

**CITY OF CLAYTON
DEVELOPMENT DEPARTMENT**

2021 ANNUAL REPORT



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2021 SUMMARY

While the global pandemic continued to wreak havoc on supply chains, workforce stability and the ability to predict the future in 2021, Clayton's Development Department continued to grind away, bringing an incredible number of development projects forward while simultaneously ensuring the planning foundation laid forth in PLAN Clayton was at the forefront of every department initiative. Following the foundation laid out by the city's Comprehensive Land Use Plan as well as the annual initiatives detailed in the 2016 Five Year Economic Development Plan, Clayton's Development Department worked on moving several residential projects forward, recommended and eventually spearheaded the creation of the PLAN Clayton Implementation Committee, completed the rewrite of the city's Zoning Code, positioned the city for future industrial development and introduced new incentive programs to assist in spurring long-term economic growth. Staff work in unison, moving forward the vision set forth in PLAN Clayton while also addressing property maintenance concerns in the city's neighborhoods, reviewing zoning applications and staffing the various community boards. The Development Department accomplished a lot in 2021, while also setting the table for an even more successful 2022.

2021 started with staff working on several different residential projects. While not every project was embraced by portions of the community, almost all the projects initiated in late 2020 and early 2021 saw positive results during the past calendar year. A new Five-Year Economic Development Plan was crafted in the spring and by the end of summer the newly completed Zoning Code Re-Write was adopted by City Council. By late fall staff was working with developers on even more residential projects as well as getting ready to begin working on some of the first industrial projects Clayton has had an opportunity to welcome since CAT Logistics over ten years ago. The Development Department staff collaborated with other departments on being awarded infrastructure and park grants, establishing branding for new infrastructure as well as creating new street banners recognizing our veterans along N. Main Street. Staff spearheaded a new GIS project for the entire city, was responsible for various community outreach programs and was able to get two residential demolition projects under contract by late December. 2021 was a full and complete year, busy from start to finish. It also provided a great springboard into 2022.

The Development Department is a team of three individuals working together to move a great array of moving goals and visions forward, all at the same time and all for the positive development of Clayton. While there are only three staff members in the Development Department, they all work with other city personnel and departments daily to push these goals forward. Clayton is at a point in its young history where its ready to take the next leap towards being a leader in how to not only become a great city where residents and businesses clamor to call home, but a shining example on how to create a long-term sustainable city. A city which continues to provide high end police and fire services, has great public infrastructure, and has a pro-business environment. A city providing engaging community programming, diverse housing options and an exceptional consumer base, all things which attract future residents and business operators. This is what positive municipal development looks like. And the following pages demonstrate how Clayton's Development Department successfully accomplished this in 2021.

COMMUNITY & ECONOMIC DEVELOPMENT

“The ultimate resource in economic development is people. It is people, not capital or raw materials that develop an economy.” – Peter F. Drucker, Austrian-born American management consultant, educator, and author, whose writings contributed to the philosophical and practical foundations of the modern business corporation.

Community and economic development are complimentary pieces to the overall future growth of the City of Clayton. Although they have different functional components in terms of how different projects may be carried out, the goal of both is to develop the city in a cohesive fashion. Growth is vital for both the residential and business communities. The success of one assists in strengthening the other and vice versa. Ultimately commercial growth is reliant on a stable and growing population and a strong workforce and consumer base. 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, growing residential communities 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 the community.

At the beginning of 2021 staff created a list of goals and objectives which staff referred to throughout the calendar year. Despite COVID-19, this was done to ensure staff stayed on task and continued to follow the greater scope of the Development Department’s mission. Immediately below is the list of the goals described in last year’s report for 2021 and the status of each task.

2021 Community Development Goals and Objectives

Code Enforcement

1. Continue with proactive enforcement and concentrate on junk vehicles and parking in the front yard in some of the older platted neighborhoods of the city.

**2020 Numbers: 656 Total Violations
 41 Yard Parking Violations**

31 Junk/Unlicensed Vehicles Violations

**2021 Numbers: 882 Total Violations
 117 Yard Parking Violations
 54 Junk/Unlicensed Vehicles Violations**

2. Keep compliance rate for violations around 90%.

93% of the violations were brought into compliance in 2021.

3. In the summer or fall months do a concentrated neighborhood enforcement effort during the weekend to increase the code enforcement presence in the older neighborhoods.

The code enforcement officer did a concentrated neighborhood enforcement program in the Seville neighborhood during the late summer. This included coming in during a weekend to conduct inspections.

4. Go through the vacant property database and update the status of each property.

This was accomplished in early 2021, during the winter months.

5. Create a proactive project during the winter months outside the normal scope of the typical code enforcement program.

The code enforcement officer created a proactive trashcan placement project during the winter months after receiving multiple complaints about this type of violation. 144 Notice of Violations were issued for this type of violation during the 2021 calendar year.

Grants

1. Follow up with Hoke Rd. widening project and if the MVRPC application is not awarded figure out other grant opportunities for the project.

Development staff wrote and was awarded a \$2.6 million CMAQ grant from the state for this project.

2. Continue identifying other grant opportunities for the overall improvement of Clayton's community, specifically for community development and park improvements.

Staff wrote grants for three parks projects and recommended multiple other projects for the parks using COVID relief funds. Staff wrote and was awarded approximately \$36,000 Nature Works grant for a new ADA parking

lot and for the widening and resurfacing of paths at Northview Park. Staff also wrote a CDBG grant for an All-Inclusive Playground at Northview Park and new ADA compliant restrooms at Westbrook Park.

3. Identify other grant opportunities for the various action steps in the PLAN Clayton Implementation Plan.

Staff submitted a CDBG grant application to extend sidewalks along Union Rd. from Hunter's Glen south to Casey's at the Salem/Union intersection. Development Department staff also submitted a MVRPC STP grant for the resurfacing of Salem Street and a CRRSSA grant for the resurfacing of Phillipsburg-Union Rd.

Community Outreach

1. Continue to work through the global pandemic while figuring out ways to ensure community outreach programming continues to move forward.

Staff was able to move forward with all of our normal community outreach programming the city did pre-pandemic.

2. Continue the Sweep Clayton Clean events.

Staff organized and volunteered for the May and October Sweep Clayton Clean events. Staff also organized and volunteered for the July Document Shredding Event.

3. Continue working with the Northmont Area Chamber of Commerce on their community programming during the pandemic period.

Staff worked with the Northmont Area Chamber of Commerce of marketing their new Northmont Chocolate Tour, assisted, and volunteered during their Taste of Northmont event and participated in their new Regional Development meeting forums. Staff also worked with the Chamber on their new veteran's banner program they're hoping to roll out in 2022.

4. Get the Clayton Government Academy back up and running.

Staff organized and worked every session, starting in September and ending 6 weeks later in October. 12 residents attended this year's class.

5. Continue working and expanding the community outreach video program.

This program continued the entire 2021 year and staff has budgeted to do an entire new 12-month cycle in 2022.

6. Create new community outreach programs for the parks even if they have to be a bit different than a traditional program as a result of COVID.

This goal was difficult in 2021 due to the pandemic. The events previously planned on rolling out were impacted by COVID which made them almost impossible to accomplish in 2021. Plans are underway on new programming in 2022.

The following sections provide more detailed information on various community development projects completed by staff in 2021.

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 are 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 218 violations issued. Over the past six years this number has jumped significantly, with an average number of 811 violations per year, with the lowest number of total violations occurring in 2020 with a total of 656 violations. In 2021, there was a heavy emphasis placed on the code enforcement program for additional proactive enforcement efforts in specific neighborhoods throughout Clayton as well as a concentration on problem violations such as parking vehicles in the front yard and junk/unlicensed vehicles. Darryl responded to this added emphasis with issuing a total of 882 violation through the year, including 117



An example of a property brought into compliance in 2021 as a result of the proactive code enforcement program

parking in the yard violations and 54 junk/unlicensed vehicle violations. This is an increase of over 200 violations from 2020 and demonstrates Clayton's continued proactive commitment to property maintenance within our community's borders.

Working with property owners after they've been notified of a property violation is a major component of our program. This has been found to be the most successful method in obtaining compliance, demonstrated by improving the level of compliance from only 50% in 2015 to 75% in 2019. The goal in 2020 was to have the compliance rate rise to around 80%. The results of more aggressive follow up to open violations resulted in an increase in compliance rate to almost 89%, which was the highest compliance rate since 2016. The goal in 2021 was to maintain a compliance rate for violations at approximately 90%, and Darryl successfully accomplished this task, via consistent follow ups and using a variety of tools such as the Bulk Item and Property Nuisance Resolutions to gain compliance in slightly over 93% of violations in 2021, the highest compliance rate Clayton has observed since the proactive code enforcement program was established in 2016.



