



DEVELOPMENT DEPARTMENT

2019 Annual Report



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2019 SUMMARY

2019 was a year of continued transition and growth for the Clayton Development Department, as several different development projects from 2018 opened their doors to the public, some continued to be under construction and future projects began peeking over the horizon. Considerable time was spent on following the Five-Year Economic Development Plan, put into place in 2016, to continue charting the future growth potential of Clayton, working on the updated Zoning Code and beginning the process of the PLAN Clayton implementation. Similar to 2017, when staff spent much of the year working on projects at the infancy stages to eventually see them take form in 2018, 2019 was a year working behind the scenes ensuring continued and sustained development will be taking place in 2020 and beyond.

As in previous years, staff continued working on developing new community outreach programming to meet our long-term goal of providing programming every month of the year to the general public. Providing such amenities to our residents is not only important but imperative to differentiate Clayton from other communities in and around our region. In addition to improving upon our classic outreach programs, Clayton rolled out the community outreach video program and the Winter Market at Meadowbrook at Clayton in 2019, while also planning the newest round of outreach programming in 2020, which will be centered around the new park improvements. The success of the community programming is paired with the success of new businesses in 2019, including new buildings opening for their respective new operators and new tenants filling vacant spaces along N. Main Street. By continuing to compliment the community and economic development initiatives within the city's boundaries, Clayton becomes stronger and more attractive for further future investment.

While continuing to concentrate on all things development in Clayton, staff worked on the additional components of the department, specifically social media & public information, the quarterly newsletter, marketing at Meadowbrook at Clayton and staffing the Parks Advisory Commission. Improvements continued to be made across the board in all facets of these projects, however the year was ultra-successful with staff working with the Parks Advisory Commission in taking on the first ever multi-faceted capital improvement project in the historical parks in Clayton. All three parks received new equipment in 2019 while also having several new items earmarked to begin being installed in early 2020. This was the first year of an approved 5-year CIP program for the parks and staff will continue growing this aspect of the development department moving towards the future.

The Development Department's ultimate goal is continuing to grow the city and never becoming satisfied with the status quo. We don't take our successes for granted, but we also realize the need to highlight 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 2019 and where we see ourselves continuing to grow as we move towards 2020.

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 according to our resident’s desires. 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 in 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 2019, 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. Immediately below is the list of the goals described in last year’s report for 2019 and the status of each task.

2019 Community Development Goals and Objectives

Code Enforcement

1. *Continue with proactive enforcement.* Darryl Swafford continue the proactive code enforcement throughout the city. Details and specifics of the success of this program can be observed in the following pages.
2. *Continue to seek compliance with the properties on the “Clayton 2018 Problem Properties.”* At the beginning of 2019, there continued to be 12 problem properties with outstanding violations. At the end of the year 8 of those properties were brought into compliance, one property owner was in court and the other three properties are continuing to work with Darryl to bring them into compliance.
3. *Identify another neighborhood to perform a neighborhood walk during the evening or weekend.* Darryl concentrated a weekend in the Cheri Lynn neighborhood, speaking with property owners about trashcan placement and vehicles parked in the yards.
4. *Continue identifying dead trees in the right-of-way.* Darryl notified the property owners of almost 20 properties about dead trees in the right-of-way.
5. *Go through the vacant property database and update the status of each property.* Darryl did this project twice, at the beginning and the end of 2019.
6. *Look at transitioning to a new zoning and property maintenance database.* This was accomplished and rolled out in April. The entire department transitioned from ZonePro to iWorQ in 2019.

Grants

1. *Begin looking at MVRPC grant opportunities for Hoke Rd. widening as well as other commercial corridor resurfacing opportunities.* Jack submitted a STP grant application to MVRPC for the Hoke Rd. Widening Project as well as a STP Resurfacing grant application for Westbrook Rd. The Westbrook Rd. application was a joint application with Trotwood.
2. *Identify other grant opportunities for the overall improvement of Clayton's community, specifically improving commercial corridors through either widening (Hoke) or street scape initiatives (N. Main).* In addition to the previously mentioned grant application to MVRPC, Jack submitted a grant application to Combined Waste for new trashcan and animal waste receptacles in the parks, a CDBG application to Montgomery County for upgrades to the Westbrook Park restroom facilities, an application to Ohio's PDAC program for the second phase of HVAC improvements at Meadowbrook at Clayton and an infrastructure improvement application to OPWC for SR 49.
3. *Identify other grant opportunities to assist in SR 49 improvements.* As previously stated, Jack and Services Department submitted an OPWC application for infrastructure improvements along SR-49 and the Service Department received a safety grant for the SR-49/ Union Rd. intersection. Both staffs also worked with the state on a grant for the intersection of Westbrook Rd. and SR-49 which should be finalized in 2020.
4. *Identify other grant opportunities for the various action steps in the PLAN Clayton Implementation Plan.* As previously stated, Jack submitted grant applications for trashcan and animal waste receptacles and restroom upgrades for the parks, both of which are on the PLAN Clayton Implementation Plan's short term goals.

Community Outreach

1. *Ultimate goal is by the end of 2019, have one community outreach program each month of the year.* Staff has pretty much accomplished this goal with the addition of the Winter Market, which provides free children outreach as part of the market from December through March. April has the annual Easter Egg Hunt, May has the spring Sweep Clayton Clean and the spring Business Meet and Greet, June has nothing at this time, but we're planning on doing a park event either with disc golf at Westbrook or kickball at Hardscrabble in 2020, July has the document shredding event, August has the Movie in the Park, September has the Labor Day Fireworks, October has the Clayton Open House, fall Sweep Clayton Clean and Costumes and Carvings, November has the Fall Business Meet and Greet and December has Breakfast with Santa.
2. *Continue the Sweep Clayton Clean events.* As previously mentioned, we had the Spring and Fall Sweep Clayton Clean as well as the Document Shredding in 2019. Given the reduced participation in Tire Recycle events, staff decided to suspend hosting and individual event but rather continue to promote the County's free tire recycle days.
3. *Continue working with the Northmont Chamber of Commerce on their community programming, including expanding the Taste of Northmont.* Staff worked with the Northmont Chamber throughout 2019, including on the Taste of Northmont and the Community Expo. Staff also introduced Meadowbrook at Clayton and gave a tour of the simulators at the monthly Chamber PINGS lunch during the summer months.
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. We were able to have 10 residents participate in the Government Academy this year, which almost doubled the first year's participation.

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. We contracted with Champion City Media at the beginning of 2019 and successfully completed this campaign in December. Staff is looking forward to continuing to work with them in 2020 on another 12 month campaign.*
6. *Begin implementing steps in the PLAN Clayton document with an emphasis on possible park improvements as well as park programming. Staff worked with the Parks Advisory Commission on purchasing new trash cans, animal waste receptacles, benches, disc golf equipment, bike racks, grills and picnic tables for the parks in 2019. Staff will be working with the Parks Advisory Commission on park programming in 2020.*
7. *Create two new community outreach programs for the parks – look at possible doing a “Kickball with Cops” event at Hardscrabble and maybe an icecream social at one of the other parks. Due to a lack of parking we were not able to successfully complete this project, but we have two events preliminarily planned for 2020.*
8. *Have two (2) “Movie in the Park” events. Due to cost constraints on putting on this program, it was decided to stick to one event in August, which we successfully carried out with over 200 people attending.*

Land Bank

1. *Continue to identify DIY eligible properties which are good rehab candidates. The one property submitted by staff to the program was deemed too far gone by the Land Bank staff in 2019. Staff will continue to monitor future possibilities.*
2. *Continue to work with residents who desire to acquire tax delinquent properties next door to their existing residence. Staff worked with any residents who contacted our office regarding such properties.*

The following sections provide more detailed information on various community development projects completed by staff in 2019.

