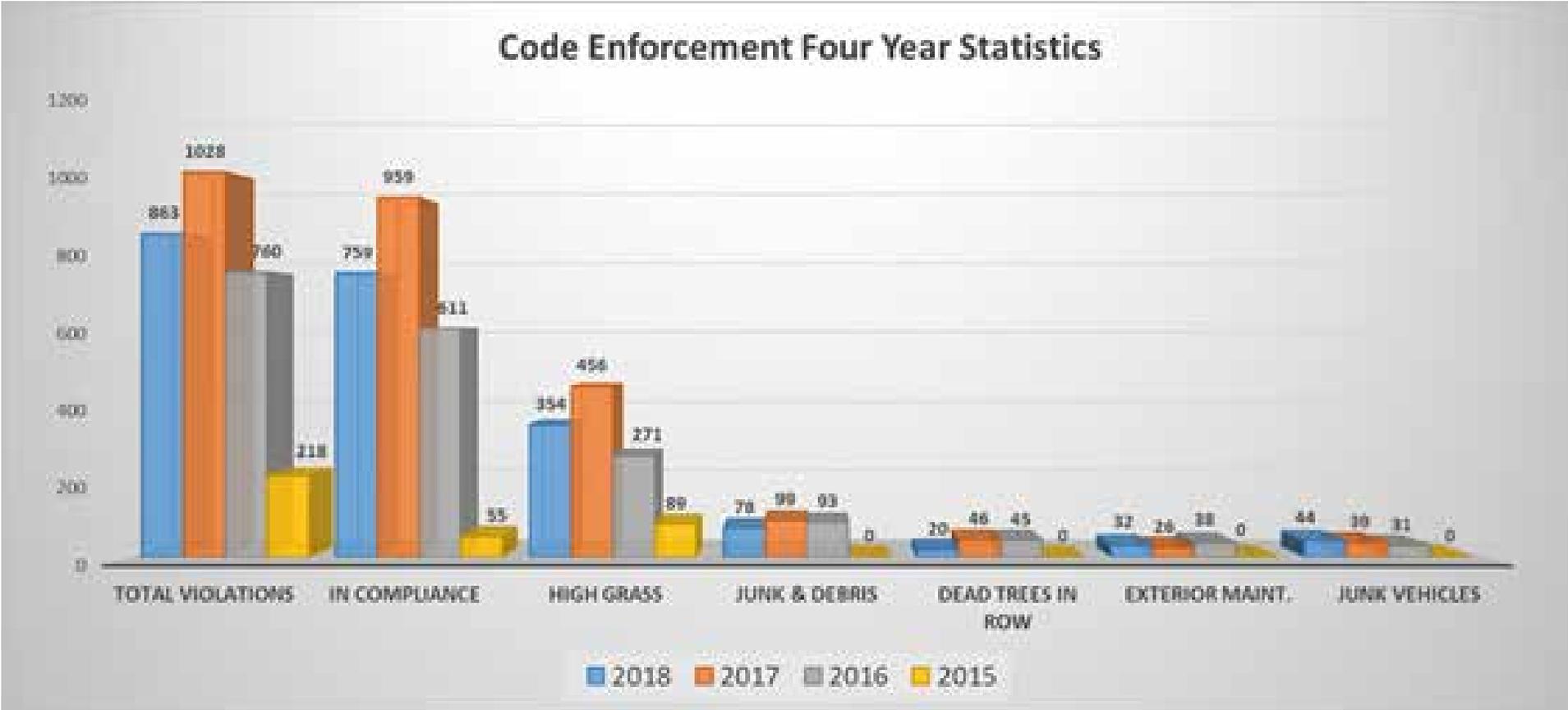
Finally, Darryl also performs pre-sale inspections for Clayton. This is an important aspect of code enforcement in that it ensures properties are free of any property maintenance violations prior to the property being sold to a new property owner. It also gives the City the opportunity to more thoroughly 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. Property owners authorize city staff to inspect the exterior of the property when they submit the pre-sale application with the City. Many issues that may be hidden in the rear yard are now addressed via the pre-sale inspection process. In 2018 Darryl performed one hundred and ninety-one (191) such inspections, which is



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 90% of the time the properties are cleaned up and brought into compliance without the City having to take additional steps.

again consistent with the past two years in Clayton. One hundred thirty-one (131) of those inspections passed, sixty (60) failed and seven (7) properties had transfer of responsibilities signed.

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



Four-year code enforcement statistics: 2015-2018.

Grants

Grants provide municipalities resources to address identified areas of concerns throughout the community. There are different organizations throughout our region which make grants available to local jurisdictions for community improvement projects, infrastructure initiatives and long-range planning. The Development Department continued working on grant projects throughout 2018; from grants previously awarded and on future grant applications. Below are summaries of each project.

Planning Grant:

This project will be touched on in greater detail later in this report, however, the Montgomery County Land Reutilization Corporation (Land Bank) awarded the City of Clayton with a \$50,000 grant in 2016 to be applied towards the PLAN Clayton project. This planning project took over 18 months to complete, however the final plan was approved and adopted by City Council in the spring of 2018. Staff subsequently presented the project to the Land Bank Board, all of whom were very impressed with the quality of the final product.

MVRPC STP Grants:

The City of Clayton's Service Department has worked diligently over the past three (3) years to implement the new road and gutter replacement program in the residential plats of our city. That program was completed by the end of 2018 and the concentration will now be placed on 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) at the end of 2017. There were three areas designated by the Service Department in need of those funds: Hoke Rd., Wenger/Salem Street and Garber Road. In total, Clayton requested \$536,098 in funding while committing \$327,184 towards the projects.

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.

Early in 2018, because of the STP application submitted by the Development Department staff, Clayton was awarded \$190,438 to resurface Hoke Road. This grant will pay for almost 66% of the entire project and will begin in 2019.



North & South Hoke Rd. respectively.

2017 PDAC Grant:

At the end of 2017, staff submitted a grant application to the Dayton Development Coalition's regional Priority Development & Advocacy Committee (PDAC) for funds for new HVAC units at Meadowbrook at Clayton. Staff requested \$300,000 to replace the twelve (12) aging units to assist in upgrading the event facilities to better accommodate the campus for public outreach activities. In early 2018, staff was notified Clayton was awarded \$100,000 for this project, which was started at the end of 2018. By mid-2019, Meadowbrook will have half the units replaced with more energy efficient models making the facilities more accommodating to the community at large.

2018 PDAC Grant Applications:

Based on the success of the 2017 PDAC application, staff submitted a second application for HVAC units for Meadowbrook at Clayton in 2018. This application represented Phase II of the HVAC project and requested an additional \$100,000 to move the facility to all new heating and air units. If awarded, this project will go a long way to completing the total updating of the heating and air units at Meadowbrook at Clayton's campus.

Staff submitted a second PDAC application in 2018, which was a multi-jurisdictional application with the cities of Trotwood and Brookville. This application requested \$165,400 to help purchase a new non-fiber package mainline camera system to assist our three communities in doing underground infrastructure inspections. This new equipment, if funded, will assist in quicker response times to infrastructure failures as well as significant cost savings by identifying specific failure locations for more accurate repair considerations. The new system will be shared between the three jurisdictions, allowing each municipality to respond to infrastructure emergencies immediately and assist in determining the most appropriate and cost-effective repair by locating the exact location of a failure. Currently extensive extra repair work and supplies are used when the exact location of a failure is unknown. Additional time and employee resources are also used and the repairs which could be made in hours or days can sometimes take

weeks. This new camera system will allow our region to be much more efficient with not only our time but also our resources, allowing us to respond better for our residents and business community as whole. This system will make our community a better place to call home and a more attractive region to do business. If awarded, the three communities would be responsible for the remaining \$40,000 balance to be split evenly between the three communities.