Examples of residential violations brought into compliance through our proactive code enforcement program in 2021

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. As with other aspects of code enforcement this past year, staff proactively used the nuisance and bulk item legislation to gain quicker compliance for violations. While staff only initiated 9 nuisance cases in 2020, 3 less than in 2019, Darryl used the nuisance abatement program 21 times in 2021. He also used the bulk item program 90 times in 2021, consistent with the 99 times in 2020 and much more than the 77 times in 2019. The final tool to bring properties into compliance if the property owner refuses to do so is unfortunately having to file criminal charges against the owner in Vandalia Court. In

2021 Darryl filed 15 criminal charges in court against problem property owners, following only filing nine such cases in 2020.

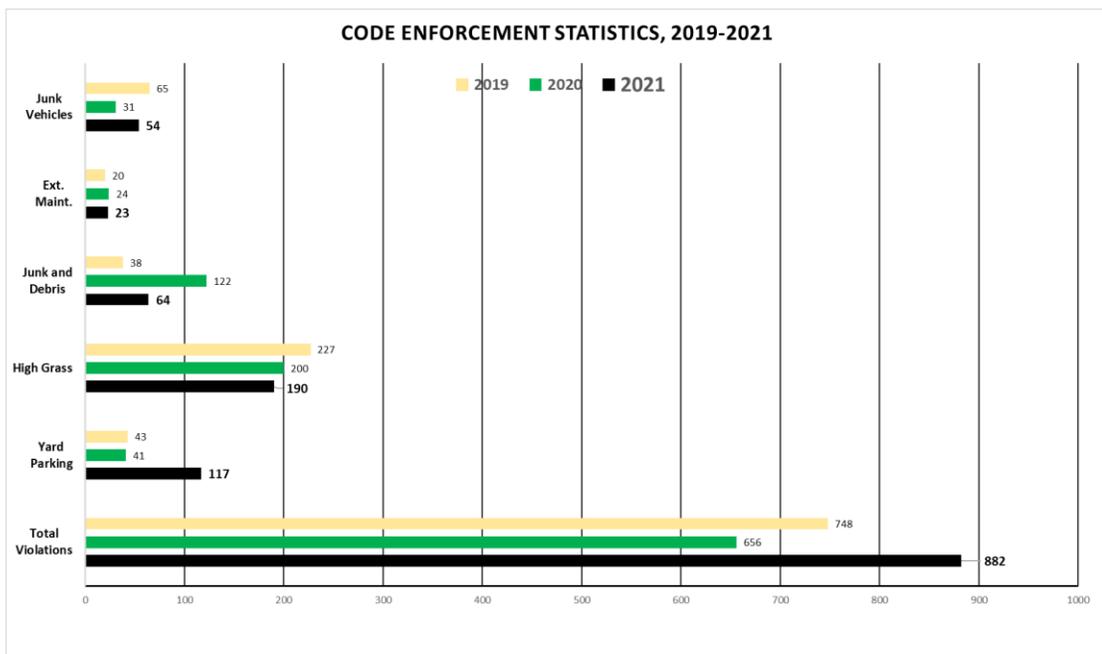


The above properties were included as part of separate nuisance abatement cases initiated by the code enforcement program. These properties were brought into compliance because of this program

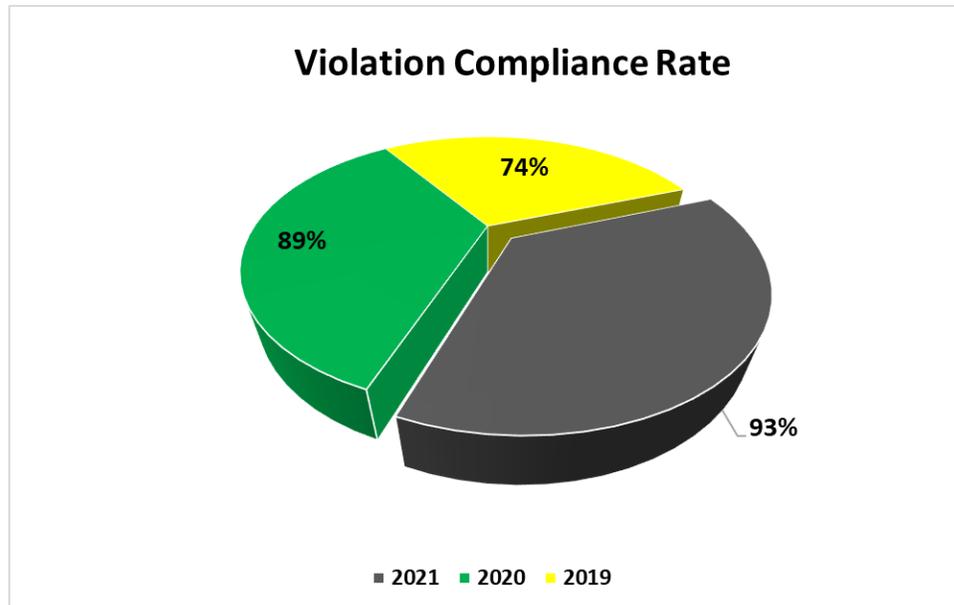
Finally, Darryl also performs pre-sale inspections for Clayton. This is an important aspect of code enforcement in that it ensures properties are free of any property maintenance violations prior to the property being sold to a new property owner. It also

gives the City the opportunity to perform an exterior inspection of the entire property more thoroughly, something we are unable to perform during normal inspections due to state laws prohibiting staff 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 2021 Darryl performed 180 such inspections, which is only four less inspections than 2020. 123 of those inspections passed and 57 failed.

The biggest benefit to our increase in code enforcement activity continues to be our ability to address property maintenance concerns before they become bigger issues. The purpose of the code enforcement program is to continue to have stable and increasing property values making our community more aesthetically pleasing to attract new homeowners and business investment into the City of Clayton.



Three-year code enforcement statistics: 2019-2021



Three Year Violation Compliance Rate Comparison: 2019-2021

Grants

Grants provide municipalities additional resources to address specific aspects within 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. Since 2016, the Development Department has secured over \$4 million in local and state grants through staff's work and dedication via grant writing. At the end of 2021 there continued to be almost \$800,000 in grant applications remaining which staff wrote during the year and were awaiting word on whether the respective applications would be awarded. The Development Department worked on a variety of grant projects through 2021; from grants previously awarded as well as future grant applications. Below are summaries of each project staff worked on throughout 2021.

Miami Valley Regional Planning Commission Grants:

Westbrook Road STP Resurfacing Project

The Clayton Development and Service Departments worked in unison on a Montgomery County Regional Planning Commission (MVRPC) Surface Transportation Program (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 Road to Diamond Mill Road a few years ago, and both jurisdictions believed such an application would be greatly beneficial to the entire northwest Montgomery County region. The Development Department staff wrote and submitted the \$499,999 grant application to MVRPC, 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 the STP grant at 100% in early 2020. Originally, the project was not scheduled to begin until fiscal year 2023 due to MVRPC's timelines, however this project has now been scheduled for the spring of 2022.

2021 MVRPC Resurfacing Projects

The Development Department staff once again worked with the city's Service Department in identifying possible funding sources for future resurfacing projects throughout the city in 2021. Staff submitted a grant application requesting \$357,868 from the MVRPC's STP program in the fall. If awarded, this grant will fund the complete resurfacing of Salem Street, from Crestway Dr., west until Diamond Mill Rd. This grant would represent 80% of the project cost and would leave Clayton with only having to pay 20%. The other MVRPC grant staff submitted for in 2021 was the CRRSSA grant, which is a grant associated with federal COVID relief funds. Staff submitted a \$200,000 grant application for the resurfacing of Phillipsburg-Union Rd., from Shaw Rd. to Haber Rd. The city should be notified of the results of these applications by early 2022.