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 four years this number has jumped significantly. However, we believe through education, proactive code enforcement practices and a continual stream of positive development projects throughout the community, property maintenance violations continued to decline for the second year in a row. 2018 saw a decline of one hundred sixty-three (163) violations from 2017 and 2019 saw another significant decrease of total violations of one hundred fifteen

(115) from 2018. In total there were seven hundred and forty-eight (748) property maintenance violations in 2019. Although the decrease in total violations is significant, much of the difference can also be explained when the total number of high grass violations is studied. During the same period, a similar decrease is observed in the total high grass violations, which can be explained with the reduction of vacant properties across the city as well as a company taking over the vacant lots in the Village of North Clayton and cutting those lots every three weeks.

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 75% in 2019.

As previously mentioned, Clayton staff works diligently with property owners to bring properties into compliance prior to taking additional enforcement steps. However, there are times throughout the year where additional enforcement is needed to clean a property up. While the overall violation numbers are down for code enforcement in 2019, the use of different ordinances at staff's disposal did rise significantly, demonstrating the benefit of having such tools at our disposal. As with other aspects of code enforcement, staff consistently used the nuisance and bulk item legislation in 2019 to gain quicker compliance for violations. Staff initiated twelve (12) nuisance cases in 2019, four (4) more than in 2018, with the Service Department needing to abate three (3) of those properties. The largest increase came with the bulk items. In 2018, staff initiated only twenty-nine (29) bulk item violations, which was a decrease from the fifty-four (54) issued in 2017. 2019 saw seventy-seven (77) bulk item violations throughout the city, demonstrating there continues to be a need for educating the public about the appropriate method of disposing bulk items, especially furniture and mattresses/box springs.

In the early winter of 2018, staff created a master list of historically problem properties in Clayton. This was the second time such a list had been compiled over the past four years, after compliance



Examples of properties brought quickly into compliance through our proactive code enforcement program in 2019.



The above property was included as part of separate nuisance abatement cases initiated by the code enforcement program. This property was brought into compliance because of the nuisance abatement program.

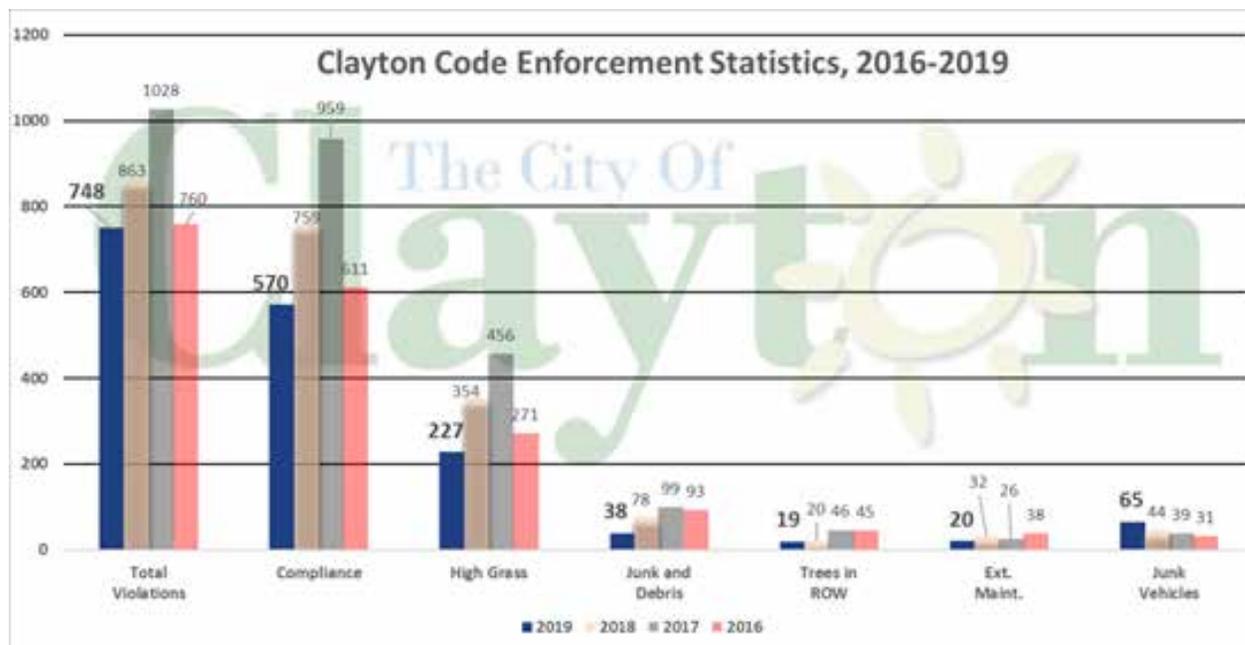
was gained for 85% of the properties on the original list. The properties included on the list are the worst of the worst due to absentee or unresponsive property owners. Traditional methods of working with the property owners have failed to gain compliance and these properties are known within their 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. Staff worked with the property owners, court system and other responsible entities to gain compliance throughout 2019. 75% of those properties (9 out of 12) are now in compliance with the rest of the properties either making significant and steady improvement or in court.

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 nineteen (19) trees in the right-of-way which were dead or diseased and posed an immediate threat to the public infrastructure.

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 2019 Darryl performed one hundred and seventy-two (172) such inspections, which is again consistent with the past two years in Clayton. One hundred thirty-four (134) of those inspections passed and thirty-eight (38) failed.

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



Four-year code enforcement statistics: 2016-2019.

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 2019; from grants previously awarded and on future grant applications. Below are summaries of each project.

MVRPC STP Grants:

Hoke Road Resurfacing Project

The City of Clayton's Service Department has worked diligently over the past four (4) years to implement the new road and gutter replacement program in the residential plats of our city. That original 3-year program was completed by the end of 2018 and the concentration transitioned to residential streets which were not included with the original program and arterial and collector streets throughout the city. To assist the Service Department in securing funding for some of these projects, Jack worked on several different types of grant applications over the last few years.

In 2019, with the assistance of a Miami Valley Regional Planning Commission (MVRPC) STP (Surface Transportation Program) application submitted by Jack in 2017, Clayton completed the Hoke Rd. resurfacing project. The final awarded amount for this grant was in the amount of \$190,438 to resurface the entire length of Hoke Road in Clayton, from Westbrook to National Roads, except for the area in front of CAT Logistics which was resurfaced only a few years ago. This grant paid for almost 66% of the entire project.

Westbrook Road Resurfacing Project

Jack and Service Department worked in unison on an additional STP resurfacing application in 2019, which resulted in a joint application with the city of Trotwood for Westbrook Road, from N. Main Street to Salem Avenue. Both jurisdictions previously resurfaced Westbrook Rd. from Union to Diamond Mill Roads a few years ago, and both jurisdictions believed such an application would be greatly beneficial to the entire northwest Montgomery County region. Jack wrote and submitted the \$499,999 grant application to MVRPC staff in 2019, which represented a request for 63% of the total funding of the resurfacing. Clayton's commitment for this project will be no more than \$200,000. This project was awarded in early 2020.



Sections of Westbrook Rd. needing resurfaced.

Unfortunately for the entire region, the 2019 Memorial Day Tornadoes devastated the entire community in the middle of 2019, diverting federal and state resources from other projects. As a result of the storms, all CDBG resources were allocated by the federal government to help assist communities throughout the region to recover from the devastation. Jack will be looking to submit a similar grant application to Montgomery County for CDBG resources for this project in 2020.



Current Restroom at Westbrook Park.