Staff will be notified in early 2019 if either of the PDAC grant applications have been awarded.

2019 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 2019 to continue working towards bringing the entire City of Clayton into full compliance with the ADA standards.

The goal of the new project is to install handicap accessible ramps in the remaining areas of the city that don't currently have ramps. Staff applied for a Community Development Block Grant (CDBG) grant in the amount of \$65,000 to assist in funding this project for 2019 and subsequently was awarded a \$40,000 grant from Montgomery County. This project should be completed by the Service Department by the end of 2019.

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 our residents an opportunity to clean up their properties and dispose of material without having to pay associated hauler and disposal fees. 2018 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. We held this event in May and October of this year with great success. Our City volunteers from every department, along with our 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 and elected officials make the Sweep Clayton Clean events great every year.

We also organized a "Shredding Event" in July of 2018. This event provided City residents the opportunity to drop off personal documents that were shredded off 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 2018 Shredding Event was another great success.



The 2018 Tire Drop Off Event removed dozens of abandoned tires from the Clayton community.

The final event included under the “Sweep Clayton Clean” umbrella is the “Tire Drop Off Event,” which we held for the first time in two (2) years in 2018. This event works towards removing old and used tires from the community. Over the past five (5) 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, we held off on doing the event in 2017 but did receive a reasonable number of tires from the community during our event this year. We combined with the Montgomery County Combined Waste District for the containers for the tires and staff again volunteered to help our residents during the actual event.

VIP Beautification Program

One of the goals of 2018 was to move the VIP program forward with continued community participation. The VIP is an important community outreach because it recognizes residents and property owners who have worked hard on beautifying their homes to make the community a wonderful place to live. We’ve broken the program into four sections: Spring, Summer, Fall/Halloween and Holiday. The Spring and Summer awards were used to nominate and vote on homes with beautiful flower gardens and other traditionally landscaped features. We had ten (10) properties nominated for the Spring and thirteen (13) nominated for the Summer. For the Fall/Halloween we had properties nominated for festive fall and Halloween decorations. We received fourteen (14) 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. Unfortunately, we only had two (2) properties nominated for this period.



The Spring VIP winner at their property on Old Salem Rd.

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 they can incorporate with their landscaping the following year. All properties which were nominated but didn’t win received a letter from the City congratulating them on being nominated. The program was successful in recognizing the hard work of our residents, however, staff will look for new ways to get the public more engaged in this program in 2019.

Costumes and Carvings

2018 was the third year we hosted a fun day of activities centered around Halloween called Costumes and Carvings. Wetzel Farms donated one hundred-fifty (150) mini pumpkins to the event and Meijer and Kroger both donated gift cards for carving supplies and goodie bags for the communities’ children. We had over a hundred (100) children and family members attend the event at Meadowbrook at Clayton. All the kids were able to carve/paint a pumpkin & received a goodie bag as well as participate in the costume contest. Awards were given to each winner in each age group for the pumpkin carving and costume contests. Staff and elected officials from Clayton once again volunteered their time to make this event a great success for all the families attending.



2018 Costumes and Carvings at Meadowbrook at Clayton.

Taste of Northmont

An event staff had been wanting to do for quite some time was something to assist in bringing awareness to the local restaurant scene. Working with the Northmont Area Chamber of Commerce, staff helped create the “Taste of Northmont,” which is a community event residents in the Northmont community can purchase tickets to and sample all the different culinary options Clayton and our surrounding communities have to offer in one place, Meadowbrook at Clayton. The first Taste of Northmont occurred in January, 2018 and was an incredible success with over 300 residents attending and sampling food from twelve (12) vendors along with drinks from Warped Wing and Heidelberg. This event was not only successful in highlighting the local restaurant scene, but also in bringing Northmont residents into Meadowbrook at Clayton to observe interior improvements and renovations at the event facility. Staff is working with the Northmont Chamber again for the 2nd Annual Taste of Northmont in early 2019.



The community came together for a great time at the first ever Taste of Northmont in 2018.

Clayton Living

Early in 2018, the Development Department assumed the responsibility of the city’s newsletter, including writing all articles, coordinating topics with department heads, designing every edition and ensuring the printing and delivery was accomplished appropriately. The department saw this not only as an opportunity to assist in marketing the city to its residents and existing business community, but also to the development and real estate professionals outside Clayton.



The Spring edition of the new Clayton Living newsletter.

One of the first things accomplished by staff was a complete overhaul of the optics of the newsletter. The newsletter was renamed “Living Clayton” to take advantage of all the great things occurring in the city. The overall visual appearance of the newsletter was also changed to be brighter with more pictures. The underlying theme of all the articles transitioned to promoting the positives of living and working in Clayton. The cover of every edition concentrates on a major city accomplishment and the following articles work to reinforce the positives of living in Clayton. Staff also made the decision to add two additional editions to the newsletter format, in electronic format only. The electronic editions went out in the summer and winter months while the traditional spring and fall newsletters continued to be mailed out to every resident. Staff also developed a new mailing list of developers and real estate professionals which the spring and fall newsletters are now mailed to and every edition is now heavily promoted on the website and social media platforms.

Parks Advisory Commission

Another added component of the Development Department in 2018 was beginning to work with the Parks Advisory Commission. Staff took this over in July of this year and we hit the ground running with their existing programs as well as began working with the board members in having conversations about implementing the different parks components of the PLAN Clayton Implementation Plan. Working with the Parks Advisory Commission is a natural fit for the Development Department because of the community outreach component in working within the parks on different types of programming and helping to develop a stronger parks system for all our neighborhoods.

Some of the existing programs staff worked with the Parks Advisory Commission on was the annual Labor Day Fireworks Festival and Breakfast with Santa. Staff was able to spearhead both programs in ensuring both events continued to run smoothly for the public at large. Both programs continue to be strong outreach programs and have developed into annual highlights for our residents. A new program developed this year by the Parks Advisory Commission was the Movie in the Park at Meadowbrook at Clayton. This free program was successfully rolled out in August this year, the week after school went back into session at Northmont. This event provided a free entertainment opportunity for the community at large while also exposing Meadowbrook to some

community members who had never been to the Meadowbrook at Clayton campus. Staff is going to work with the Parks Commission to have two events in 2019, one at the end of the school year and one at the beginning again.

Finally, staff worked with the Parks Advisory Commission on implementing new initiatives within the Clayton parks system. There were several preliminary discussions between staff and board members about various projects needing to be studied and researched in terms of funding sources and those conversations will begin to lead to actual projects in 2019. Staff will work closely with the commission members to melt their ideas with the projects listed in the PLAN Clayton Implementation Plan to one cohesive plan forward. One project which was accomplished in 2018 by the Commission was the planting of 16 new trees in Northview Park to replace the ash trees which were removed over the past two years due to disease and decay. The trees were purchased through generous donations from the local business community.



The first Movie in the Park showed "Coco" to almost 150 Clayton residents on the Meadowbrook at Clayton driving range.



Ron Nunnari | AIM Media Midwest

The Englewood Independent ran a nice story, along with this picture, on the new trees the Parks Advisory Commission were able to get planted in Northview Park in 2018.



Breakfast with Santa was another successful program put on by the Parks Advisory Commission this year.