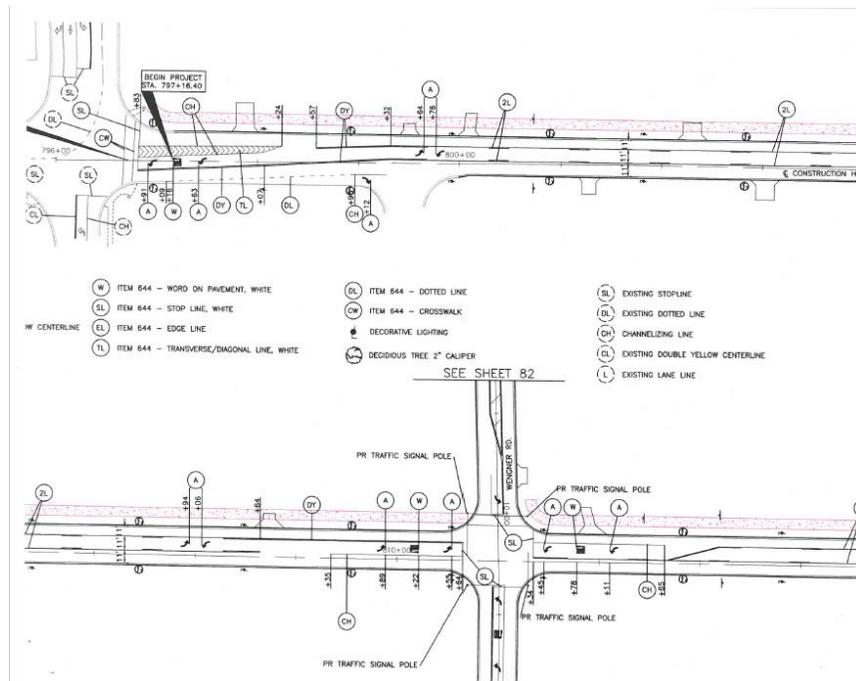
Sections of roads in Clayton needing resurfaced which were submitted for grants in 2021

Hoke Road Widening Project

Over the last several years staff identified through the PLAN Clayton document that Hoke Rd. is an area where there is great potential for future growth in Clayton. However, prior to substantial growth realistically occurring along this corridor, the street will need to be widened, a traffic control mechanism will need to be installed at the Hoke/Wenger

intersection and utilities will need to be extended along the corridor, specifically south from the Hoke/Wenger intersection. Both the Development and Service Department staff worked with the Ohio Department of Transportation (ODOT) and MVRPC over the past three years preparing the framework of a grant application to the STP program, which was first submitted as a \$2,604,843 application in 2019 and was subsequently not awarded. Development Department staff worked throughout the early part of 2020 with MVRPC and ODOT staff to identify opportunities to make the application stronger for the 2020 application period. In the fall staff applied in the amount of \$2,645,858 to MVRPC for the first phase of this project, between Smith Dr. and Wenger Rd. and which also includes a traffic control mechanism at the Hoke and Wenger intersection.

In early 2021, staff was notified MVRPC was recommending approval of the \$2.6 million grant, however the grant would be awarded via the state’s Congestion Mitigation Air Quality Control (CMAQ) program. Due to the reclassification of the grant application, staff had to wait until late November in 2021 to receive the official award notification from the state. Leading up to the final announcement, the Development Department staff worked with the Service Department, ODOT personnel and our engineer in submitting a scope of work document, which was subsequently approved by the state, as well as advertising for a “Request for Qualifications” for the construction engineering for the project. Three companies submitted for the RFQ, and staff selected IBI Engineering based on their previous experience on this specific project. Staff will continue working with IBI and ODOT throughout 2022 in preparing this project to be ready for construction in fiscal year 2025.



Plans for the Hoke Rd. Widening Project

Community Development Block Grants

2020 CDBG N. Main Street Business Incentive Grant

This program was projected to infuse almost \$100,000 in direct assistance to local businesses along the N. Main Street corridor during 2021. The business grants to small business operators were created to incentivize new construction as well as upgrades and exterior façade improvements to existing structures related to business retention and growth. Staff created the program and eventually was awarded a \$50,000 CDBG grant in 2020, matched with another \$50,000 from the City of Clayton, to assist in bringing business properties to the current standards set forth in Clayton’s North Main Street Zoning District. This incentive program was also created to assist new and relocating/expanding businesses improve properties and alleviating blight and declining property values to achieve a more architecturally consistent corridor.

Staff worked on creating the guidelines during the first half of 2021 and rolled the new program out to the local business community in June. Staff saturated the local media platforms with print and on-air interviews, social media posts, letters to the local business community, email blasts and flyers included with the N. Main business walk in the fall. Staff also spoke to seven business owners/operators interested in the program. However, due to federal guidelines attached to the CDBG dollars, difficulty with securing legitimate contractors and meeting the needed number of project estimates, by the end of 2021, zero applications had been received. Staff is going to do one last program push in the beginning of 2022 before reallocating these funds for other community outreach opportunities.



2020 CDBG Residential Demolition Project

Over the past five years the Development Department has demolished approximately a dozen residential properties and worked with property owners on another dozen structures which were eventually razed as part of our code enforcement program. In 2020 the Development Department staff submitted a \$50,000 Community Development Block Grant (CDBG) application to Montgomery County for residential demolition projects in 2021. One of the properties included with this project is located on Obispee and has been vacant for quite some time. Staff worked for a couple of years with the Montgomery

County Land Bank to have this property rehabbed, however it was later determined to be too far gone for any suitable rehabilitation efforts. The second property identified as part of this Demolition Project is 5788 Summersweet Drive. This property was heavily damaged as part of the Memorial Day Tornadoes in 2019 and the property owner eventually abandoned the property, leaving it to be taken in foreclosure.

Staff worked with Montgomery County throughout 2021 to get this project under contract via administration agreements between the two jurisdictions. Development Department staff then had environmental surveys completed at the properties and requested demolition estimates from five companies. Steve R. Rauch Inc. was the lowest and best estimate received for both properties and the project was put under contract by the end of 2021. The Notice to Proceed will be issued in early 2022 and the demolitions are expected to be completed by the end of January.



Properties on Obispee and Summersweet are slated for demolition in 2022 as a result of a successful CDBG application in 2020

2021 CDBG All Inclusive Playground Project

The All-Inclusive Playground Project will place a 35' x 74' all-inclusive playground at one of the three historical parks found in Clayton, Northview Park. Currently there are no all-inclusive playgrounds found in Clayton, Northmont or surrounding communities (Englewood's Centennial Park opened an all-inclusive baseball field in 2021). This playground will take the place of the existing playground currently found at Northview, which consists of a sandy base and includes equipment only individuals without adaptive equipment can use. The new playground will replace the sandy base with a safe, all-weather surface which will encompass the entire playground area and will give all individuals, no matter their respective ability level, including individuals with

wheelchairs, walkers, and other adaptive equipment, equal access to the site. The playground will include equipment which is able to be used by all individuals across the various ability levels including some equipment with ramps made specifically for wheelchairs, an accelerator swing, adaptive swings, an alta-glide flex (accessible glider) and an inclusive whirl. Sensory boards and other equipment for individuals on the autism spectrum and/or other sensory diagnosis will be included throughout the playground area. The goal of this project is to enable all children in the Clayton and surrounding Northmont community to have a place they can enjoy outdoor recreational activities together. It will also provide a recreational option where other family members, parents and/or grandparents who may have varying levels of abilities are now able to come and enjoy the playground with their younger family members. Development Department staff submitted a CDBG application for \$80,000, while committing \$100,000 of local funds for the project, using COVID relief funds. Staff hopes to receive word about this grant in early 2022.



Rendering of All Inclusive Playground for Northview Park

2021 CDBG Westbrook Park ADA Compliant Restroom Project

The existing restroom facility at Westbrook Park is a free-standing restroom located in the middle of Westbrook Park. The structure is an outdated building constructed prior to ADA guidelines were in place. The facility has been closed to the general public for several years and the only facility at the park is a port-a-potty found in the parking lot. One of the action items found in the PLAN Clayton document was upgrading the restroom facilities at Westbrook Park to make them accessible for people of various abilities. The proposed project calls for the building to be fully renovated, including having ADA compliant fixtures installed, including stalls, toilets, sinks, grab bars, lights, faucets, doors, hand dryers, soap dispensers, etc. The newly renovated facilities will make the facilities more user friendly to a wider cross section of the Clayton community. Staff submitted a \$92,500 CDBG application for this project including a 100% local match. The Clayton Service Department would also complete the work, greatly reducing the overall cost of the project. This project was previously submitted for a CDBG application in 2019, but those county funds were later dedicated to tornado relief

programs and no CDBG funds were awarded for projects outside that scope of work in 2019. Staff believes we'll receive word about the grant application in early 2022.



Current Westbrook Restroom Facility at Westbrook Park

2021 CDBG Union Sidewalk Project

The Union Rd. sidewalk project would install a new 5' wide sidewalk from Hunter's Glen to Salem Avenue, which is a distance of approximately 820'. Clayton will acquire 179 linear feet of right of way along the western section of Union Rd. to accomplish this project. There will also be some additional storm sewer upgrades that will be included as part of the sidewalk installation due to the location of the proposed sidewalk. The new sidewalk will connect into the existing sidewalk located in front of Hunter's Glen and extend south along Union to the newly installed ADA compliant ramps at Union and Salem Avenue. Those new ramps are included with a planned safety project which was started in 2021, sponsored by both ODOT and the City of Clayton. Installing a new sidewalk in this section falls under Objective 3 in PLAN Clayton's Implementation Plan, specifically under "Improving Existing Thoroughfares before Expanding Services." The new sidewalk will give the residents at Hunter's Glen, a retirement community of seniors and empty nesters, the ability to walk to the shopping available at the Union and Salem intersection. This community includes individuals with impacted mobility due to chronic health issues and aging challenges. Currently the residents of Hunter's Glen are unable to make the walk to the shopping options at Salem and Union due to traffic, topography and a drainage ditch all located on the west side of Union towards Salem. This new sidewalk is also the first phase of a continued effort in providing additional walkability and connectivity throughout Clayton and will eventually tie into a sidewalk system south of Salem Avenue, which will extend to the Summersweet residential development off of Union Rd., as well as a new single family residential community called Hunter's Path which will be located at the northwest corner of Union and Westbrook Roads. Hunter's Path is slated to break ground in 2022.