2019 Combined Waste Parks Grant:

This project was part of larger scale improvement project for the entire parks system in Clayton, but it addressed a major concern throughout the region in terms of litter and waste control. Prior to this project Clayton parks only had twenty-four (24) trash receptacles and zero (0) animal waste stations within the three (3) Clayton parks. The majority of those current trash receptacles were fifty (50) gallon beat up repurposed plastic barrels. Trash blew freely throughout the open green space creating not only an unpleasant recreational experience, but also a detriment to the storm water system by clogging catch basins and ditch flow systems in neighboring areas. Litter in local parks has been proven to have a negative impact on a person's health,

by creating a sense of anxiety and depression as well as increase safety concerns because a dirty park often leads to increase in rates in crime and vandalism. A clean beautiful park is a location where our residents need to be able to come and relax but also exercise improving their personal health. A litter filled area does the complete opposite. Jack's proposal for installing thirty-two (32) new trash receptacles (replacing everything that is currently in the parks and adding eight (8) new trash receptacles) and twenty (20) new animal waste stations would greatly assist in eliminating litter and animal waste and enhancing the public's health within the Clayton Park System. As a result of Jack's grant application, Clayton was awarded a \$15,000 grant to assist in the installation of the previously mentioned trash and animal waste receptacles. All these items were installed by the Service Department in the parks in the fall of 2019.



The Clayton Service Department installing new trashcans and animal waste receptacles in the parks.



Newly installed animal waste receptable in Hardscrabble Park.

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. Community outreach 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 seasons providing our residents an opportunity to clean up their properties and dispose of material without having to pay associated hauler and disposal fees. 2019 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 volunteers are from every department, along with our elected officials, making 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.

Staff also organized a "Shredding Event" in July of 2019. 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, will continue on an annual basis for the foreseeable future.



Staff and elected officials working July's document shredding event.

VIP Beautification Program

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. The awards are seasonal: 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 nine (9) properties nominated for the Spring and twelve (12) nominated for the Summer. For the Fall/Halloween we had properties nominated for festive fall and Halloween decorations. We received seven (7) 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. We also had seven (7) properties nominated for this period.

Every winner was recognized by the Mayor and City Council during a public meeting, received a plaque with their name and address on it as well as a yard placard they can incorporate with their landscaping the following year. The program continues to be successful in recognizing the hard work of our residents and everyone greatly appreciates all the time and effort our residents spend in beautifying their properties.



The Spring VIP winning property on Park Vista.

Costumes and Carvings

2019 was the fourth year we hosted a fun day of activities at Meadowbrook at Clayton centered around Halloween called Costumes and Carvings. Wetzel Farms, once again, donated one hundred-fifty (150) mini pumpkins to the event and Clayton provided carving tools, snacks and beverages during the event and goodie bags for the communities' children afterwards. 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 the top three (3) winners in 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.

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 second Taste of Northmont occurred in January, 2019 and was even more successful than the first year with over 400 residents attending and sampling food from eleven (11) 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 the public into Meadowbrook at Clayton to observe interior improvements and renovations at the event facility.



The community came together for a great time at the 2nd annual Taste of Northmont in 2019.



2019 Costumes and Carvings at Meadowbrook at Clayton.

Clayton Living

Early in 2018, the Development Department assumed the responsibility of the city's newsletter, including writing all the 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. One of the first items 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.

2019 followed the same goals set forth by staff in 2018 by ensuring the overall visual appearance of the newsletter continued to be bright with plenty of photographs. The underlying theme of all the articles continued to promote 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 worked hard in publishing four editions, two in print format (spring and fall) and two in electronic format (summer and winter).

Parks Advisory Commission

Jack continued to work with the Parks Advisory Commission in 2019 and had a great year in partnering with the Commission in bringing exciting improvements to the Clayton Park System. 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 projects the Parks Commission worked on in 2019 included a spring park cleanup, new trashcans and animal waste receptacles installed in the parks and new park benches, bike racks, swing sets, picnic tables and grills ordered at the end of the year and which will be installed in early 2020. Jack was also able to order brand

new disc golf equipment which was installed by the Dayton Amateur Disc Golf Association in the fall. Jack also worked with the Parks Commission in presenting a new sign package to City Council for all of Clayton and will continue to work with staff in designing a landscape plan for all publicly owned properties.

Some of the existing programs Jack 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.



The Parks Advisory Commission's Labor Day event and Breakfast with Santa continue to be huge hits with the community.

Another program developed by the Parks Advisory Commission was the Movie in the Park at Meadowbrook at Clayton. This free program was successfully rolled out in 2018 and again in August of 2019 with over 200 residents attending 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.



The second Movie in the Park showed "Small Foot" to over 200 Clayton residents on the Meadowbrook at Clayton driving range.

A new program developed by staff and sponsored by the Parks Advisory Commission was the new Winter Market which opened for the first time the Sunday before Christmas in 2019. This new partnership with the Northmont Community Market provides the region's population a location to shop local vendors and artisans during the winter months while also providing children free activities during the event. The first market saw 28 vendors sign up for the event and staff worked with kids on decorating holiday cookies, making ornaments and other entertainment options. The Winter Market will run from December through March and provides another opportunity to bring free programming to the public at Meadowbrook at Clayton.

Staff also continued to work with the Parks Advisory Commission on implementing new initiatives within the entire Clayton parks system. There were several preliminary discussions between staff and the 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 2020. Staff will work closely with the commission members to continue melting their ideas with the projects listed in the PLAN Clayton Implementation Plan to one cohesive plan forward.



The first Winter Market at Meadowbrook at Clayton in December, 2019.

Community Outreach Videos

At the beginning of 2019, staff began a new partnership with Champion City Media on creating two (2) community outreach videos every month. Staff believes this is a great opportunity to educate our community on the daily activity of the various departments in the city, but also to demonstrate all the wonderful qualities Clayton has to offer to potential new residents and businesses. Jennifer managed this program with Champion, and she worked with each department to provide new topics every month to Champion to film. Jennifer worked throughout the year scheduling various release times on social media for all the videos, promoting all the positives Clayton has to offer. Jennifer also strategically placed all the videos on the city's website for visitors to watch when looking at the city.

Marketing Meadowbrook at Clayton

The marketing at Meadowbrook at Clayton transitioned to the Development Department staff in the middle of 2018 and staff continued this project through 2019. Staff also began working with Elaine Whittman, Clayton's Assistant to the City Manager who also serves as the manager at Meadowbrook. Below is a quick summary of several of the continued and new initiatives implanted by staff during the last six months of the year.

- *Updating Website & Social Media:* Jennifer continues to work diligently in updating Meadowbrook's website to ensure the information observed on the database is as current as possible. The website is continually updated with new descriptions, new pictures of the facilities are continually added, and venue room descriptions include highlighting the amenities of each space. Staff also added multiple professionally done videos of the event facility and golf course to the website over 2019 highlighting the great appeal of Meadowbrook. Staff also began utilizing the website calendar, so visitors can view which dates are available for future events. At the end of the year, we also switched website hosts in an attempt to get even better control of the website design & content moving forward.

In terms of social media, staff continues to work hard on having a consistent presence on the various platforms. 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. Since taking over social media in the middle of 2018, Meadowbrook's followers have increased by 200%.

- *Internal Marketing:* Staff worked very hard with Adrian Jaqua and Bill Williams from Meadowbrook this year to help them create a mutually beneficial internal marketing campaign which complimented each other's services. Adrian created weekly lunch specials at the Grill which were then put in the golf cart every week so golfers knew what they could order quickly. Staff also

put a menu board on the 8th tee box so golfers could take advantage of by calling in their food order and then pick it up at the turn. Bill also worked with staff to come up with monthly golf specials which we advertised in the Northmont Town Money Saver and social media. Staff also made sure flyers and postcards were placed in the Grill and Clubhouse promoting various business and event facility specials customers could take advantage of throughout the year. Staff will need to evaluate the success of this specific campaign to determine the best path forward in 2020.