Marketing Meadowbrook at Clayton

The marketing at Meadowbrook at Clayton transitioned to the Development Department staff in July of this year and staff began working immediately on several different projects to help bring awareness of all the different things occurring at Meadowbrook. Below is a quick summary of several of the new initiatives implanted by staff during the last six months of the year.

- *Re-branding:* One of the first items was developing a subtle new branding for Meadowbrook. The Meadowbrook at Clayton logo was changed in August, becoming a more compact “golf ball” size optic with the words “public golf course and event facility” around the bottom. We believe this helps fit the logo in marketing pieces, but also subtly reminds people of the golf course when they see the logo. We also wanted to move the building from being identified as a “banquet facility” where people think of only large parties to an “event facility” that can host a wider arrange of events. The logo was rolled out subtly electronically and on all our new marketing pieces throughout the last half of 2018.



The new Meadowbrook at Clayton logo.

- *Updating Website & Social Media:* The second background piece was updating both Meadowbrook’s website and social media presence. The website was updated with new descriptions, adding more pictures of the facilities and venue rooms and we laid the website out in a more user-friendly format with new headers at the top of the page as well as places for current events and specials. Staff also began utilizing the website calendar, so visitors can view which dates are available for future events.

In terms of social media, staff initially worked on a consistent presence on the existing Facebook page. We continue to work on having more consistent posts engaging the public with information about what’s going on at Meadowbrook, including the fact Clayton residents receive 20% discount if they book the event facility. The Facebook page also ran several contests to drive new followers to the page. This initiative was successful in increasing the followers by almost 75% over the past six months. We also created new Twitter and Nextdoor pages which reach different demographics than Facebook and which are updated the same time as the Facebook page. Finally, staff now continuously works on adding content to the website and social media to keep these platforms current and fresh.

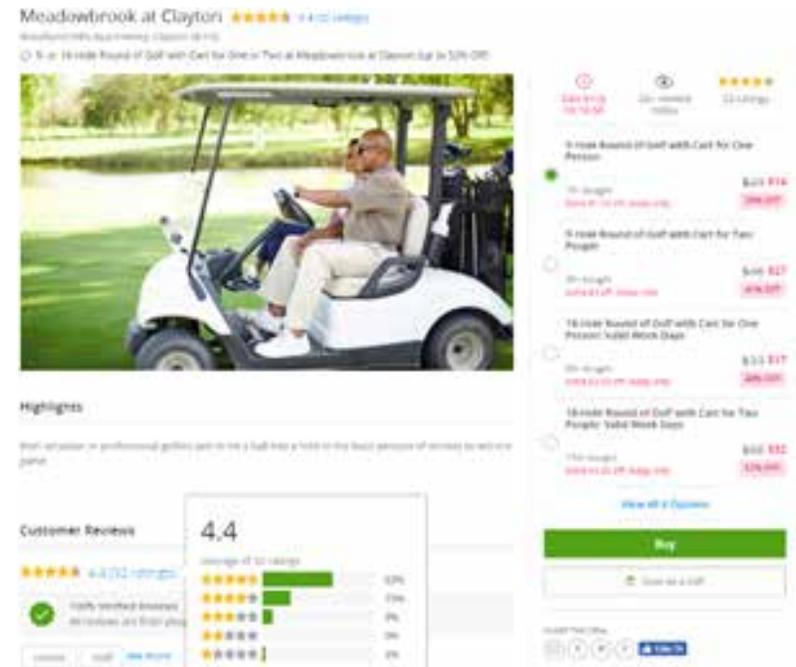
- *Northmont Town Money Saver:* Starting in July, staff began working with Northmont Town Money Saver to have a more regular presence in their monthly advertisement magazine that goes to every household in the Northmont community. This marketing piece is concentrated on the Northmont region and is the one piece we use exclusively for Northmont; it gets Meadowbrook exposure to almost every Northmont household monthly. Our goal for this year was to expose Meadowbrook at Clayton to the Northmont community to make sure people know Meadowbrook



October’s Northmont Town Money Saver Advertisement.

is now a public facility. Every advertisement in the monthly magazine has at the top *“Open to the Public. Now Owned by the City of Clayton.”* Staff also began placing *“We Are Your Club”* in the advertisements. It’s another minor addition, but something we believe will assist in getting the word out to the local community that Meadowbrook at Clayton is open to the public and is no longer a country club.

- **Buy Golf for Half:** One of the marketing initiatives finalized in the summer was the “Buy Golf for Half” promotion. This promotion basically was a trade for Meadowbrook and worked on exposing the course to a wider golfing population and to help spread the word that Meadowbrook is now a public course. We provided the company with coupons they were able to sell for rounds of golf at half price and they provide us with radio advertisement time on the local ESPN radio station.
- **Groupon:** Staff also rolled out a Groupon marketing program in the middle of the summer. We worked on developing reduced rates through Groupon during the times of the week when our regular play was the slowest. We had 367 coupons purchased through Groupon. Bill believes the split between “regular” golfers and “new” golfers was probably around 50/50, so we were able to attract approximately 183 new people to the golf course through this marketing initiative in 2018.
- **Email Blasts:** The last piece we concentrated on this year for the golf course was a more aggressive email campaign. Over the past two years Meadowbrook staff has worked hard on gathering as many emails from golfers who play the course. This includes players from outings or people that play for the first time. We now have over 2,200 emails in the database which we can reach weekly through various email blasts. The last six months of the year was spent working with Meadowbrook staff in consistently sending these weekly email blasts. We used the emails to let people know about new golf tournaments, the monthly deals as well as city events. We also used this aggressively to promote the new simulators. One of the things staff did to make this process easier for the golf course staff was creating new templates, with our new logo and different backgrounds which information could easily be inputted in to create the new unique email. As with everything we’ve strived to do over the past six months, our goal is to create consistency with the weekly email blasts.



Groupon Marketing for Meadowbrook – Notice the Customer Ratings.



An example of an email and social media marketing post at the end of 2018.

- *The Knot:* There were two major initiatives staff undertook to assist in the marketing of the event facility, outside of the specials ran in the Town Money Saver and the social media promotions. The first project was creating a storefront page on the electronic platform "The Knot." This website is the largest digital site in the United States used by brides and grooms in selecting reception and wedding ceremony locations. This is a paid service and Clayton staff worked with staff from "The Knot" to create a page which is both enticing to perspective parties but also easily gets people to our newly formatted website and social media platforms to see how great Meadowbrook is. To date, our storefront has had 311 unique visitors, 80 page saves (people are bookmarking to go back to later) and 19 total leads which Adrian is currently working with.
- *Dayton Wedding Magazine:* The second marketing project staff worked on during the summer months was with Dayton Wedding Magazine. This inaugural publication is an actual bridal magazine available to everyone in the Dayton metro market. We were able to once again use the pictures from the staging earlier in the year for this project. This is the type of magazine people can pick up for free at a supermarket or local grocery store and they also have a website people can view the material on. This was another marketing project where we paid for the advertisement pieces, however we believe it's imperative to reach the local audience in various methods and there is still a significant population that pick up hard copies of magazines to look for venues for their weddings.
- *Videos:* Finally, although this is a combined project between the event facility and the golf course, staff finalized new videos of both parts of Meadowbrook this year. Both videos are 60 seconds long and are done using video and drone technology. The golf course video is a cool aerial view of Meadowbrook and the golf course and gives people a great look at why Meadowbrook is so special. The event facility video gives potential clients a look at the ambiance of the facilities inside. Both videos were able to take advantage of events previously booked at the site, so viewers get to see an accurate layout of what an event will look like. The videos were put on our website and on our social media pages late this fall. They were one of the most popular posts on social media this year.