Staff submitted a \$66,900 CDBG grant, including a local match of \$22,300 (25%). Staff believes we'll hear about the success of this application in early 2022.



North and South bound section of Union Rd. where proposed sidewalk would be located

Ohio Nature Works Grant

Another opportunity the Development Department staff researched in 2021 was the Ohio Nature Works grant. Working once again with the Clayton Service Department, staff developed a project which would see the installation of a new parking lot at Northview Park as well as the widening and resurfacing of the existing walking path in Northview. The entire purpose of this project to ensure all residents of Clayton and the Northmont community will be able to access not only Northview Park but also the new all-inclusive playground that will be installed at Northview Park in 2022, depending on the success of the respective playground grant application to CDBG. Currently, Northview Park does not provide individuals with various disabilities the opportunity to enjoy the park because there is limited access and no parking options for them. The multi-use path is crumbling and is not safe for individuals with various types of disabilities and there are no options for playground equipment for individuals who are unable to walk across grass and navigate the mulch material around the playground. This new parking lot will be ADA compliant, provide plenty of handicap parking spaces, provide a flat, wide path to the planned all-inclusive playground, as well as a wider and safe, smooth multi-use path throughout the park so all residents can experience the entire Northview Park outdoor area. There will also be a new path with ADA compliant access to an existing shelter house that is already at Northview. This entire project will give free and clear access to the parking lot, multi-use path and a new all-inclusive playground. Staff submitted a grant application in the amount of \$36,575 with a local in-kind and material match of \$15,000. Staff received word at the end of 2021 that Clayton received the full grant request. Staff will be working with the Service Department in 2022 to move this project forward.



Proposed location for new parking lot and current walking paths in Northview Park

Community Outreach

Clayton's approach to community outreach is traditionally centered on the tenants of creating programs and events which our residents and business community take advantage of for the betterment of all. Creating a sense of identity and purpose allows all within the community to participate in all the different opportunities presented by the programming. The pandemic which continued to engulf the world throughout 2021 made this goal much more difficult, however staff worked diligently on doing the best we could to ensure different programs moved forward while ensuring social distancing protocols were followed. Despite COVID restrictions and limitations, all programming previously organized by the Development Department staff came back online in 2021. The challenges of COVID did limit our ability to create new programming, specifically because of cost inflations and supply shortages for certain programs. However, after very little programming in 2020, 2021 was a definite success for Clayton's community outreach.

Below is a list of the different outreach events the Development Department normally programs and what the status of each program was in 2021.

Sweep Clayton Clean Events

Clayton has long held different clean up events between the spring and fall months providing our residents an opportunity to clean up their properties and dispose of material without having to pay associated hauler and disposal fees. 2021 was no different with

staff organizing two “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 varying levels of success. Due to COVID restrictions, volunteers were not permitted to assist residents in unloading vehicles and trailers; residents had to unload all of their material themselves. After two years of full capacity of trailers with junk and debris, including in 2020 when similar limitations on volunteers were in place, staff found the resident participation this past year down. One possible reason for this could be directly attributed to the overabundance of material being dumped in 2019 and 2020 from the residents as a result of the tornadoes and lockdown mandates at the onset of COVID. Staff believes participation will be back to normal levels in 2022.



Residents unloading their vehicles and Service Department chipping brush during one of the Sweep Clayton Clean events in 2021

Staff also organized a “Shredding Event” in July of 2021. 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. Due to social distancing protocols all the volunteers were required to wear masks and residents were requested to have their documents in the trunks of their vehicles to limit direct contact with the volunteers as much possible. This type of service has been popular in the past with our residents and due to popular demand, we’ll continue to do it on an annual basis for the foreseeable future.



Staff and elected officials working a document shredding event.

VIP Beautification Program

The VIP is an important community outreach because it recognizes residents and property owners who have worked hard on beautifying and decorating their homes to make the community a wonderful place to live. The program is broken into four sections: Spring, Summer, Fall/Halloween and Holiday. The Spring and Summer awards are used to nominate and vote on homes with beautiful flower gardens and other traditionally landscaped features. Only four properties were nominated for the Spring and five nominated for the Summer. For the Fall/Halloween period properties are nominated for festive fall and Halloween decorations. 12 nominations were received during this period. Finally, the Holiday period asked for properties that had festive winter holiday lights and other decorations that staff could take pictures of during the night time. Seven properties were nominated for this period.



The Summer VIP winner with the mayor and the winning property

Taste of Northmont

Staff assisted the Northmont Area Chamber of Commerce for the fourth Taste of Northmont in 2021, however this year's event was definitely impacted by COVID. The first major change was that it occurred in September instead of January, which is when the event was previously held. It was also a challenge to secure local restaurants as worker and supply shortages proved very challenging or impossible for many of our regulars to participate. A take-out option was also provided to people as a result of COVID and this proved challenging for vendors throughout the event. Regardless of the challenges, everyone who came to the event experienced a variety of dining options through the Northmont community. This event continues to have great potential and is sure to thrive again after COVID no longer has such an impact on the local restaurant scene.



The community and Clayton restaurants, such as African Grill and BBQ, came together for a great time at the Taste of Northmont in 2021

Living Clayton

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 things accomplished by staff was a complete overhaul of the optics of the newsletter. The newsletter was renamed "Living Clayton" to take advantage of all the great things occurring in the city.

2021 saw another complete makeover of the newsletter, with staff contracting the layout, printing and publishing to a new vendor. With this new contract, the newsletter received a

new facelift and was published online with new “flipping” features making the newsletter more engaging online. After moving to a four-newsletter format in 2018, with two printed versions going out in the spring and fall and online only editions being available in the summer and winter months, staff moved to a three-newsletter format in 2021 after research indicated very little engagement with the winter online newsletter edition. The new template allowed for the spring and fall editions to continue to be printed and mailed to residents while also being available online and the summer version being online only. The Development Department staff was again responsible for organizing topics and writing the majority of the newsletter articles then submitting them to the publisher for final printing and publishing. The first year of this new format was seen as a success across the board.



The City’s newly formatted Living Clayton fall edition

Clayton Government Academy

After cancelling the third annual Government Academy in 2020, staff was able to move forward with this free educational opportunity for the general public in 2021. The 2021 class saw a dozen residents commit to the six-week course where every department head introduced their respective department, pulled the blind back on the city’s operations, and provided examples of unique and interesting reasons of how Clayton is becoming the best community in Montgomery County. One of the topics each department head was asked to address during their respective class was how they responded to COVID and what impact the pandemic had on the daily operations of their department. As always, residents walked away thoroughly impressed with the knowledge gained during the classes and knowing their city operations are in the hands of some the region’s best professionals within their respective fields. Development Department staff organized and ran the entire 6-week course while also presenting during one of the sessions.



A dozen residents participated in Clayton's Third Annual Government Academy in 2021

Public Information Officer

As part of the city's desire to always be prepared for any circumstance, Clayton's Fire Department staff began putting together detailed plans and roles for the city's "Emergency Response Program" early in 2018. As part of these plans, the Director of Development was identified as the city's Public Information Officer. Throughout 2018 & 2019, as part of this role, the Development Director not only attended trainings to better prepare for the event of emergency response scenarios, but he also became the liaison between the city and the local media outlets. This role became very important during the city's response to the Memorial Day Tornadoes and eventually the COVID-19 pandemic. Over the past 24 months this role was responsible for issuing press releases in relation to the coronavirus, answering normal media inquiries, directing questions to various city departments, and ensuring the social media presence of the city is consistent with the daily activities and projects which impact the community at large.

Parks Advisory Commission

The majority of 2021 staff worked with the Parks Advisory Commission on getting the various community outreach programming back up and running, moving new program ideas forward and continuing to have discussions on new improvements within the park system. The group also welcomed a new member in 2021, as Kris Roll replaced Sabrina Pritchett after Sabrina was appointed to the City's Planning Commission.

Development Department staff was the staff representative once again for the Parks Advisory Commission, serving as the Secretary, preparing agendas and minutes while also keeping the group informed of possible grant opportunities and the funding framework of implementing possible initiatives. The group spent a considerable amount of time working on community outreach in 2021, including assisting and sponsoring the Movie in the Park, the Labor Day Fireworks, Costumes and Carvings & Breakfast with Santa. The group also volunteered to wrap presents for the Shop with a Cop program as well as volunteered during the City's Open House in September. One of the park improvement ideas the group spearheaded in 2021 was the pickle ball survey, which staff created and implemented throughout the community. The results of that survey assisted in the plans for installing new pickle ball courts at Meadowbrook of Clayton in 2022. The group hopes to create additional outreach opportunities at Meadowbrook at Clayton in 2022 while also increasing the park system's use throughout the city. Staff will also continue to work with the group in identifying various park upgrades and prioritizing various projects this coming year.