- *Northmont Town Money Saver:* For the past 18 months, staff has worked 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 monthly exposure to almost every Northmont household. Our goal continues to be to expose Meadowbrook at Clayton to the Northmont community to make sure people know Meadowbrook is now a public facility. We want every person in Northmont to think of Meadowbrook first when they're considering venues for all of the party needs. We've continued with the slogan "We Are Your Club" in the advertisements in the Money Saver but have also transitioned that slogan to marketing pieces with other campaigns. 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.



Example of a monthly special at Meadowbrook at Clayton.

A new marketing campaign we did this year with Northmont Town Money Saver for Meadowbrook concentrated on the business community. Internally we created business specials centered on weekday corporate lunches and the golf simulators. We also sent out a concentrated business mailer to businesses within the Northmont, Vandalia and surrounding zip codes specifically detailing all the various needs Meadowbrook could serve with businesses, including corporate lunches, team building events, golf outings and holiday parties. This mailer was sent out in early spring and we plan on doing something similar in 2020.



Example of a Northmont Town Money Saver advertisement.

- **Buy Golf for Half:** Staff continued working with BGFH throughout 2019. This marketing tool exposes Meadowbrook at Clayton through local ESPN radio commercials and weekly email blasts to BGFH's 15,000 customers. 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. We started the 2019 campaign heavy on the golf simulators at the beginning of the year and then transitioned to all things Meadowbrook through October. Meadowbrook at Clayton also hosted Keith Byars and three contest winners for a round of golf in August.

- **Groupon:** Staff continued to work with Groupon at the first half of 2019 but decided the cost benefit to the golf course didn't warrant continuing the relationship and we discontinued it during the fall.
- **Email Blasts:** Over the last 18 months staff has created a more proactive email presence with our exiting email lists of customers who have played golf at Meadowbrook. Multiple email blasts go on a weekly basis. Jennifer and Elaine coordinate this effort. The email blasts concentrate on upcoming specials, family events, golf simulators and business specials throughout the calendar year. We believe consistency is one of the most important aspects of marketing and we believe we've been very successful in continuing to build a consistent marketing presence in the Northmont and regional landscape.



Buy Golf for Half Keith Byars advertisement.

- **The Knot:** There are 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" in 2018 which we subsequently renewed in 2019. 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. In the past 12 months, our storefront has had 970 unique visitors, and 161 total leads which Adrian follows up with to further the conversation about renting out Meadowbrook for their wedding needs.



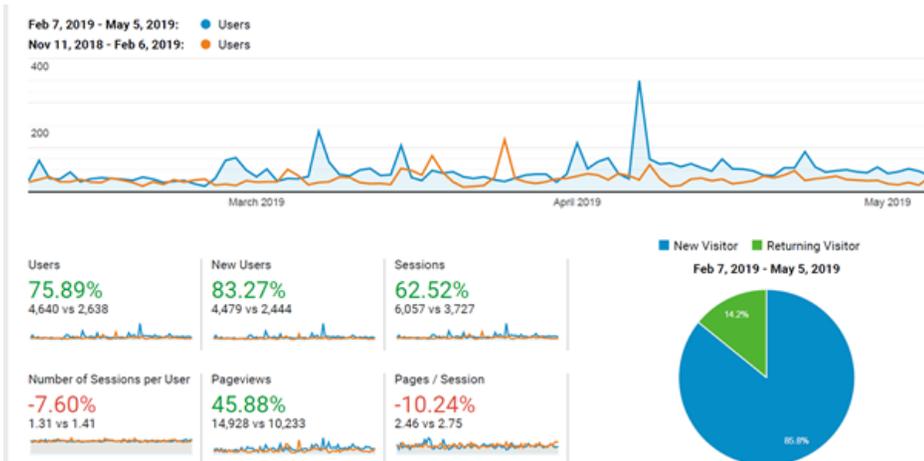
Meadowbrook's "The Knot" home page with 4.5 out of 5 star rating.

- *Dayton Wedding Magazine:* The second marketing project staff worked on for the event facility, specific for weddings, is the Dayton Wedding Magazine. Meadowbrook at Clayton was a venue sponsor in the 2018 inaugural publication and again in 2019. The bridal magazine is available to everyone in the Dayton metro market. We were able to submit new pictures and update our advertisement to reflect subtle changes which were made at the facility over the previous 12 months. This is the type of magazine people 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.



One of the three advertisements in the 2019 Dayton Wedding Magazine.

- *Videos:* As previously mentioned, staff included several new videos of Meadowbrook at Clayton to the website and social media platforms highlighting the beautiful facility and golf course throughout 2019. At the beginning of the year we included two new videos which were completed specific for the event facility and golf course individually. We followed those videos up with one specific to the golf simulators and purchasing annual passes in late winter and finally a new video which concentrated on the event facility at the end of the year. All four videos were successfully done, and we believe gives another element to the marketing campaign.
- *Alpha Media:* Staff original goal when we took over responsibility for Meadowbrook marketing was moving away from random initiatives and concentrating on items which produced actual analytics which could be observed and studied by the team when making future decisions on marketing. One of the items tried out by the team this year was a three-month contract with Alpha Media at the beginning of 2019. This campaign had the team working with the staff from Alpha Media in pushing electronic advertisements to people's cell phones and tablets regarding Meadowbrook's golf simulators, golf outings and season passes. We did the campaign at the beginning of 2019 in an attempt to increase tee times on the simulators, additional passes being purchased, and more corporate golf outings being scheduled. The campaign uses geofencing technology to find people who have visited golf courses in the past two years or who have done electronic searches for such amenities. The analytics of the program showed great promise, as the traffic to our website and social media platforms was much improved, however we didn't really receive the influx in added business as we were hoping for. Moving towards 2020, we've decided to hold off initially on doing Alpha Media and maybe looking at doing it more towards the beginning of the golf season or the beginning of the simulator season.



Results of the 3-month Alpha Media Campaign starting in February, 2019.

Old Village of Clayton

Over the course of 2019, 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. The Service Department followed up with assisting in getting the gazebo painted in 2018 to assisting in planting of new trees around the gazebo in 2019 as well as getting American flags put on utility poles throughout the area. The Development Department assisted the community by initiating a conversation with Miami Valley Lighting regarding the area getting new decorative street lights. Although Miami Valley Lighting has been dragging their feet to get estimates back to the group, city staff is excited about the continued progress being made by the community group in the Old Village.

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 and we followed up with an even more successful program in 2019. This year's class consisted of ten (10) residents taking part in the six (6) week course (2018 had five (5) residents). 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 is 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. We even had two residents volunteer for the Parks Advisory Commission after "graduating" from the class and another student who has volunteered to assist in the various community outreach projects we do as a city.



Most of the graduating class of the 2nd Clayton Government Academy with elected officials and staff.

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, Jack was identified as the city's public information officer. Throughout 2018 & 2019, as part of this role, the Jack 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. This role became very important during the city's response to the Memorial Day Tornadoes. Jack was also in weekly contact with the Dayton Daily News, proposing new story ideas which 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 role also allows the Clayton to maintain the positive image desired to promote Clayton to our residents and business as well as future residents and development groups.



Development Department staff and community volunteers at a water distribution site, part of the Memorial Day tornado response.

Memorial Day Tornado Response

As the city's public information officer, Jack oversaw communicating the city's response to the general public after the Memorial Day Tornadoes hit the Miami Valley region. In addition to doing interviews with a cross section of media outlets, the department worked tirelessly during the days and evenings following the tornado on setting up water distribution sites and communicating where local relief and assistance locations were located and the status of electrical and water outages across the city. Jennifer led the effort on getting information out to Clayton residents via social media and the city's website, providing status updates several times a day for the initial first couple of weeks. The department also worked with Champion City Media to get a film crew in restricted areas to film the damage and relief efforts. Champion returned a completed video within two days which staff was able to get out on social media and the web site telling people where additional supplies and information could be obtained at.