Clayton Government Academy

The City of Clayton Government Academy was one of the new community outreach projects rolled out by the Development Department in 2018. The six (6) week course was considered an absolute success by all the participants and the different department heads who presented during the course. The Academy is simply an opportunity for city staff to pull the curtain back on what goes into the day to day operations of the City of Clayton. Residents can learn and interact with all the different city departments and learn a wide variety of daily functions, from fire and safety to fiscal responsibility. The program was intentionally as interactive as possible, allowing residents to be able to ask questions throughout each presentation, tour different areas of the Clayton campus, be introduced to exciting new pieces of equipment and really get to experience all the different aspects of local government.



A couple of the sessions during the inaugural Clayton Government Academy.

Community Presentations

The Development Department went out into the community several times throughout 2018 to speak to different community groups regarding development in Clayton. City Planner Jennifer Barclay assisted a local elementary class in a civics class project, specifically their class project on city planning. Jennifer discussed the PLAN Clayton project and helped students discuss everything that goes into planning the future of a city.

Staff also had the opportunities to speak to different civic groups, specifically the Northmont Area Chamber of Commerce, Northmont Rotary Club and the Montgomery County First Tier Suburbs Consortium regarding new development projects and community outreach initiatives taking place in Clayton. Each opportunity to speak to a different group gives the development staff the platform to reach new and different demographics and to help explain why Clayton is a great place to live and do business.



Development Department staff presenting new development projects at various community groups' meetings.



The rehabbed gazebo in the Old Village of Clayton.

Old Village of Clayton

Over the course of 2018, the Development and Service Department staffs worked with a community group of interested residents in the Old Village of Clayton. The neighbors are interested in bringing community pride back to their small section of Clayton and they undertook several community initiatives to accomplish this goal. Some of these projects included rehabbing the community's old gazebo, which stands in the middle of the neighborhood, as well as organizing several different functions such as a neighborhood picnic and holiday caroling event. Staff has also met and discussed with the group about the possibility of eventually designating this area as a historical zone to help receive federal grant dollars. Staff will continue to work with the group moving towards the future and continue to assist them as they work on building their community up through local projects and friendly fellowship.

Fire Trust Program

City of Clayton has always participated in a fire trust program, which ensures resources are submitted to the city from insurance companies in the event of a structure fire in the city. If the property is not brought into compliance by the property owner, those fire trust funds can then be used by the city to either raze the building or do the necessary repairs to bring the property into compliance. When a property is brought into compliance by the property owner, those funds are subsequently returned to the property owner. Unfortunately, 2018 proved to be a busier than normal year in terms of the number of

structure fires occurring in Clayton and the Development Department partnered with the Fire and Fiscal Departments to ensure compliance was met with the fire trust program.

Although this program is normally voluntarily complied with by the insurance companies, The Development Department had to issue three (3) warning letters to property owners and insurance companies to bring their properties into compliance with the fire trust program throughout the year. The biggest benefiting property of this program was 6100-6108 Taywood Road. This property, which was a multi-tenant apartment complex, had a significant structure fire early in 2018. After sitting untouched for almost a half a year, our staff became involved and began contacting both the owner and the insurance company. Staff finally issued an "Unsafe Notice" to the property owner after he refused to respond to the initial inquiries. After finally securing the fire trust from the insurance company, the property owner was highly motivated to bring the property into compliance. After several months of working with the property owner, the dangerous structure was razed, and the property was fully in compliance with Clayton codes and regulations by December.



The apartment complex at 6100-6108 Taywood being razed after a structure fire at the beginning of 2018.

Public Information Officer

As part of the city's desire to always be prepared for any circumstance, Clayton's Fire Department staff began putting together detailed plans and roles for the city's "Emergency Response Program" early in 2018. As part of these plans, the Development Director Jack Kuntz was identified as the city's public information officer. Throughout 2018, as part of this new role, the development director not only attended trainings to better prepare for the event of emergency response scenarios, but he also became the liaison between the city and the local media outlets. He was in weekly contact with the Dayton Daily News, proposing new story ideas that painted Clayton in a positive light, but was also the staff person who provided interviews in the event of general questions about the City or at ribbon cutting events for new

businesses. He also began preparing press releases for a variety of events, including the mock school shooting at Northmont Middle School, press conferences and inclement weather events. This new role also allows the Development Department to maintain the positive image desired to promote Clayton to our residents as future development groups.

Expanding Social Media

Over the past four (4) 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 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 continues 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 Next Door. This year Jennifer created Twitter accounts for both the City and Meadowbrook at Clayton. These platforms reach different demographics within our community, but they are all important ensuring we do everything to communicate with the public at large. Jennifer has created a presence on social media which has now become a significant strength of Clayton.

2019 Community Outreach Videos and Spotlights

The final component of our community outreach is something that will be ultimately rolled out in 2019 but is something staff worked on in 2018. Throughout 2019, Clayton will be releasing outreach videos on our social media platforms and the city's website explaining different roles and functions of the city. Examples of some of these videos include tax assistance, snow plowing, the day in the life of a firefighter and Meadowbrook's new golf simulator's. Our staff will be working with our new consultant to release two video's a month throughout 2019. We believe these videos will assist the community in finding out new information about how Clayton operates and what opportunities are available to assist them daily.

Another project staff worked on throughout 2018 that will be released in 2019 are some spotlights in the Dayton Business Journal (DBJ) about Clayton. These articles will assist in highlighting positive development growth in Clayton, but also why the city is a great place to live and do business. There will also be spotlights on Meadowbrook to assist in generating additional corporate events at the facilities. This initiative was something staff worked with the DBJ staff on throughout 2018.

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 making 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 funded most of the PLAN Clayton project, our staff also worked with them on the NIP Program in 2018.

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 final Clayton property in the NIP was demolished in 2018. 6792 Salem Avenue was a long time vacant property which was known to attract criminal activity and trespassing to the neighborhood. After demolition services at the site, the Land Bank became engaged with the next-door neighbor to purchase the property. The new owner will include 6792 Salem Rd as part of their property and this area will now be maintained at an appropriate level.



Before and after pictures of 6792 Salem Avenue. Demolition was possible as part of the Land Bank's NIP Program.

2019 Community Development Goals and Objectives

Code Enforcement

1. Continue with proactive enforcement.
2. Continue to seek compliance with the properties on the "Clayton 2018 Problem Properties."
3. Identify another neighborhood to do 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. Look at transitioning to a new zoning and property maintenance database.

Grants

1. Begin looking at MVRPC grant opportunities for Hoke Rd. widening as well as other commercial corridor resurfacing opportunities.
2. Identify other grant opportunities for the overall improvement of Clayton's community, specifically improving commercial corridors through either widening (Hoke) or streetscape initiatives (N. Main).
3. Identify other grant opportunities to assist in SR 49 improvements.
4. Identify other grant opportunities for the various action steps in the PLAN Clayton Implementation Plan.

Community Outreach

1. Ultimate goal is by the end of 2019, have one community outreach program each month of the year.
2. Continue the Sweep Clayton Clean events.
3. Continue working with the Northmont Chamber of Commerce on their community programming, including expanding the Taste of Northmont.
4. Expand on the Clayton Government Academy in order to get additional citizen engagement. Would like to have between 10-12 residents participate this year.
5. Create a new video based marketing outreach program via social media. Contract with a consultant to do short videos a couple times a month about various initiatives within Clayton.
6. Begin implementing steps in the PLAN Clayton document with an emphasis on possible park improvements as well as park programming.
7. Create two new community outreach programs for the parks – look at possible doing a “Kickball with Cops” event at Hardscrabble and maybe an ice cream social at one of the other parks.
8. Have two (2) “Movie in the Park” events.