Below is a list of programs the Parks Advisory Commission sponsored throughout 2021.

Breakfast with Santa

Staff was able to once again put on the Breakfast with Santa program after a year off due to the pandemic. With the assistance of elected officials, city volunteers and an "outside" Santa Claus and elves, 200 people were able to enjoy a relaxed breakfast environment once again at Meadowbrook at Clayton. This program is one of the most popular within the city and tickets sell out within days of going on sale in the middle of November. Development Department staff organizes the entire event, while also working the event to ensure a smooth operation from beginning to end. Without the assistance of all the volunteers, this program would not be possible. Santa also sticks around after breakfast to talk to anyone else who would like to visit with Santa, free of charge.



Meadowbrook at Clayton had a full house for Breakfast with Santa in 2021

Costumes and Carvings

2021 was the sixth year Clayton hosted a fun day of activities at Meadowbrook at Clayton centered around Halloween and for the second year, the Parks Advisory Commission assisted and sponsored the event. After doing a “Pumpkin and Goodie Bag Drive-Thru” in 2020 due to COVID, staff was able to organize and work the regular Costumes and Carvings event and it was a great success in 2021. The event continued to take place at Meadowbrook at Clayton and 150 pumpkins were donated to the event by Wetzel Farms. The event saw over 100 people attending the event and participating in the pumpkin carving and costume contest throughout the afternoon. Local volunteers and dignitaries judged the event and pumpkins and goodie bags were handed out after the event for anyone who wanted one.



Costumes and Carving was a great success this past year

Labor Day Fireworks and Festival

The city’s most popular program based on attendance returned with a bang in 2021. The Labor Day Fireworks and Festival came back to Meadowbrook at Clayton, but this year

staff worked on securing a new fireworks vendor which proved to be a wonderful upgrade. Working closely with the Clayton Fire Department, this event was missing some of its traditional offerings, such as the bounce houses and face painting due to COVID, but the Northmont Acapella group provided musical entertainment once again and the Parks Advisory Commission along with elected officials and city volunteers worked on providing free hot dogs, chips, sno-cones, popcorn and cotton candy. The entire community was thrilled with the firework show and everyone can't wait to see another great display in 2022.

Movie in the Park

Movie in the Park moved forward in August, a couple of weeks before school started. After a yearlong hiatus due to COVID, this popular outreach program came back with lukewarm response. Approximately 100 people showed up for the movie "The Croods: A New Age" being shown on the driving range at Meadowbrook at Clayton. In years past this event was schedule the first week of school and while we attempted the same time frame this year, it wasn't possible due to scheduling conflicts due to a late decision to move forward with the program after some unknown factors related to the pandemic were discussed. 2022 should see the program return to the first week of school and hopefully the event returns to the pre-pandemic levels which was usually approximately 200 people.



2021 Movie in the Park at Meadowbrook at Clayton

Community Outreach Videos

After two successful years of working with Champion City Media in putting together outreach videos for the community, staff entered into another 12-month agreement with the vendor to put together additional videos. Staff split the roster of videos in 2021 between a variety of topics. The first concentration was continuing to highlight local businesses throughout the community, and we were able to successfully do this with a quarter of the new 2021 videos. One challenge with the business spotlight videos was getting businesses to do them. With the unknown certainties with the pandemic, the majority of small business owners did not have time to commit to doing a video spotlight. Staff's goal in 2022 is continuing to offer this program to small business owners and we're hopeful we'll get a better response in 2022.

Staff concentrated some of the remaining video topics on information videos which will assist Clayton in marketing programs such as the Government Academy, Coffee with a Cop, and the Clayton Community Open House for years to come. Videos also concentrated on the various departments with the city, with each department head committing to one video, explaining all the great things within their specific department.

In addition to organizing the video program and coming up with new topics, staff worked throughout the year in cycling the older videos on relevant dates and times and ensuring all the videos were live approximately one time every three months. This program will move forward for a fourth year in 2022 and staff is excited to bring forth new videos including a "Why I Serve" series with City Council members.

Marketing Meadowbrook at Clayton

Staff was tasked with the marketing of Meadowbrook at Clayton in the middle of 2018 and began working with Elaine Wittman, the Meadowbrook Operations Manager, in 2019 to take a multiple pronged approach to marketing Meadowbrook. Elaine took over the social media aspect for Meadowbrook in Clayton while Development staff worked with Elaine on the various other marketing initiatives for Meadowbrook.

While continuing to work with Elaine on the marketing aspects of Meadowbrook through 2022, Elaine continued to be responsible for the social media and email blasts aspect of the marketing initiative. Development Department staff coordinated the marketing through the Northmont Town Money Saver and both staff and Elaine worked with Buy Golf for Half in a reduced role. BGFH did assist Meadowbrook in doing email blasts throughout the year, however our partnership on radio advertisement via BGFH came to an end at the end of 2020. The biggest thing staff worked on with Elaine in 2021 was getting Meadowbrook's storefront back up and operational on The Knot and Wedding Wire's platforms. While both sides of the marketing team worked on getting this agreement back up and running, Elaine staffed the team's response to inquiries as they came in throughout the year.

Employee Spotlight Series

Another project the Development Department staff was tasked with in 2020-2021 was the creation of an Employee of the Week series, where each city employee was highlighted on the city's social media pages on a weekly basis. This project was intended to assist in bringing a sense of personal face to local government and also highlight Clayton's dedicated workers across every department. Staff worked every week with department heads on identifying the next roster of employees to be highlighted, usually done by seniority, and then staff reached out to each employee to gain a little information about the employee for the spotlight. This series ran for the entire 2021 calendar year.



The Development Department organized and created the weekly Employee Spotlight Series on social media

2022 Community Development Goals and Objectives

Code Enforcement

1. Continue with proactive enforcement and responding to hot button issues as they arise.
2. Keep compliance rate for violations around 90%.
3. Identify a new neighborhood to do a concentrated enforcement project in.
4. Go through the vacant property database and update the status of each property.

5. Work on incorporating the new GIS data capabilities into the code enforcement program in order to create maps so staff can analyze where additional enforcement activities should occur.

Grants

1. Continue assisting with the planning and implementation phase of the Hoke Rd. Phase I Widening Project from the CMAQ grant.
2. Work with the Service Department on carrying out the Northview Park upgrades as part of the Nature Works grant award.
3. Finish off the Clayton Demolition Grant project.
4. Bring the N. Main Street Business Incentive Grant to a close and/or reallocate the funds to another CDBG approved project.
5. If the city is awarded CDBG funds from the 2021 grant cycle, work on implementing any and all projects associated with those awards.
6. Continue identifying other grant opportunities for the overall improvement of Clayton's community, specifically for community development and park improvements.
7. Identify other grant opportunities for the various action steps in the PLAN Clayton Implementation Plan.

Community Outreach

1. Continue to work with the Parks Advisory Commission on developing new outreach programs at Meadowbrook at Clayton and the city's park system.
2. Continue the Sweep Clayton Clean events.
3. Continue working with the Northmont Area Chamber of Commerce on their community programming.
4. Continue the Clayton Government Academy and expand the participants to 15 residents.
5. Continue working on the community outreach video program and transition to different video topics.
6. Begin working with the Service Department on new signage at the parks as well as creating a new long-term way-finding signage program, identifying possible

locations and content for future way-finding signage as well as the look of the new signage.

ECONOMIC DEVELOPMENT

The city's top priority 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 also imperative to accurately identify areas where future industries and residential communities 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 in predicated on. Staff attempting to accomplish these goals during a once in a one-hundred-year global pandemic makes things more interesting to say the least. Despite that, staff worked diligently throughout 2021 to shore up the economic development for the city and ensure everything was done to assist our small business foundation.

At the beginning of 2021, staff created a list of goals and objectives referred to throughout the calendar year for economic development. This was done to ensure staff stayed on task and continued to follow the greater scope of the development department's mission. Immediately below is the list of the goals described in last year's report for 2021 and the status of each task.

2021 Economic Development Goals and Objectives

Five Year Economic Development Plan Goals

1. Update the Five Year Economic Development Plan

This was completed in May of 2021. Staff presented the new Five Year Economic Development Plan to City Council in late summer.

2. Hold one Business Meet and Greet in the fall months either in person or virtually

A Business Meet and Greet was held in December at Ray's.

3. If the pandemic allows, do a business walk in the fall months

A Business Walk along N. Main Street occurred with Montgomery County's BusinessFirst! program, in October. 60 businesses were visited.

4. Assist Windsor Properties in rolling out their new residential products to the public with promoting new model build outs and any marketing material they have for their multi-family product.