Montgomery County Land Bank

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

After attending a conference presented by the Land Bank in 2019, staff engaged the Land Bank's staff, specifically to discuss possible programs to assist in acquiring and repositing distressed properties along N. Main Street. One specific parcel was identified as a possible project property. There are several possible issues with the property which could prevent the city from gaining control, however we'll continue to work with the Land Bank on possible solutions throughout 2020.

2020 Community Development Goals and Objectives

Code Enforcement

1. Continue with proactive enforcement, looking to be closer to 800 total violations for 2020 and 10 cases filed in court for problem properties refusing to bring the property into compliance.
2. Bring compliance rate for violations closer to 80%.
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. Clean up iWorQ's imported violation database so everything that transitioned from ZonePro is current and up to date.

Grants

1. Follow up with Hoke Rd. MVRPC widening grant. If not awarded in early 2020 figure out what changes need to be made to make it more successful in the next round.
2. Identify other grant opportunities for the overall improvement of Clayton's community.
3. 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 2020, have one community outreach program each month of the year.
2. Communicate with the Clayton community about the importance of completing the Census 2020 surveys.
3. Continue the Sweep Clayton Clean events.
4. Continue working with the Northmont Chamber of Commerce on their community programming, including expanding the Taste of Northmont.
5. Expand on the Clayton Government Academy in order to get additional citizen engagement. Would like to have between 12-15 residents participate this year.
6. Continue doing the community outreach videos.
7. Finish up the first phase of PLAN Clayton Implementation and create plan for the second phase.
8. Create two new community outreach programs for the parks – look at possible doing a "Kickball with Cops" event at Hardscrabble and a disc golf family day at Westbrook.

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 2019. 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 2019, 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 2019 and the status of each task.

2019 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 on these goals throughout 2019 and almost successfully completed all the action items listed in the third year of the Five Year Economic Plan. The one point not accomplished is the commercial end user in place at the Village of North Clayton. Clayton did purchase almost four acres of land at North Clayton in 2019 and the land has been actively listed with a commercial real estate broker, however we've been unable to have any success with a commercial end user at the site. We've also been unable to gain residential site control, although we did submit an offer on the land in 2018.
2. *Begin working on the third year's goals of the Five Year Economic Development Plan framework.* Staff has been working on all the goals in Year Four and have successfully completed several of them. Incorporating the Land Use Plan into the Economic Development plan has been seamless in terms of daily practices. The NIP Demo project has been completed and we've been actively looking for a second end user on N. Main Street with two city owned parcels actively listed with a commercial real estate broker. Staff has also been working with several real estate developers on the future of the residential lots in the Village of North Clayton. The Salem Avenue end user project has been completed as Burger King held it's ribbon cutting ceremony in January.
3. *Continue to work with the local business community through the Meet and Greet and Business of the Month programs.* Staff held two Business Meet and Greets in 2019.
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.* Staff has identified land which we can gain site control of, specifically approximately 3 acres in front of the Stillwater Center on N. Main Street. Staff has also been working with the Land Bank to acquire an additional property on N. Main Street. Staff would like to be even more aggressive in gaining site control of properties along N. Main Street and will wait for the new city manager to gauge the possibility of this in 2020.
5. *Get Village of North Clayton land listed and on the active market.* This was accomplished in early 2019.

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. City worked with several new businesses throughout 2019.*
2. *Work with new end users that are looking to build new on empty sites within Clayton. Staff worked on this throughout 2019 including submitting empty parcels to site selectors through the JobsOhio database and responding to request for information directly submitted to the city.*

Regional Partnership Goals

1. *Work with the Dayton Business Journal to do multiple community spotlights on Clayton in various digital and print formats. Staff worked with DBJ several times in 2019. There was the Clayton Community Spotlight in March, Meadowbrook at Clayton sponsored September's Event and Venue special edition and Meadowbrook also sponsored five lists in DBJ's end of year Book of Lists.*
2. *Continue attending the regional BusinessFirst! & I-70/75 Development meetings. Staff attended several meetings throughout 2019.*
3. *Perform business retention visits in Clayton and enter the reports in the BusinessFirst! database. Staff needs to work towards this goal in 2020, although we worked with the BusinessFirst! staff throughout 2020 and met with dozens of local businesses throughout the year. We also met with Montgomery County and the Dayton Development Coalition early in 2019 to discuss potential site visits for business retention and expansion. I reached out to CAT several times to set up a meeting and they had to run it through corporate and they never agreed to a meeting.*

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. Staff reached out to Clay Twp officials several times throughout 2019 with zero response in terms of strengthening the JEDD or assist in marketing opportunities.*
5. *Continue to monitor our active inventory with JobsOhio to ensure current information is available to site selectors. Staff updates property fact sheets on JobsOhio database every three months.*
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. Staff reviews every RFI which comes through the local JobsOhio portal and submits properties which meet the criteria if that occurs. Almost 85% of such projects which came through JobsOhio in 2019 were for existing buildings which Clayton does not have.*

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 is essential to grow the city’s tax base and community appeal over the next several years. Combining the strengths of our city with a clear vision for the future, staff will be able to gradually implement the following strategies to grow our city by accenting our assets and small-town charm.”

There were several goals identified in the report for each year of the process. Along with each established goal, staff carefully scheduled the timeframe which we believed was necessary for each goal to occur. Project years overlap fiscal years and extend longer than 12 months because of when the plan was finalized. Below is the first year with the specific list of goals and associated time frames.

Year One - 2016-2017																					
Tasks																					
Master Land Use Plan - funding	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	
Commercial Redev Strategy Villages of N. Clayton	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	
Land Bank Partnership	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	
Traffic Count Studies	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	
N. Main Business Walks	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	
Commercial Land Site Control	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	
Demolish Structure on N. Main	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	
N. Main Overlay District	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 - Plan	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	
Track Tax Delinquencies	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	
Marketing of Commerical Land	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	

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																				
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

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

Year Three - 2018-2019																				
Task	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
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																				

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	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
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																				
Village of N. Clayton - Commercial use in place, res. Lots under site control																				
Engaging owners of farm land																				
Salem Avenue - End user breaking ground																				

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

- *Zoning Code Re-Write:* Because of the Comprehensive 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 2018. 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 in 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 brought 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 opening by the spring of 2020.
- *N. Main Street Redevelopment:* This action item called for plans to be submitted for a new end user sometime in year three. North Main Vet 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), opened their doors in 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 2019 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:* Staff has spoken with the owners or real estate brokers for all the farm land which is presently on the market. We continue to list the properties on our website and the JobsOhio database.
- *Salem Avenue End User:* Casey's General Store broke ground in early 2018 and opened to the public in October, 2018 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.

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

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

The fourth year of this plan was designed to see the completion of development projects started in year three, transitioning to incorporating PLAN Clayton into development practices in Clayton and spring boarding to the second round of new development projects. Year four does run through the end of 2020. Below you can see the status of the fourth year’s goals followed by brief project summaries of each item.

- *Land Use Plan Incorporation:* Staff has begun incorporating PLAN Clayton with current development practices, upgrading the park system and incorporating new development regulations with the new Zoning Code re-write.
- *Land Bank NIP Demo Project:* The Land Bank NIP Demo project was completed in 2017.

- *Village of North Clayton, Planning for Future Residential Development:* Staff has been working with owners of the Quiet Creek section of North Clayton for over two years. Staff also worked with two well-known developers who have successful residential and commercial development projects in other Miami Valley cities throughout 2019. Staff continues to work with these developers and are hopeful something positive will begin moving forward in 2020 for new residential at the Village of North Clayton.
- *N. Main Street – Looking for Second Overly Project:* Staff believes our best opportunity to get a second building built on N. Main Street is going to be on one of the properties the city owns. Both parcels were listed with a broker throughout 2019. There were a few possible end users which expressed interest in both sites and staff believes if we can be more aggressive in 2020 we can get close to accomplishing this task.