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 2018. 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 2018, staff created a list of goals and objectives we 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 2018 and the status of each task.

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 Development framework. The obvious goal is to have those completed by the stated end date of each item.* Staff worked throughout 2018 to accomplish the goals outlined in Year 2 of the Five Year Economic Development Plan. Please see the following for additional details.

2. *Begin working on the third year's goals of the Five Year Economic Development Plan framework.* Staff worked on Year 3 throughout 2018. Please see the following for additional details.
3. *Continue to work with the local business community through the Meet and Greet and Business of the Month programs.* Staff held two (2) Meet and Greets in 2018 that were well attended as usual. Staff is looking to change the location of the Spring event in 2019 to Meadowbrook at Clayton.

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 continued to do that throughout the year. Three (3) new businesses filled vacant tenant spaces along N. Main Street in 2018. There were several additional businesses which looked at other tenant spaces throughout Clayton in 2018, but those plans eventually didn't work out.
2. *Work with new end users that are looking to build new on empty sites within Clayton.* Clayton had three new commercial construction projects break ground in 2018.

Regional Partnership Goals

1. *Continue attending the regional BusinessFirst! & I-70/75 Development meetings.* Staff attended these meetings when available throughout 2018.
2. *Perform business retention visits in Clayton and enter the reports in the BusinessFirst! database.* Staff worked with the local business community continuously throughout 2018.
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 worked with the JEDD throughout 2018 and met with several

businesses to discuss the JEDD's new street light project at the end of 2018.

4. *Continue to monitor our active inventory with JobsOhio to ensure current information is available to site selectors.* Staff continuously updated our active properties on the JobsOhio site as well as the city's website.
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 JobsOhio project that came through the Zoom Prospector data base and submitted properties for every project Clayton had eligible properties for.

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."

Five Year Goals

Staff worked throughout 2018 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 works 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 time lines demonstrating what we believe

The first year was purposefully dedicated to updating and creating future development plans for the City. As can be observed below, by the beginning of 2018, all the first year's goals were met.

Year One - 2016-2017																				
Tasks																				
Task	May, 2016	June, 2016	July, 2016	Aug, 2016	Sept, 2016	Oct, 2016	Nov, 2016	Dec, 2016	Jan, 2017	Feb, 2017	Mar, 2017	Apr, 2017	May, 2017	June, 2017	July, 2017	Aug, 2017	Sep, 2017	Oct, 2017	Nov, 2017	Dec, 2017
Master Land Use Plan - funding			completed																	
Commercial Redev Strategy Villages of N. Clayton															completed					
Land Bank Partnership			completed																	
Traffic Count Studies		started early		completed																
N. Main Business Walks			completed																	
Commercial Land Site Control																				CONTINUE TO WORK ON
Demolish Structure on N. Main		started early													completed					
N. Main Overlay District		started early											completed							
Master Land Use Plan - Plan			started early																	final draft submitted
Track Tax Delinquencies																				completed and will continue to do
Marketing of Commerical Land																				completed and will continue to do
Time Frame to Accomplish Task																				
Task Process Started & In Progress																				
Task Completed	May, 2016	June, 2016	July, 2016	Aug, 2016	Sept, 2016	Oct, 2016	Nov, 2016	Dec, 2016	Jan, 2017	Feb, 2017	Mar, 2017	Apr, 2017	May, 2017	June, 2017	July, 2017	Aug, 2017	Sep, 2017	Oct, 2017	Nov, 2017	Dec, 2017

- *Village of North Clayton:* Staff has worked on establishing new commercial uses at the Village of North Clayton for the past several years. There have been several projects that have been discussed only to fall by the wayside at the end. Staff is currently working with two possible end users on possible commercial projects at the Village of North Clayton and our hope is to have concrete plans submitted for at least one project by the end of 2019.
- *Removal of Residential Blight:* There have been over a dozen blighted residential structures demolished by either the city or private property owners over the past two years. Clayton completed a Residential CDBG Demolition Project in 2017 which removed a half-dozen structures from the landscape in that project alone.
- *Vacant Farm Land:* City Planner Jennifer Barclay completed a spreadsheet of all the agricultural land in prime development areas, as specified in the PLAN Clayton document, including the owner's information.
- *Assist marketing of commercial land:* Staff consistently does this and will continue to look for new ways to help market available land in Clayton.
- *Master Land Use Plan:* Land Use Plan was adopted in the Spring of 2018 and the implementation will be a long-term project for staff.

Below is the third year with the specific list of goals and associated time frames.

Year Three - 2018-2019																				
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																				
	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

The third year of this plan was designed to begin seeing actual development projects because of the planning and building of years one and two of the plan. Below you can see the status of the third year's goals followed by brief project summaries of each item.

Year Three - 2018-2019																					
Task																					
Zoning Code Re-Write				Kickoff event was December, 2018																	
Hoke Road Development- One new retail use at site	Started in 2017			Burger King opened in Jan. 2019 and Goodwill was approved late '18																	
N. Main Street Redevelopment - Have plans for one new commercial use using new overlay specs	Plans submitted in April			N. Main Vet broke ground in the fall of 2018																	
Village of N. Clayton - Commercial use in place, res. Lots under site control				Lots went up for auction in 2018, still working on engaging commercial																	
Engaging owners of farm land																					
Salem Avenue - End user breaking ground	Casey's opened in October, 2018																				
	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	

Time Frame to Accomplish Task
Task Process Started & In Progress
Task Completed

- *Zoning Code Re-Write:* Because of the Master Land Use Plan being adopted in the Spring of 2018, City Council approved staff putting out the Zoning Code Re-Write out to bid in late summer. Staff interviewed three (3) companies and selected Calfee Zoning for the project. City Council approved this selection and Calfee Zoning held the kick-off event for the Zoning Code Re-Write in early December. This project is scheduled to be completed by early 2020.
- *Hoke Road Development:* The plan specifically calls for a new retail use at the Hoke and Salem intersection and a new Burger King broke ground in July of 2018 at the exact location. The restaurant, which is bringing between 40-50 jobs to the region opened in early 2019. There is also a new Goodwill store that was approved at the end of 2018 that will also be located on Hoke Road, although a little north of the Hoke/Salem intersection. The new location, just north of Wal-Mart will be breaking ground in early 2019 as well.
- *N. Main Street Redevelopment:* This action item called for plans to be submitted for a new end user sometime in year three. North Main Veterinarian Clinic worked with staff throughout 2018 and not only submitted new plans for the north-west intersection of N. Main and Old Salem, they broke ground in the fall of 2018. This new building, which uses the new development standards in the N. Main Street Overlay (Year One of the Economic Development Plan), is scheduled to be completed and open by the spring of 2019.
- *Village of North Clayton:* This development has been the most difficult area to gain traction. Over the past three years, staff has been in discussion with several end users looking at the possibility of new construction at the site. Although we made several strides in different areas at North Clayton, securing a new commercial construction project has not occurred, although we continue to work on it. Staff was able to successfully secure almost four acres of land for future commercial development at the site in 2018 and all the sites which were previously in probate court have since come out and have been through an auction process where several of them have sold to new property owners. Getting most of the land in the hands of property owners with future development goals can be viewed as one success at the property site for this past year.
- *Engaging Owners of Farm Land:* This initiative will be something staff begins looking at as we begin to work the PLAN Clayton Implementation Plan.
- *Salem Avenue End User:* Casey's General Store broke ground in early 2018 and opened to the public in October, bringing approximately 30 new jobs to the area. This plan task was originally envisioned for a possible manufacturing or industrial type of use, however the owners of the large tracts of land along Salem have not been willing to negotiating a reasonable price for an option on their acreage to the city. With the Dayton International Airport opening up for logistics and manufacturing uses, Salem Avenue isn't as desirable as it may have been even a couple of years ago for similar uses. Staff has been aggressive on continuing to market all the tracts of land along Salem Avenue, and we're now concentrating on a cross section of uses the market is dictating for this corridor.