Staff worked with Windsor throughout the year. The pandemic slowed some of the progress for the project, but Windsor did hold an information meeting for the North Clayton Community Authority and HOA in December. They've also remained engaged with the HOA throughout the second half of 2021.

5. Assist in marketing the industrial land on Salem Avenue as we attempt to find an end user for that site.

Staff assisted with this after the ownership group hired commercial real estate brokers to list the property early in 2021. Staff developed new marketing sheets, placed them on the city's website as well as the JobsOhio platform. Staff also submitted the property for multiple projects that came through the JobsOhio program. The property is now under contract with Newmark.

6. Work on marketing N. Main Street properties along with the new N. Main Street incentive program to successfully get our 2nd new build end user along this corridor.

Staff rolled out the N. Main Street Business Incentive Program in June and met with several businesses about this program. Staff also worked with two end users that currently have the city's two properties under contract. If they get the appropriate licenses for their respective end uses, they will be moving forward with new construction in the next 12-28 months.

7. Assist Windsor in marketing Village of North Clayton for a new commercial end user.

Windsor is currently still working on their plan modification plan for the 26 acres. They are concentrating on getting this plan completed and approved before moving forward with commercial end users.

New Business Goals

1. Assist Redwood Apartments to move their new mixed use project forward in the process with the goal of breakign ground in late 2020/early 2021.

Staff worked with Redwood throughout the first half of 2021, first on their original design layout and finally on a revised plan layout. Both plans were recommended for approval by the Planning Commission but were ultimately turned down by City Council.

2. Assist potential end users find vacant tenant space in the city.

Staff assisted nine new businesses locate in the City in 2021.

3. Assist potential end users find vacant land to build new in the city.

Staff assisted two end users to put city land under contract along N. Main Street for new construction and have been in conversations with a possible new end user for the city's land at the Village of North Clayton. Staff also submitted land along Salem Avenue for several JobsOhio new construction projects throughout 2021. Staff also worked with Road Star trucking on developing the newly industrial zoned 6 acre tract on Salem Avenue. Finally, staff worked with Newmark on the 53 acre industrial tract on Salem for a future industrial use. Newmark has the property under contract and is actively marketing the property now while also could potentially build a spec building if no end user is secured in the next 12 months.

4. Continue moving forward with the business spotlight videos.

Staff continued to roll out the previously made business videos every three months as well as made three new ones. It was a challenge to get businesses to commit to filming in 2021 due to the pandemic and staff shortages at their businesses.

Regional Partnerships Goals

1. Coordinate with the Dayton Business Journal the 2021 Clayton Community Spotlight.

The Clayton Community Spotlight was released in October. The city also sponsored several pages on DBJ's end of year Book of Lists.

2. Continue attending as many BusinessFirst! and I-70/75 meetings as possible.

Staff attended virtual meetings this year for these organizations.

3. Assist our regional partners in business retention visits of our larger companies.

Staff worked with our regional partners on these visits. Due to the pandemic several of the bigger operations did not want to participate this year, however we made contact with them. The Business Walk was able to get faces in front of our businesses along N. Main Street during the N. Main Street Business Walk.

4. Continue to update our active inventory data entries on JobsOhio's platform.

Staff accomplished this every quarter throughout 2021.

5. Update our local property fact sheets of available land for development.

Staff accomplished throughout the 2021 when new information was released.

| Year Two - 2017-2018 | | | | | | | | | | | | | | | | | | | | | |
|---|--|------------|------------|-----------|------------|-----------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|------------|------------|---------------------------|-----------|-----------|-----------|-----------|--|
| Task | | | | | | | | | | | | | | | | | | | | | |
| One new commercial use with plans - Village of N. Clayton | Staff was aggressive throughout 2018-2019 on engaging commercial end users and working on a multi-family project | | | | | | | | | | | | | | | | | | | | |
| Removal of Residential Blight | started in 2016 | | | | | | | | | | | Completed | | | | | | | | | |
| Vacant Farm Land - data input | | | | | | | | | | | | | | | | Completed | | | | | |
| Assist realtors with commercial land marketing | Completed and will continue to do | | | | | | | | | | | | | | | | | | | | |
| Master Plan - Implementation | | | | | | | | | | | Plan Adopted | | | | | Working on Implementation | | | | | |
| | May, 2017 | June, 2017 | July, 2017 | Aug, 2017 | Sept, 2017 | Oct, 2017 | Nov, 2017 | Dec, 2017 | Jan, 2018 | Feb, 2018 | Mar, 2018 | Apr, 2018 | May, 2018 | June, 2018 | July, 2018 | Aug, 2018 | Sep, 2018 | Oct, 2018 | Nov, 2018 | Dec, 2018 | |
| | Time Frame to Accomplish Task | | | | | | | | | | | | | | | | | | | | |
| | Task Process Started & In Progress | | | | | | | | | | | | | | | | | | | | |
| | Task Completed | | | | | | | | | | | | | | | | | | | | |

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

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

The third year of this plan was designed to begin seeing actual development projects because of the planning and building of years one and two of the plan. Below is the status of each goal at the end of 2019.

| Year Three - 2018-2019 | | | | | | | | | | | | | | | | | | | | | |
|--|---|------------|--|--|------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|------------|-----------|-----------|-----------|-----------|-----------|--|
| Task | | | | | | | | | | | | | | | | | | | | | |
| Zoning Code Re-Write | Kickoff event was December, 2018 | | | | | | | | | | | | | | | | | | | | |
| Hoke Road Development- One new retail use at site | Started in 2017 | | Burger King opened in Jan. 2019 and Goodwill was approved late '18 | | | | | | | | | | | | | | | | | | |
| N. Main Street Redevelopment - Have plans for one new commercial use using new overlay specs | Plans submitted in April | | | N. Main Vet broke ground in the fall of 2018 | | | | | | | | | | | | | | | | | |
| Village of N. Clayton - Commercial use in place, res. Lots under site control | Residential lots went up for auction in 2018 and are beginning to be purchased. City controls 4 acres now and land is being marketed with broker. Still engaging commercial end users | | | | | | | | | | | | | | | | | | | | |
| Engaging owners of farm land | Farm land available for development is presently on the market and is on the various real estate platforms including JobsOhio | | | | | | | | | | | | | | | | | | | | |
| Salem Avenue - End user breaking ground | Casey's opened in October, 2018 | | | | | | | | | | | | | | | | | | | | |
| | May, 2018 | June, 2018 | July, 2018 | Aug, 2018 | Sept, 2018 | Oct, 2018 | Nov, 2018 | Dec, 2018 | Jan, 2019 | Feb, 2019 | Mar, 2019 | Apr, 2019 | May, 2019 | June, 2019 | July, 2019 | Aug, 2019 | Sep, 2019 | Oct, 2019 | Nov, 2019 | Dec, 2019 | |
| | Time Frame to Accomplish Task | | | | | | | | | | | | | | | | | | | | |
| | Task Process Started & In Progress | | | | | | | | | | | | | | | | | | | | |
| | Task Completed | | | | | | | | | | | | | | | | | | | | |

Develop Housing Policy: Facilitate and/or create an “Aging in Place Housing Policy” to provide quantitative data and identify locations within the city where Clayton can implement more diverse housing options throughout the community, so the city offers enough options to residents ranging from young professionals through senior citizens.

Local Business Support: Staff supported the local business community throughout 2020 and during the COVID-19 pandemic with information about relief programs at the local, state, and federal level. Staff will work to start the Business Meet and Greet back up after the pandemic, bring more awareness to the Business of the Month program and continue doing small business spotlights throughout 2021. Staff is also planning on doing a Business Walk with Montgomery County BusinessFirst! at the end of 2021.

Village of North Clayton New Kickoff: With Windsor Properties purchasing the remaining lots at the Village of North Clayton at the end of 2020, they will be looking to jumpstart the new phase of North Clayton construction in 2021. Look for new single family and townhouse models and planning for new multi-family and commercial to begin throughout the year.

Zoning Code Adopted: The final planning piece of the 2016 Five-Year Development Plan should be approved and adopted by City Council sometime in mid-2021.

One Additional Residential Development: Staff will begin working with one additional residential developer to bring additional residential units online within Clayton. Planning and zoning approval throughout 2021 with the goal of beginning construction in 2022.

Hoke Rd. Expansion Grant: Staff will finalize the Phase I grant with MVRPC and the state and begin the planning stages of implementing that grant project while also beginning to plan for how and when to begin submitting for Phase II of the project.

PLAN Clayton Implementation Committee: Staff will begin working on planning the implementation of projects recommended by the PLAN Clayton Implementation Committee (PCIC) to City Council at this juncture. Projects recommended by the PCIC are projected to be completed in the next five-year time period.

New Industrial/Manufacturing Tax Abatement Program: Staff will put together a tax abatement program specific for future industrial and manufacturing types of uses which may be interested in locating in Clayton, most likely along the Salem Avenue corridor.