Moving towards year five of this plan, staff will continue to work on each task throughout 2020. Year five runs through the end of 2021. Below is a chart of the listed tasks staff will be concentrating on this coming year.

Year Five - 2020-2021																				
Task	May, 2020	June, 2020	July, 2020	Aug, 2020	Sept, 2020	Oct, 2020	Nov, 2020	Dec, 2020	Jan, 2021	Feb, 2021	Mar, 2021	Apr, 2021	May, 2021	June, 2021	July, 2021	Aug, 2021	Sep, 2021	Oct, 2021	Nov, 2021	Dec, 2021
Land Use Plan - New Five Year Development Plan Completed																				
N. Main - N. Main houses submitted to NIP will be demolished - marketing will begin	Completed in 2017																			
Village of N. Clayton - Commerical Development moving forward, final planning for residential future																				
Salem/Hoke - Final stages of commercial development																				
Updated N. Main Business Walk																				

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 2019, we were happy to welcome seven (7) new businesses to Clayton.

Below are the new businesses and their locations.

- Burger King, 7151 Hoke Road
- N. Main Animal Clinic, 8505 N. Main Street
- Sass & Shears, 6514 Union Road
- Mz. Vees Seafood Restaurant, 6556 Union Road
- Mulberry Street, 8361 N. Main Street
- Real Change Business Coaching, 8700 N. Main Street
- North Dayton Dental Solutions, 8913 N. Main Street



Ribbon cutting ceremony at the new Burger King, 7151 Hoke Road.

There are also three (3) new businesses which worked through 2019 towards getting their new doors opened in early 2020. We're excited about these new businesses who will soon be opening or expanding at a new location in Clayton as well.

- First Care Pharmacy, 8265 N. Main Street
- Debbie's Processing, N. Main Street
- Goodwill, 7759 Hoke Road

Local Economic Development Progress

N. Main Street Corridor

Staff worked throughout 2019 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 TIF District and marketing parcels of land controlled by the city along N. Main Street in 2018. Below is a short list of projects staff worked on along this area in 2019.

1. The North Main Animal Clinic opened their brand new \$1 million facility at the corner of N. Main and Old Salem Rd. in the spring of 2019. This new building not only kept the operation in Clayton, it helped them expand by almost 10 additional employees this past year. The building, the first built under the new N. Main Street Overlay standards will be an anchor for a long time along the N. Main Street corridor.
2. Staff worked with the team at Debbie's Processing which is going in at the former Dayton Artificial Limb building on N. Main Street. This building has stood vacant for several years after a structural fire, and this new \$500,000 redevelopment project is bringing between 10-20 new jobs with salary ranges being between almost \$60,000 to over \$100,000 per person. Debbie's Processing has worked with staff throughout 2019 to bring the property closer to compliance with the N. Main Overlay standards,



Ribbon cutting ceremony at North Main Animal Clinic, 8505 N. Main Street.

by installing a new sidewalk in front of the building, doing some architectural upgrades to the building and significantly upgrading the landscaping and parking plans. This new business should be opening in springtime, 2020.

3. Staff worked with Montgomery County throughout 2019 to gain site control of approximately three acres of land which front N. Main Street at the entrance to the Stillwater Center. After the agreement is formalized in early 2020, staff will be able to begin working with a real estate broker in finding an end user for this site, which again would build to the N. Main Overlay standards.
4. Staff worked with our real estate brokers at Equity throughout 2019 in marketing our two parcels of land along N. Main Street to possible end users. This project, in addition to staff working with the Land Bank, as previously mentioned, to identify additional tax delinquent properties available to purchase through tax lien, was all done to initiate additional investment along the N. Main St. corridor.

Village of North Clayton

The Village of North Clayton is situated on US Route 40, between several community amenities such as the Northmont high school and middle school campus, the Kleptz YMCA, Sinclair Community College Northmont campus, Kettering Health Network campus and the Kleptz Early Learning Childhood Center. This mixed-use development, which currently is made up of a handful of large estate style homes, duplexes and two 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. Some of these issues have started to be worked out and staff worked with several different entities throughout 2019 to help try to spur future development at the site.

1. Staff worked with the ownership of the Quiet Creek Development group throughout 2019 to move a multi-family/mixed use development forward on the 26 acres directly to the south of the original North Clayton development area. This acreage is a part of North Clayton, however in the conceptual plan the access to this area would be from Hoke Rd. and not National. The ownership group of Quiet Creek brought several different developers forward for staff to meet with and by the end of the year there was one builder who had agreed to an option on 13 of the acres. There continues to be active discussions with both the Quiet Creek team and the new builder on how their proposed project can move forward and we should know more by the first quarter of 2020.
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. Though several lots were sold through Tranzon Asset Managers, over half the platted lots and the larger 26 acre lot, which was originally part of the "town center" of North Clayton were still available in 2019. Staff reached out to several builders and even met with some of them out at the site in 2019 with Tranzon to discuss the possibility of purchasing the

lots to develop. All the builders we reached out to declined to move forward with building anything in North Clayton. However, at the end of 2019, staff began working with a developer who has expressed interest in picking up the Village of North Clayton project and moving it forward. Staff is cautiously optimistic this is something which could move forward quickly and will be working on it very hard in 2020.

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. Clayton took ownership of almost four acres in early 2019 and began listing the land with a commercial real estate broker soon thereafter. There have been a few interested parties who have expressed interest, but mostly we've been seeing how this land can work with some of the developers we've spoken with which have proposed different things throughout 2019. We'll continue to market this land in 2020 and determine the best way to make this property a productive piece of the Village of North Clayton story.

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 were not zoned appropriately and remain 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 2019 saw staff working with different end users to develop these lots.

1. The first project staff which closed in 2019 was the new Burger King opening in January. This site was a core intersection location with proximity to I-70. The business seems to be doing well and we look forward to their continued long-term success at the site.
2. Although not located directly on Salem Avenue, staff worked throughout 2018 and 2019 on a new Goodwill construction project located on Hoke Road, about a quarter of a mile from

Salem Avenue. This project, located on the lot directly north of Wal-Mart, 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've since installed 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 commenced after a rainy winter in the spring and subsequently encountered several site issues with the dirt and other things. The project was almost finished by the end of 2019 and should be opened by the spring of 2020.

3. As previously mentioned, for the longest time, stakeholders throughout Clayton commented on the ideal location for future industrial/manufacturing/logistics end users was Salem Avenue, however, beside CAT Logistics and a small property caddy corner to CAT, there were no other sites in Clayton, including on Salem Avenue, which were appropriately zoned for such a use. This changed in 2019 after staff worked with the ownership group which owned 56 acres sitting directly on Salem Avenue. The ownership group approached staff with ideas to better market the property after some of the ownership group had passed away which left the land to the heirs. Staff recommended the ownership seriously consider rezoning the property to industrial, which would also make the property consistent with what PLAN Clayton identified for that site. City Council approved the rezoning in December and the group is now engaged with real estate brokers to market the land to appropriate end users.

4. Staff also worked with several of the owners and real estate brokers of property along Salem Avenue. Some of the properties have had their prices reduced and other properties have started marketing their properties differently as a result of staff feedback. Staff believes another development is on the horizon and we'll continue to work with all parties along this corridor to help secure an end user as soon as possible.

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 2019.

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 2019 we again held two Business Meet and Greets, one in the spring and one in the fall. The first event was held at Meadowbrook at Clayton for the first time and was under attended. Staff went back to Ray's Wine Spirits Grill in the fall and was happy with the overall attendance of new faces and businesses. The businesses that attend always appreciate the informal networking opportunity and staff plans to continue this program into 2020 with changes which may include only doing one event during the calendar year.



The Spring Business Meet and Greet at Meadowbrook at Clayton.