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 our City. In 2018, we were happy to welcome four (4) new businesses to Clayton.

Below are the new businesses and their locations.

- Casey's General Store, 6703 Salem Avenue
- Preferred Family Dentistry, 9001 N. Main Street
- Buckeye Door Sales, 8640 N. Main Street
- Stylzes Barbershop, 7600 N. Main Street



Ribbon cutting ceremony at Casey's General Store.

Local Economic Development Progress

N. Main Street Corridor

Staff worked throughout 2018 in continuing to develop N. Main Street into the corridor which will become the central core of Clayton. Following up implementing the N. Main Street Overlay District and removing residential blight along the corridor in 2017, staff worked with a new end user, expanding the N. Main Street Tax Increment Financing (TIF) District and marketing parcels of land controlled by the City along N. Main Street. Below is a short list of projects staff worked on along this area in 2017.

1. As previously discussed, staff worked with the owners of the North Main Veterinary Clinic throughout 2017 into 2018, ensuring their new building would be first new construction site along this corridor to use the new N. Main Street Overlay standards. Permitting for this project was finalized by the summer and the project broke ground in the fall. When the project is finished, the new building will be a great example of what the future of N. Main Street will be, and an existing business will be retained and expanded within the city's boundaries. This \$1,000,000 project has gained a lot of attention throughout the community and everyone is excited for the grand opening coming in the spring of 2019.



City staff joined the team at N. Main Vet for the ground-breaking ceremony of their new facilities at the corner of Old Salem and N. Main Street.

- Staff worked with the City's Finance Department throughout 2018 to finalize the new TIF District along N. Main Street. Tax Incremental Financing Districts gives local municipalities the ability to capture the new taxes generated from the improved values of properties found within these districts. Staff desired to expand this district along N. Main Street to include all the properties that are now located in the Overly District. The goal is as more properties redevelop along this corridor, the city will be able to use the new taxes generated from the improvements to fund capital improvements, such as sidewalks and street lights, to complement the private investment. TIF funds can also be used by the city to acquire additional properties in the TIF District, which will also assist in future redevelopment efforts. City Council approved the new TIF District at the end of 2018.



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

- Site control is essential in assisting future development in any community. Clayton has owned two parcels of land along the N. Main Street corridor for several years now. Staff engaged a local commercial real estate broker in 2018 to actively list the properties for sale. We believe having the properties listed will assist in seeing these parcels redeveloped in a quicker time frame and give us the opportunity to incentivize private investment.

Village of North Clayton

The Village of North Clayton is situated on US 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 continued to plague the development through 2018 which has made sustained progress at the area a struggle, however staff did work diligently throughout 2018 to move towards some progress at the site.

- Staff worked with the North Clayton Community Authority and a few local builders at the beginning of the year to develop amendments to the original development standards to assist in making the area more attractive to the senior and empty nester population. Staff believes that specific demographic has more disposable income and are able to better afford the type of homes found in the Village of North Clayton. The crux of the amendments is to make homes that are more like "patio style" homes able to be built in North Clayton, so couples desiring to live there can age in place. The integrity of the development remains the same and the architecture features of the development did not change. The proposed changes passed City Council and we believe this change will assist in the long-term development of the site.

2. One of the biggest issues facing the Village of North Clayton over the last several years has been most of the lots have been in probate court due to the death of the property owners. 2018 saw the lots work their way through the probate court system and become available through auction. Staff worked with the auction company to market the sites in the middle of 2018. At the end of 2018, over half of the sites were either sold or under contract to private parties interested in future development projects at North Clayton. Staff is encouraged that over the next two (2) years, new development will begin to slowly take off.
3. The final piece of the Village of North Clayton project was for staff to attempt to gain site control of some of the sites. Although we did offer the auction company a proposal on several of the residential lots within the community, that offer was eventually removed when terms could not be agreed upon. However, staff was able to work through our attorneys and gain site control of almost four (4) acres of commercial land at the entrance of the development. Staff was also engaged with a community anchor throughout 2018 to possibly go in at this site, however, at this time, it appears as if the end user is engaged to go somewhere else in the Northmont community. Staff will work on finalizing ownership of the acreage at the beginning of 2019 and then will begin to aggressively market this land for an end user to help spur additional development for the future.

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 2018 saw staff working with different end users to develop these lots.

1. The first project to be finalized in 2018 has been previously discussed, Casey's General Store. Staff worked throughout 2018 with the Casey's development team to make this project as positive as possible and we're happy to now have them in our community.
2. The second project staff worked on along this corridor in 2018 was the new Burger King at the corner of Hoke Road and Salem Avenue. This project went through the entire zoning process in the first half of 2018 and broke ground during the summer months. The construction was finalized by the end of the year and was scheduled to be open in the first two weeks of 2019.
3. Although not located directly on Salem Avenue, staff worked throughout 2018 on a new Goodwill construction project which will be located on Hoke Road, about a quarter of a mile from Salem Avenue. This project, located on the lot directly north of Wal-Mart, will be the first commercial project located on this stretch of Hoke. The project had several hurdles to overcome throughout the year. The hurdles included the property needing to be rezoned from residential to business, lack of utilities at the site (they will install commercial grade well and septic), traffic concerns and the project going over budget. Through the entire process, staff continued to work with the Goodwill team to ensure the project moved forward. The final permits were approved in late 2018 and Goodwill subsequently closed on the property right before 2019. Construction should commence as soon as the weather warms up in 2019.
4. Finally, staff worked throughout 2018 in reviewing projects which were initiated by site selectors through JobsOhio that may be good fits for properties along Salem Avenue. Staff reviewed thirty-seven (37) projects sent out by the Dayton Development Coalition throughout 2018. Of all the projects reviewed, only three (3) projects met the specs of property sites along Salem Avenue. Most of the projects submitted through JobsOhio requested existing buildings which Clayton does not have. Our project submittals were all rejected in the first round due to the properties being zoned inappropriately.

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 continue and create new relationships with our business community via various projects in 2018.

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 their members different membership benefits and networking opportunities. When developing a program in early 2017, staff didn’t want to duplicate 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.

In 2018 we again held two Business Meet and Greets, one in the spring and one in the fall. Both events were held at Ray’s Wine & Spirits and were well attended throughout. The businesses that attend appreciate the informal networking opportunity and staff plans to continue this program into 2019 with some subtle changes to work on getting even more businesses to attend.

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. We have several businesses that 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 in 2017 and continued it throughout 2018. The concept behind the program is Clayton does a profile of



The Spring Business Meet and Greet at Ray’s Wine and Spirits.



An example of a social media post for the Clayton Business of the Month.

a local business three times a month on our different social media 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.