GIS Program: Staff will work with the Service Department and MVRPC to organize a GIS program specific to Clayton which will assist all departments on various mapping components. This program and new mapping will assist in targeting future development

areas, highlight community amenities, locate city utilities, and demonstrate emergency response times among many other components.

N. Main Strategic Long Term Site Control Plan: Using GIS data and mapping, staff will put together a strategic map of possible long-term site acquisition targets to assist in future redevelopment efforts along the N. Main Street corridor.

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. After experiencing 16 new businesses opening their doors during the first year of the pandemic in 2020, Clayton returned to a more normal year as it relates to new businesses. Prior to 2020, Clayton averaged five new businesses annually. In 2021 Clayton saw seven new business open their doors in the community.

Following are the new businesses and their locations.

- African Restaurant & Grill 8146 N. Main St.
- Dan the Mower Medic 6080 Taywood Rd.
- D&D Grill Rental's Commercial Kitchen 5341 Westbrook Rd.
- Evan's Concrete 6542 Union Rd.
- Kingdom of Christ Ministries 7733 N. Main St.
- Royal Grand Suites 8350 N. Main St.
- Sha'Rue Salon & Co. 6514 Union Rd.



Staff attending Sha'Rue Salon's Grand Opening

Local Economic Development Progress

N. Main Street Corridor

Staff continued to forward City Council's desire of concentrating redevelopment efforts along the N. Main Street corridor throughout 2021. This included opening new businesses, engaging possible end users and their interest in city owned property and identifying possible additional sites for redevelopment efforts. Below is a summary of the work staff conducted along the N. Main Street corridor in 2021.

1. After aggressively marketing the two properties owned by the city the previous few years, including working with two different commercial real estate brokers, staff was able to bring two end users forward to City Council with full asking price offers. The first property to go under contract is the city's vacant parcel located at 8243 N. Main Street. The end user is applying for a medical marijuana dispensary license with the state and has agreed to build a new building in accordance with the new N. Main Street regulations if they're successful in obtaining the license. The second property to go under contract is located at 7631 N. Main Street. The parent company of N. Main Street Health has this property under contract, and they are also applying for a medical marijuana dispensary license via the state. They have also agreed to build a new building per the N. Main Street regulations if they are successful in obtaining the appropriate licensing.
2. As previously stated in the summary of "2021 Goals," staff worked with the Montgomery County BusinessFirst! team in doing a Business Walk, concentrating specifically on the N. Main Street corridor. Approximately 12 volunteers participated in this Business Walk, with participants representing the Job Resource Center, Dayton Development Coalition, Sinclair Community College, Montgomery County Development, Clayton City Council and Clayton staff. Approximately 60 businesses were visited during this walk and staff was able to find out what successes we've had over the past five years and what challenges continued to exist. We were also able to pass along assistance and resource programming available to the local business community during this walk.
3. Staff constantly works on identifying properties along this corridor which could offer the city with potential site control opportunities. Throughout 2021 staff worked on securing ownership of the property at the corner of N. Main and Hacker Rd., which previous was operated as Laura's Loft. There are two parcels located at this property and represent over an acre of commercial land which currently have several dilapidated structures located on them. Working with our commercial real estate broker, the city was able to secure the southern parcel, 8049 N. Main Street in 2021. Staff continues to work on securing the other parcel, known as 8051 N. Main Street from the current owner. Additional environmental studies needed to be completed prior to staff feeling comfortable with recommending moving forward with this site acquisition, but staff hopes to have this property under site control by spring of 2022. This corner property sits

caddy corner for the front acreage of the Stillwater Center, which Montgomery County controls and staff believes is another future opportunity for redevelopment efforts along this corridor. This intersection was also previously identified as a core redevelopment area in the PLAN Clayton document. Securing this corner will go a long way in moving the city forward with this goal.

4. As previously mentioned in the report, staff rolled out the N. Main Street Business Incentive Grant program in June. This exterior façade improvement program was made possible through a \$50,000 CDBG grant from Montgomery County and a \$50,000 local match from the city. There were several local businesses interested in this program, but they all struggled to secure the needed estimates due to the program being funded in part through federal HUD dollars.



Gudorf Financial Group opened their new Legacy Learning Center on N. Main Street in 2021

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. Staff worked hard with the North Clayton Community Authority since 2016 to attract new builders and commercial investment into the planned community, with little success. In late 2019 staff began having discussions with Windsor Properties who have successfully acquired and redeveloped over a million square feet of tenant space in downtown Dayton as part of the Fire Blocks District redevelopment project and have turned similar types of projects such as North Clayton around to be very successful mixed-use developments for their respective communities. Below are additional details of staff's work with Windsor and other aspects of the Village of North Clayton project throughout 2021.

1. Windsor Properties purchased all the residential lots in North Clayton as well as the 26-acre lot originally approved to be the Towne Center consisting of mixed uses and multi-family residential units at the end of 2020. As part of this transaction Windsor also purchased an existing commercial building and another commercial lot. Windsor worked with staff and the current residents and property owners in North Clayton preparing to submit a modification to the originally approved final development plan for what they are proposing to build on the 26 acres. Staff worked with our utility partners and Windsor throughout 2021 as the developer worked through their new site design work. The development team also rolled out the first draft of the new project design for community feedback at the end of 2021. Windsor hopes to move this project forward in 2022 with a final development plan modification application to the City's Planning Commission.
2. Another opportunity for future growth presented itself in 2021 at the Village of North Clayton when the last four acres of commercial land tied to the previous probate case for the estate of Kevin Merrick became available for purchase through auction. Cubik, LLC purchased the property and has presented a preliminary site layout for a mixture of uses of apartments and commercial uses for that site. Staff will wait for a potential final development plan modification for that particular property sometime in 2022.
3. Staff worked with the ownership of the Quiet Creek Development group between 2018 and 2020 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 the original North Clayton PUD, 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 and by the end of 2020 Grand Traditions had the property in question under contract. At the beginning of 2021 Grand Traditions submitted a final development plan modification to the Clayton Planning Commission for an approximate 120 unit attached housing project which would target empty nesters and young professionals. This project was well received by the Planning Commission, City Council and the community at large and the project received final approval by the end of summer. Currently staff is working with Grand Tradition's team and the Northmont City School on amending the existing TIF at the site and Grant Traditions should be breaking ground on the Grand Villas of Clayton by the end of 2021.
4. The final piece of the Village of North Clayton project was the city's almost four acres of commercial land which was put under site control in 2019. Staff has worked with our commercial broker on marketing the site throughout 2020 and 2021 and by the end of 2021 staff was engaged with a potential commercial end user which would be a unique, independently owned restaurant/event space to the Village of North Clayton. Staff hopes to have this project under contract by the middle of 2022 and if everything works out, this project could be under

construction by 2023. This project would provide a long needed commercial anchor at the Village of North Clayton to pair with Esther Price.



Preliminary Conceptual Plan for new phases of Village of North Clayton by Windsor Properties

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 for quite some time the properties available for such development were not zoned appropriately and remained under the control of private entities, making it difficult to develop for industrial uses. However, through staff working diligently with various landowners during 2020 and 2021, some new potential opportunities presented themselves and the goal of creating future industrial growth along this corridor, along with supporting commercial uses, became more of a reality by the end of 2021 than in any previous year.

1. In early 2020, Clayton City Council approved the rezoning of 51 acres along Salem Avenue from single-family residential to industrial. This successful rezoning not only brought the property into compliance with Clayton’s future land use map, but it also provided Clayton’s largest tract of land with direct frontage on SR 49 an opportunity for future industrial development. At the end of 2020, the private ownership group selected a commercial/industrial real estate broker which staff immediately began working with to market the land to potential end users. Included with these efforts was engaging with our local development partners at Montgomery County, Dayton Development Coalition and JobsOhio to make them aware of the new listing as well as submitting the property for potential projects in the JobsOhio pipeline. By the middle of 2021, the property ownership was engaged in negotiations with the Newmark development team out of Cleveland, Ohio. Soon after, the property was under contract and Newmark immediately began undertaking environmental studies at the site as part of their normal due diligence process. Newmark intends to begin marketing the land at the beginning of 2022 with the hopes of securing an anchor tenant at the site. If

this occurs they will begin moving forward with the building out of almost 700,000 square feet of industrial space at this newly created industrial park. If they're unable to secure a tenant, Newmark believes they will at a minimum move forward with construction on one of the industrial buildings, which would be an approximate 300,000 square foot spec building. Staff will continue working with Newmark and any potential end user they're able to secure throughout 2022 to move this project forward. Staff will also continue to submit this property with JobsOhio for potential projects consistent with Newmark's and Clayton's desires for this location.