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 2019. The concept behind the program is Clayton does a profile of 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.



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

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 2019 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 2019. 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.

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. Jack 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 Jack 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 sixteen (16) 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.

Dayton Business Journal Community Spotlight

In March of 2019, Jack worked with the staff from the Dayton Business Journal to do an entire spotlight edition of the DBJ on Clayton. Staff felt this was a great opportunity to highlight all of the foundational work Clayton had accomplished over the past three years in terms of updating the comprehensive plan, N. Main Street Overlay, zoning code which will continue to make development projects in Clayton more streamlined, saving developers time and money. We also believed it was imperative to put Clayton on the map as the city with the brightest future and potential growth in the region for the next two decades. This was a strategic decision as part of our marketing of Clayton to the development community. Ten (10) articles detailed how Clayton was using strategic planning to spearhead future development, how current projects were changing the landscape in Clayton, the strong school system, Meadowbrook at Clayton as a community anchor and much more. This print and digital edition was seen as a great way to communicate our new branding message to the development and business community throughout the region. Clayton staff believes it's important to continue to use the DBJ to reach out and let the regional community become more aware of all the great things occurring in Clayton.



Sweet Potato Residential Development Project

Early in 2019, staff began working with the DDC development group in their goal of doing a large-scale single-family residential development on Sweet Potato Rd. The proposal included approximately 600 units over almost 200 acres on the property known as the 'Rupert Farm'. Approximately 400 of the units would be considered traditional single family housing and the other 200 units would be something known as "lifestyle" homes, or homes for empty nesters. The development would be the largest scale new residential project in the Northmont community in close to two decades and would include many elements found in the PLAN Clayton document including walking paths, parks and a bike trail. DDC and Clayton staff introduced the project to City Council in the late summer. Currently the developer is studying the feasibility of continuing to move the project forward and staff hopes to have a better idea of where this project stands by the spring of 2020.



Conceptual plan DDC presented to Clayton City Council in late summer for the Sweet Potato project.

Future Residential Project

At the end of 2020 staff began working with a developer looking to develop single family, empty nester style homes in the Clayton area. Jack put together a list of properties which could accommodate such a project, based on site specifics the developer listed. Jack also reached out to the different property owners to gauge their possible interest and see what their respective intents were for their land. Heading towards 2020, the developer is engaged with one of the land owners and staff is encouraged by the rapid progress of discussions for this project. Staff will continue to work with the developer and land owners in 2020 to see if we can move this potential project forward.

Montgomery County ED/GE

Jack joined the Montgomery County ED/GE Committee in 2019. This committee hears bi-annual ED/GE applications for potential new businesses and existing businesses expanding in the Montgomery region which create substantial job growth and investment in the local economy. The ED/GE committee then recommends awards and funding amounts to the Montgomery County Commissioners. Jack attended all the ED/GE Committee meetings in 2019.

In addition to being one of the newest members on the ED/GE Committee, Jack also worked with Montgomery County to renew our 10-year partnership agreement. This agreement allows Clayton to participate in not only the ED/GE economic development portion of the program, but also the grant equity portion of the program which should come back online in the next few years.

LinkedIn Property Profiles

Jack worked periodically throughout 2019 in putting property spotlights of available properties in Clayton on LinkedIn, on both the city's page and staff's professional pages. The goal is to expose all available properties in Clayton to the wide range of development professionals within our network who may be looking for new locations to do a new project. Jack started doing the profiles on

Mondays, but after researching the highest concentration of social media hits, staff found there was a higher concentration of users for LinkedIn on Fridays, therefore we transitioned the program to Fridays. Jack intends to focus heavier on this project in 2020 and to have a more consistent presence in terms of these property spotlights on LinkedIn.

2020 Economic Development Goals and Objectives

Five Year Economic Development Goals

1. Continue working on the fourth 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 fifth 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. Staff needs to look at possible ways to increase the local business community's participation in both projects.
4. Continue looking at identifying land along N. Main Street which the city can acquire to compliment other development along this corridor. Work with the new city administration in detailing the next five year's goals in accomplishing this task.
5. Work with developers to start moving forward the next phase of residential development at the Village of North Clayton.
6. Work with the new city administration in creating a development incentive package for new business development projects within 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.
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 community spotlight articles 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. Continue to monitor our active inventory with JobsOhio to ensure current information is available to site selectors.
5. Continue responding to "Request For Information" (RFI) sent out by the JobsOhio database when appropriate site matches found in the City are determined to be possible matches.

PLANNING & ZONING

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

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

At the beginning of 2019, 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 2019 and the status of each task.

2019 Planning & Zoning Goals & Objectives

Planning Goals

1. *Begin implementing the action steps laid out in the PLAN Clayton Implementation Plan.* Staff worked on this throughout the year with both the Parks Advisory Commission and the Service Department. There have been many upgrades in the parks system per the PLAN Clayton document and the Service Department started working on a city landscape plan as well as a total city-wide sign package. The Zoning Code re-write also was done throughout 2019 incorporating new development standards found in PLAN Clayton.

2. *Continue to implement the N. Main Street Overlay standards for new development along the N. Main Street corridor.* Staff worked with all new business operators who came into the city to bring existing properties closer to compliance with the new standards and communicated them with potential developers looking at building new on empty lots.

Zoning Goals

1. *Begin working with our consultant on the Zoning Code Update Project.* As previously stated, Jennifer worked with our consultant throughout 2019 on this project.

PLANNING

Over the past two (2) years, Jennifer Barclay took on two (2) major planning projects as City Planner. The Comprehensive Land Use Plan was completed in 2018 and the Zoning Code re-write took off in 2019. These projects paired with the North Main Overlay which was completed in 2017 has been a tremendous volume of planning work done in a relatively short amount of time and also follows the direction set forth in the 2016 Five Year Economic Development Plan. When the Zoning Code re-write is completed, development in Clayton will be accomplished with a cohesive vision but will also be much easier for developers and residents alike.

Zoning Code Rewrite

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 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. After putting out a Request for Proposals (RFP) in late summer 2018, 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.

In early 2019, staff formed a Steering Committee for the Zoning Code rewrite. The committee consists of community stakeholders, including representatives from MVRPC, Montgomery County Building Department, Clayton Fire Department, Clayton Service Department, Clayton Planning Commission, Clayton Board of Zoning Appeals and four Clayton residents. While staff worked with Calfee throughout 2019 on the details of the overall project, the Steering Committee met several times for updates and to provide input to Calfee and staff on the direction they desired to see with the finished project.

Staff will continue working with Calfee through the first half of 2020 and we believe City Council will have a final proposal soon thereafter.



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

Below is a summary of the zoning activity in Clayton during the 2019 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 2019 compared to the same types of permits in 2018.

	2018	2019
Total Zoning Permits	108	137
New Houses:	7	4
Accessory Structures:	29	34
Residential Additions:	6	17
New Commercial:	4	0
New Commercial Additions:	0	0

New construction brings new investment into Clayton. In terms of new investment dollars and permits fees. Over the course of 2019 there was approximately \$2,607,742 of new investment in the City in terms of new construction projects and over \$9,764 for zoning permit fees.

New Database

One of the department's goals for 2019 was transitioning the entire department from the ZonePro zoning database to iWorq for both code enforcement and permitting. Darryl and Jennifer started the transition early in 2019 and it was completed by the end of April. The process included transferring all the data from ZonePro to iWorq and teaching staff how to use the new system.

Staff believes this new system will be a much stronger system for Clayton long term. Staff will continue to work on inputting additional historical data, which ZonePro was incompatible to do, throughout 2020.

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 Code, proposed zoning changes to the Zoning Map and review all planned unit developments proposals submitted to staff.

This year Bill DeFries's term expired at the end of 2019 and City Council appointed Seth Powless to Planning Commission, serving a five-year term, starting in 2020.