Business Welcome Packets

The new business outreach project staff worked on this year was creating Business Welcome Packets for new businesses when they come into the city. This idea came from the Residential Welcome Packets we send out to new residents every month and which we update annually. Included with the new Business Welcome Packet is a welcome letter from the director plus information about the different city departments, permitting info, phone numbers and miscellaneous tid-bits to assist them as they navigate their first year in Clayton. Staff uses these packets to introduce ourselves but also to assist the business community as they enter the Clayton landscape. The information included within the packets is valuable for the short and long-term success of every business because it provides partnership opportunities with the city and other government agencies to assist them as they grow and become more established in the local region.

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 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 BusinessFirst! regional meetings throughout the 2018 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 during 2018. 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.

Clayton staff regularly attended the normally scheduled JEDD meetings throughout 2018. The BusinessFirst! staff assisted the JEDD this year in reaching out to the district's businesses to schedule site visits. 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 JEDD Board also voted and approved the

installation of street lights in part of the JEDD District, at no cost to the JEDD businesses. Staff, along with the City's Finance Department, visited each business located in the new street lighting district, to discuss the impact of the project on the business community. Finally, staff worked with an existing JEDD business, Englewood Trucking, to find a new site to add additional storage for their existing business. Staff discussed with Englewood Trucking management a site outside the JEDD and in Clay Twp., and Clay Twp. said the site would work for the type of use the business is looking for. The business is interested in bringing this new site into the JEDD if they purchase it.

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.

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. Currently, Clayton has twenty-one (21) sites on the database and staff continues to update the sites to keep them as current as possible with pertinent details site selectors desire throughout the year.

2019 Economic Development Goals and Objectives

Five Year Economic Development Goals

1. Continue working on the third 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 fourth year's goals of the Five Year Economic Development framework.
3. Continue to work with the local business community through the Meet and Greet and Business of the Month programs.
4. Look at identifying land along N. Main Street the city can acquire to compliment other development along this corridor. Begin engaging identified property owners through a third party agent to gauge interest in selling properties.
5. Get Village of North Clayton land listed and on the active market.

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.

Regional Partnership Goals

1. Work with the Dayton Business Journal to do multiple community spotlights on Clayton in various digital and print formats.
2. Continue attending the regional BusinessFirst! & I-70/75 Development meetings.
3. Perform business retention visits in Clayton and enter the reports in the BusinessFirst! database.
4. 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.

5. Continue to monitor our active inventory with JobsOhio to ensure current information is available to site selectors.
6. 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.

Year Four - 2019-2020																				
Task																				
Land Use Plan - Incorporating new plan with econom plan																				
Land Bank NIP - Finalizing demolition specs																				
Village of N. Clayton - Planning for future residential development																				
Salem Avenue - End user project completed																				
N. Main - Looking for second end user with Overlay specs																				
	May, 2019	June, 2019	July, 2019	Aug, 2019	Sept, 2019	Oct, 2019	Nov, 2019	Dec, 2019	Jan, 2020	Feb, 2020	Mar, 2020	Apr, 2020	May, 2020	June, 2020	July, 2020	Aug, 2020	Sep, 2020	Oct, 2020	Nov, 2020	Dec, 2020

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 2018, 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 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 2018 and the status of each task.

2018 Planning & Zoning Goals & Objectives

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.* City Council approved and adopted the updated Comprehensive Land Use Plan in the spring. Staff went through the entire Implementation Plan and presented suggestions for the next 12-18 months, in terms of attainable projects, to begin the implementation of the PLAN Clayton document.

2. *Continue to implement the N. Main Street Overlay standards for new development along the N. Main Street corridor.* Staff worked with the North Main Veterinary Clinic to ensure their new building will be meeting the standards and regulations found in the N. Main Overlay District. Staff also worked with potential new businesses along N. Main Street to make sure they bring non-conforming properties closer to compliance with the new regulations.

Zoning Goals

1. *Begin discussing with administration how the Zoning Resolution re-write is going to be funded.* City Council approved and fully funded the Zoning Resolution re-write in October.
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.* Staff put out a RFP for consultants for this project in late summer and City Council approved entering into a contract with Calfee Zoning in late fall. This project kicked-off in December and will continue throughout 2019. It’s slated to be completed by early 2019. The project will incorporate the ideas found in the updated Land Use Plan with the new Zoning Code.

PLANNING

Over the past two (2) years, Jennifer Barclay took on two (2) major planning projects as City Planner. The N. Main Street Overlay project was completed and approved by City Council in 2017. The Comprehensive Land Use Plan was completed in 2018. Finally, because of the Comprehensive Land Use Plan being adopted, Jennifer began working on the update to the Zoning Resolution in the middle of 2018. This will be third major project Jennifer has taken on in as many years. When completed, development in Clayton will be accomplished with a cohesive vision but will also be much easier for developers and residents alike.

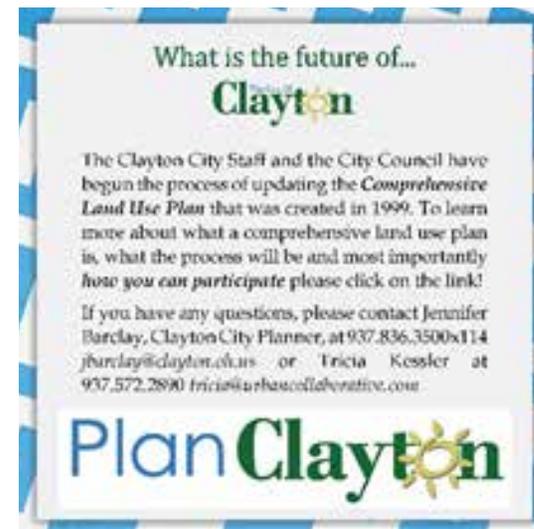
Comprehensive Land Use Plan

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 our City 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 we needed to re-establish a vision for the future of our city and the best method to accomplish this was updating our 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 2018 to accomplish the tasks we originally set out to complete. Following 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.

Plan Clayton

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 up 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.



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

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 our sign and website, flyers and email blasts. 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 things 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 2017. 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.



Citizen engagement with Urban Collaborative staff.



5. The pre-final draft and Implementation Plan were released to the public in early 2018 and the Final Plan was approved and adopted by City Council by the end of Spring.



Urban Collaborative presents the first draft of the update Comprehensive Land Use Plan to City Council and the public.

Zoning Code Update

One of the tasks found in the Five Year Economic Development Plan for Year Three (3) as well as one of the tasks found in the PLAN Clayton Implementation Plan was for staff to be working on updating the Zoning Resolution (Code). Staff presented in a workshop to City Council the benefits to updating the Zoning Code to ensure the vision set forth in PLAN Clayton and Council agree this project was imperative to ensure the future of Clayton is done in a smart fashion. Jennifer was tasked with beginning this project in the late summer of 2018. As previously mentioned, after putting out a Request for Proposals (RFP) in late summer, staff, along with representatives from both the Planning Commission and the Board of Zoning Appeals, interviewed three (3) consulting companies which submitted for the project. Staff recommend Calfee Zoning after extensive deliberations and Council awarded the contract to Calfee shortly thereafter. Calfee held a kickoff event in December for both the Zoning Code Steering Committee and City Council and they will work closely with Jennifer throughout 2019 to finish this project in early 2020



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 Code. 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 Code), conditional uses (as provided by the Zoning Code) and administrative appeals.

The following is a summary of the zoning activity in Clayton during the 2018 year.

Zoning Permits

Clayton's staff, specifically Jennifer Barclay, reviews permit applications for such residential development as new houses and accessory structures. For commercial development, Jennifer reviews the business use and new signage. For new construction, there are reviews for building location, parking layouts, sign packages and landscape & lighting plans.

Below is a breakdown for the different types of permits issued during 2018 compared to the same types of permits in 2017.

	2017	2018
Total Zoning Permits:	96	108
New Houses:	9	7
Accessory Structures:	29	29
Residential Additions:	13	6
New Commercial:	0	4
New Commercial Additions:	0	0
Temporary Signs:	11	10
New Signs:	5	5

New construction brings new investment into Clayton. In terms of new investment dollars and permits fees, 2018 provided a record year for maximums in both categories. Over the course of 2018 there was approximately \$8,987,051 of new investment in the City in terms of new construction projects (2017 was \$2,322,823) and over \$12,905 for zoning permit fees (\$4,665 in 2017).



Two of Clayton's new commercial projects under construction in 2018.

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.

Staff did work with legal counsel this year in implementing a new strategy ensuring the makeup of the boards is consistent with the desired direction of City Council. Each year, with the expiration of a board member's term, that board member can reapply if they so desire and be considered with a host of new community members who, also wish to volunteer for the board. Staff, along with a representative from the Planning Commission, interview every interested candidate and then make a recommendation to City Council. This year, board member Ann Higdon declined to be considered for another term and staff interviewed a host of potential new candidates before recommending Vance Garner to City Council. Vance will be the newest Planning Commission Board Member starting in 2019.

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 2018.

1. *Case# PC18-01: Section 1124 Definitions*

An Ordinance Approving Amendments to Clayton Codified Ordinance Section 1124 ("Definitions")

Board Decision: Approve; Vote 4-0

2. *Case# PC18-02: Section 1179 Signs*

An Ordinance Approving Amendments to Clayton Codified Ordinance Section 1179 ("Signs").

Board Decision: Approve; Vote 4-0

3. *Case# PC18-03: Section 1127 Administration*

An Ordinance Approving Amendments to Clayton Codified Ordinance Section 1127.07 ("Procedure for Conditional Use Certificates").

Board Decision: Approve; Vote 4-0

4. *Case# PC18-04: North Clayton Development Standards Planned Development Modification*

A Resolution Approving a Planned Development Modification in accordance with Clayton Codified Ordinance 1169.18 to the "North Clayton Development Standards."

Board Decision: Approve; Vote 4-0

5. *Case# PC18-05: PLAN Clayton: Update to the 1999 Comprehensive Land Use Plan*

An Ordinance Approving an Update to the 1999 Comprehensive Land Use Plan.

Board Decision: Approve; Vote 4-0

6. *Case# PC18-06: Sullivan Commercial Supply*

A request to rezone the property at 7739 & 7777 Hoke Rd. (Parcel ID#'s M60-03201-0070 & M60-03201-0071) from R-2: Suburban Residential to GB: General Business. The request was made by Sullivan Commercial Supply.

Board Decision: Approve; Vote 3-0

7. *Case# PC18-07: InSite Real Estate Investment Properties, LLC | Burger King*

A request for Architecture and Landscape review pursuant to Section 1187.18 of the Clayton Codified Ordinances at 7151 Hoke Rd. Clayton, OH 45315 (Parcel ID# M60 03201 0045). The request was made by InSite Real Estate Investment Properties, LLC.

Board Decision: Approve; Vote 4-0

8. *Case# PC18-08: Sullivan Commercial Supply*

A request for Architecture and Landscape review pursuant to Section 1187.18 of the Clayton Codified Ordinances at 7739 & 7777 Hoke Rd. (Parcel ID#'s M60-03201-0070 & M60-03201-0071). The request was made by Sullivan Commercial Supply.

Board Decision: Approve; Vote 3-0

9. *Case# PC18-09: Miami Valley Career Technology Center*

A request for a modification to a planned development pursuant to Section 1169.18 of the Clayton Codified Ordinances at 6801 Hoke Rd. (Parcel ID#'s M60-16327-0001). The request was made by Miami Valley Career Technology Center. The applicant wishes to expand the parking lot.

Board Decision: Approve; Vote 5-0

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. The BZA welcomed one new member to its board this year, Jennifer Weeks, after Ron Toke moved out of the city and resigned his seat.

As with the Planning Commission, staff worked with legal counsel this year in implementing the same new strategy ensuring the makeup of the BZA is consistent with the desired direction of City Council. Each year, with the expiration of a board member's term, that board member can reapply if they so desire and be considered with a host of new community members who, also wish to volunteer for the board. Staff, along with a representative from the BZA, interview every interested candidate and then make a recommendation to City Council. This year, with Mr. Toke leaving, staff undertook this exercise in the fall and eventually recommended Ms. Weeks to City Council. City Council also voted to reappoint Ms. Weeks to a new five-year term in 2019 after the expiration of the original seat at the end of 2018.

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 2018.

1. *Case#VAR18-01: David Martin, Uptown Comedy Club*

A Conditional Use request for a 'Tavern' to be permitted in the GB: General Business zoning district at 6556 Union Rd.; Meadowbrook Crossing Plaza (Parcel ID# M60 19101 0002). The request was made by David Martin (lessee).

Board Decision: Deny; Vote 3-1

2. *Case#AA18-02: Mary Eldred; 15 Springway Dr. Dayton, OH 45415*

An administrative appeal to the notice of violation cited on March 30, 2018 on the property located at 15 Springway Dr. Dayton, OH 45415 (Parcel ID# M60 16303 0009 & M60 16303 0010). The request was made by Mary Eldred (property owner).

Board Decision: Deny; Vote 4-1

3. *Case#CU18-03: 7151 Hoke Rd. Clayton, OH 45315*

A conditional use request for a 'Drive-in facility and restaurants fast food' located at 7151 Hoke Rd. Clayton, OH 45315 (Parcel ID# M60 03201 0045) within the GB:General Business zoning district. The request was made by InSite Real Estate Investment Properties, LLC.

Board Decision: Approve with Condition; Vote 5-0

4. *Case#VAR18-04: Gregory & Crystal Hemker; 9594 Fox. Rd.*

A request for a variance to Sections 1187 Accessory Use Standards & 1133 R-1 Open Space Residential District of Clayton Codified Ordinances on the property at 9594 Fox Rd. (Parcel ID# M60-03012-0040). The property owners request to build several out-buildings used for agricultural purposes. The application was made by Gregory & Crystal Hemker (property owners).

Board Decision: Approve; Vote 4-0

2019 Planning & Zoning Goals

Planning Goals

1. Begin implementing the action steps laid out in the PLAN Clayton 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 working with our consultant on the Zoning Code Update Project.

REPORT SUMMARY

Development is a process that is sometimes difficult to quantify due to the inherent ebbs and flows of the process. Our role is to address issues as they arise and provide programs to create a desirable community for our current population to reside long-term while attracting our 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 continued to work diligently in 2018 to address all these factors providing long-term sustainability for Clayton.

Staff undertook significant planning projects in 2018, the Comprehensive Land Use Plan and Zoning Code Update, with both projects receiving considerable staff resources throughout the year. Staff continued providing strong community outreach programs to our residential and business community, while taking on several new city responsibilities throughout the year, including the City Newsletter, the Parks Advisory Commission and marketing Meadowbrook at Clayton. The framework for the five years of economic development within the City has provided staff with a solid process to follow and we're now beginning to observe the benefits of this plan. We are 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, ensuring Clayton is a desirable place to call home.

The course of smart growth for the future of Clayton was set in

2016 and we continued to follow this outline throughout 2017 & 2018. 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 continued to grow in 2018 and will be observed in both the short and long-term future of Clayton.



Jack Kuntz, *Director of Development*

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