Jennifer Barclay is the staff person tasked with working with applicants and the Planning Commission on initiated cases. The Planning Commission heard five (5) cases in 2019. Below is a summary of every case our Planning Commission heard in 2019.

1. Case# PC19-01: 1885 Westbrook Road; XBO Properties, LLC

A request to rezone the property at 1885 Westbrook Rd. (Parcel M60-103209-0044) from GB: General Business to R-3: Suburban Residential.

Planning Commission Decision: Approve; Vote 4-0

City Council Decision: Approve

2. Case# PC19-02: 7759 Hoke Road; GW Clayton, LLC

A request to amend the originally approved landscape plans (R-ZC-18-08) at 7759 Hoke Rd. (Parcel M60-03201-0162).

Planning Commission Decision: Approve with Condition; Vote 3-0

Applicant withdrew application before appearing at City Council.

3. Case# PC19-03: 6942 Salem Ave.; Steve Weiss

A request to rezone the property at 6942 Salem Ave. (Parcels M60-03207 0010; 0035; 0009), approx. 51.8 acres from R-3: Suburban Residential to I: General Industrial.

Planning Commission Decision: Approve; Vote 4-0

City Council Decision: Approve

4. Case# PC19-04: North Clayton Development Standards Planned Development Modification; North Clayton Master Owners Association

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

Planning Commission Decision: Approve; Vote 3-0

City Council Decision: Approve

5. Case# PC19-05: Minor Subdivision, Old Mill Rd.; David Perlow

A Minor Subdivision along Old Mill Rd., Parcel M60 03002 0041, within the A: Agriculture District in accordance with Clayton Codified Ordinance Section 1109.20. The applicant intends to split a 9-acre parcel and combine with an existing 3-acre parcel addressed, 11960 Old Mill Rd.

Planning Commission Decision: Approve; Vote 4-0

City Council Decision: In February, 2020

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.

This year, long time BZA chairperson Brad Smith resigned his position upon moving out of the city. City Council voted to appoint Zachary Goit to take over Mr. Smith's remaining term at the time of Mr. Smith's resignation. City Council also voted to appoint Jessica Hunter to a five-year term following longtime member Joel Shapiro's term expiring at the end of 2019.

Jennifer Barclay is the staff person tasked with working with applicants and the Board on initiated cases. Below is a summary of the twelve (12) cases our Board of Zoning Appeals heard in 2018.

1. Case#CU19-01: Kimmel Road; Heck Ohio Investments, LTD

A request for a conditional use for a 'Single Family Residences in Agricultural Districts' located at Parcel M60 03206 0002 on Kimmel Rd. within the A: Agriculture District.

Board Decision: Deny; Vote 4-0

2. Case#CU19-02: 7444 Kimmel Road; Robin Mohler

A request for a conditional use for a 'Secondary Dwelling' located at 7444 Kimmel Rd., Parcel M60 03202 0115, within the R-1: Open Space Residential District.

Board Decision: Approve; Vote 4-0

3. Case#CU19-03: 6556 Union Road; Neighborhood Fish & More, LLC.

A request for a conditional use for a 'Restaurant with Drive-in Facility' located at 6556 Union Rd., Parcel M60 19101 0002 on within the GB: General Business District.

Board Decision: Approve with Condition; Vote 4-0

4. Case#CU19-04: 7151 Hoke Road; TOMS King Services, LLC.

A request to amend a conditional use for a 'Drive-in facility' located at 7151 Hoke Rd. Clayton, OH 45315 (Parcel ID# M60 03201 0045) within the GB: General Business zoning district.

Board Decision: Approve; Vote 4-0

5. Case#CU19-05: Kimmel Road; Heck Ohio Investments, LTD

A request for a conditional use for a 'Single Family Residences in Agricultural Districts' located at Parcel M60 03206 0002 on Kimmel Rd. within the A: Agriculture District. The request was made by Heck Ohio Investments, LTD.

Board Decision: Approve; Vote 5-0

6. Case#CU19-06: Old Mill Road; David Perlow

A request for a conditional use for additional 'Single Family Residences in Agricultural Districts' located at 11744 Old Mill Rd, Parcel M60 03002 0074 & M60 03002 0016, within the A: Agriculture District.

Board Decision: Approve; Vote 4-0

7. Case#CU19-07: Old Mill Road; David Perlow

A conditional use request for a 'Single Family Residence in Agricultural District' located along Old Mill Rd., Parcel M60 03002 0041 within the A: Agriculture District. The applicant intends to split a 9-acre parcel and combine with an existing 3-acre parcel addressed, 11960 Old Mill Rd. The request was made by David Perlow.

Board Decision: Approve; Vote 3-1

8. Case#VAR19-01: 7444 Kimmel Road; Robin Mohler

A request for a variance to section 1133.07 Minimum Side Yard Setback on the property located at 7444 Kimmel Rd., Parcel ID M60 03202 0115.

Board Decision: Approve; Vote 4-0

9. Case#VAR19-02: 1885 Westbrook Road; XBO Properties, LLC

A request for a variance to required lot standards in the GB: General Business and R-3: Suburban Residential districts located at 1885 Westbrook Rd, Parcels M60 103209 0044 & M60 103209 0115.

Board Decision: Approve; Vote 3-0

10. Case#VAR19-03: 6880 Ranch Hill Drive; Kenneth Duane Martin

A request for a variance to section 1177.02 'Street Frontage Requirement' in the R-3: Suburban Residential district located at 6880 Ranch Hill Dr., Parcel M60 103209 0143.

Applicant withdrew application.

11. Case#VAR19-04: 421 N. Main St.; Nicholas and Kendra Orrill

A request for a variance to section 1177.02 'Street Frontage Requirement' in the R-2: Suburban Residential districts to split a one-acre parcel on the property located at 421 N. Main St., Parcel M60 03010 0061.

Board Decision: Approve; Vote 3-0

12. Case#VAR19-05: 244 Prospect Ave.; Habitat for Humanity of Greater Dayton.

A request for a variance to section 1135.02(a) 'Single family dwellings' & 1135.05 'Minimum Lot Area and Width' in the R-2: Suburban Residential district located at 244 Prospect Ave., Parcel M60 16312 0016.

Board Decision: Approve; Vote 5-0

2020 Planning & Zoning Goals

Planning Goals

1. 1. Continue implementing the action steps laid out in the PLAN Clayton Implementation Plan. Staff needs to finish up the first set of goals from PLAN Clayton and begin looking at what the next round of projects will be associated with the PLAN Clayton Implementation Plan. These new set of goals should include aspect within the parks, the city lighting plan, rebranding the entire city as a whole, city signage and street furniture.
2. Begin looking at possible funding sources for a comprehensive Thoroughfare Plan and how to incorporate green infrastructure into our existing storm water plans.
3. Look at creating an appropriate street section for N. Main Street to be implemented strategically long term.
4. Continue to implement the N. Main Street Overlay standards for new development along the N. Main Street corridor.

Zoning Goals

1. Continue 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 2019 to address all these factors providing long-term sustainability for Clayton.

Staff continued the department's emphasis on strong future planning by working on the Zoning Code re-write throughout 2019. This is significant because this new document will provide the legal framework where staff can enforce the development standards set forth in PLAN Clayton. This document will greatly assist in ensuring future growth follows the desires the community stakeholders voiced in 2018. Staff continued providing strong community outreach programs to our residential and business community, while working diligently on our expanded responsibilities 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 over the past two years we have begun to see the benefits of having these plans in place. While 2018 saw several commercial projects break ground along Clayton's commercial corridors, 2019 saw their doors open to the community at large. Staff also worked on several potentially large residential projects throughout the year which could move closer to reality in 2020. Staff also continued to spend significant time applying for various community improvement and infrastructure 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 the last several years. 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 2019 and will be observed in both the short and long-term future of Clayton.



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