2. Another property, which previously was unable to attract future development interest due to its zoning and private ownership status, is a six-acre tract of land, located directly to the east of the 51-acre tract previously discussed. The property owners of the six acres engaged staff at the end of 2020 about the possibility of rezoning their land to take advantage of the recent rezoning of the 51 acres. In the beginning of 2021, the property owners submitted a rezoning application to the Clayton Planning Commission and in the spring, City Council approved the application. The property owners subsequently listed the property with the same real estate broker listing the 51 acres. Staff began working with Road Star Trucking about locating their American headquarters at this site in the summer months. At those early meetings, Road Star, based in Canada, proposed building a new office/headquarters at this location along with a large trucking terminal to the rear of the property. Staff reviewed the proposal, along with Service Director Randy Sanders and our engineering consultant, and then provided comments back to the company. After several additional meetings, Road Star put the property under contract and closed on it before the end of 2021. They're working with staff on permitting currently and are projecting to start construction at the site before the end of 2022 on their new 13,000+ square foot building along with paved parking to the rear of the property.

AVAILABLE FOR LEASE
690,000-SQUARE-FOOT SPEC WAREHOUSE SPACE

TERRY COYNE PROPERTIES

6942 SALEM AVENUE
CLAYTON, OHIO

THIS SPEC WAREHOUSE SPACE FEATURES 2 BUILDINGS TOTALING 690,000-SQUARE-FOOT ON A 51 ACRE SITE IN CLAYTON, OHIO

| SPEC BUILDING DETAILS | |
|---------------------------------|---------------------------------|
| BUILDING A | BUILDING B |
| • 390,000 SF | • 300,000 SF |
| • 459 automobile parking spaces | • 345 automobile parking spaces |
| • 100 trailer parking spaces | • 75 trailer parking spaces |

LEASE RATES
WAREHOUSE: \$6.00-\$6.50/SF NNN
OFFICE: \$12.50/SF NNN

690,000 TOTAL SQUARE FEET
51 ACRE SITE

NEWMARK
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6942 SALEM AVENUE
CLAYTON, OHIO
SITE RENDERING

New marketing material for the newly industrially zoned 51 acres on Salem Avenue

Redwood Apartments

At the end of 2020, Redwood Apartments submitted a project for the northwest corner of National and Haber Roads. The project proposed 147 single story, market rate, apartment style residential units in the first phase and then commercial along National Road on six acres for the second phase. In the opinion of staff, the project specs matched perfectly with what has been outlined in the PLAN Clayton document. The project was approved by the Clayton Planning Commission unanimously. The Clayton City Council heard the application; however, the project did not receive enough affirmative votes to gain approval. Redwood submitted a new application several months later, which was less dense, called for a traffic signal at the intersection of National and Haber and called for Clayton purchasing approximately 11 acres using TIF funds to develop as a future mixed-use center. Clayton Planning Commission once again voted to recommend approval of the project and Clayton City Council once again failed to move the project forward by failing to have enough affirmative votes to do so. Redwood decided to move on from this project after not receiving approval for the second time.



Redwood's Original Conceptual Plan for the National and Haber intersection.

Hunter's Path

At the beginning of 2021 staff became engaged with the development group DDC, which had previously been working on a site on Sweet Potato Ridge before that specific project didn't move forward due to site issues which were unable to be overcome between the developer and property owner. DDC approached staff with a single-family residential project for the northwest corner of Westbrook and Union Roads. The 33-acre site would be the future location of 125 single family, market rate units at the corner and would connect with the existing Bayberry subdivision, directly to the north of the site. This community would also provide the new residents with sidewalks, a central park, ponds with fountains and streetlights throughout. The application was met with very little resistance and was approved unanimously by the Planning Commission and City Council. Hunter's Path is scheduled to break ground in 2022 and should see its first occupants in early 2023. Arbor Homes is the selected builder for this project. Arbor Homes has built over 13,000 homes in the Indianapolis region since 1994 and they are interested in expanding their footprint in the Montgomery County region. This will be Arbor's first community within the Northmont region.



Final site layout and one elevation rendering of the proposed homes at Hunter's Path

Wenger Village, Phase III

Wenger Village, located on Wenger Road, just east of Crestway Drive, was originally approved almost 16 years ago. The approved final development plan called for three phases; however, the first two phases were the only parts of the project that became platted and eventually developed. What remained was 16 acres, located to the direct south of Wenger Village, as unplatted and undeveloped, although it was included with the original project approval. The property owner approached staff a couple of years ago to let us know he was interested in selling the 16 acres if an acceptable developer came forward. Staff passed this land forward to several developers and Oakes Tree Development was the entity which was successful in finally getting the property under contract in 2021. Staff worked for several months in 2021 researching archival documents to find the original case approval. All pertinent information found was

forwarded to Oakes Tree and they moved forward at the end of 2021 with submitting an application for the platting of Phase III of Wenger Village. The developer’s intention is to build out the project as it was originally approved, therefore there’s no need for modifications or additional development plan approvals. They only have to receive approvals on the proposed plat, which meets the specs of the original approved plans. This project is scheduled to move through the Planning Commission and eventually City Council in early 2022 and they hope to be breaking ground by the end of 2022. At this time D.R. Horton is the selected home builder for this project, which is the nation’s largest homebuilder. This would be D.R. Horton’s first residential project in the Northmont community. Phase III will see the construction of 59 new, market rate, single-family homes in accordance with the original approval. This approval calls for ranch style homes in the eastern section of Wenger Village and then two-story homes in the western section.



Section III of Wenger Village, slated to be heard in early 2022

Future Residential Projects

Over the past two years staff has worked with an assortment of developers which have identified Clayton as an ideal location for future residential communities. In addition to the previously mentioned projects in the Village of North Clayton, the Grand Villas of Clayton, Hunter’s Path and Wenger Village Phase III, staff has had several additional discussions with developers and property owners across Clayton regarding possible future residential development projects. Oakes Tree Development is scheduled to present a conceptual plan for a single-family project at the northwest corner of National and Haber Roads (the former Redwood site) in January with Ryan Homes as the proposed builder, and there is another site currently under the due diligence phase of a land contract for a possible future single-family project. Staff has also had multiple conversations with additional developers & builders about the Clayton community. Staff will continue to work with all developers which approach the city to ensure all future projects comply with the PLAN Clayton document as closely as possible and that we as a community continue to grow in a smart fashion.

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. Following up on the difficult year 2020 proved to be with the beginning of the COVID pandemic, staff continued working within the framework of the global pandemic while also assisting our existing business community. Below is a summary of how staff worked with the business community throughout 2021.

Email Blasts

Often times, the best method to get the word out to the local business community is via email blasts. Staff continued semi-monthly emails throughout 2021, communicating about the new business incentive grants, federal and state COVID relief funds and various programs being offered by Montgomery County. We also used this medium to promote the various spotlight opportunities including the “Business of the Month” social media program and the spotlight videos.

Business Spotlight Videos & Social Media

One of the most successful programming pieces from 2020 was the small business spotlight video program we previously mentioned. This program came out of our community video outreach program, and we decided early in the pandemic we would transition the majority of our videos to spotlight local small businesses. This pivot occurred quickly to assist in bringing awareness to not only the great local business community here in Clayton, but to create personal stories to help drive business activity to the entire local business community. Clayton had eight small business spotlights created in 2020 and all videos were released on social media and placed on our website under the development department. Staff wanted to present a wide array of different types of businesses showing the diversity of the Clayton business community. Videos continue to be released on social media every three months for all the businesses with the hashtags: #SupportSmallBusiness and #ShopLocal. This program was ultra-successful in 2020 and staff worked to replicate this success in 2021. However, with the ongoing pandemic and worker shortages, the majority of the city’s small businesses didn’t have the time to commit to doing a small business spotlight. Staff was able to complete three spotlights throughout 2021 and we’ve now included those with our roster of videos which demonstrate why doing business is such a great thing. Below is a list of the three businesses who completed videos in 2021.

- D & D Grill Rental
- Girlfriends Hair Salon
- Real Change Business Coaching

The video program is most successful being posted on the city’s various social media platforms, which include Facebook, Twitter, LinkedIn, Next Door and the city’s YouTube channel. Throughout the year staff emails the local business community and

asks them to share with staff any specials or unique postings they'd like the city to share. Staff also uses social media to highlight the importance of shopping local and supporting the small business culture throughout the year.

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. Obviously due to the pandemic and social distancing protocols staff was unable to host any business meet and greets in 2020. Staff patiently waited throughout 2021 and finally scheduled one in December for the local business community. Mailers were sent to all the local business locations; posts were done on social media and email blasts were sent several times reminding the businesses of the event. Despite these efforts only two businesses attended the event. Staff will be working towards reinventing the Business Meet and Greet program in 2022 to become an event where there is better attendance benefitting everyone within the business community.

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 2021. The concept behind the program is Clayton does a profile of a local business two to three times a month on our different social media platforms. It's first come/first served, and we keep a list of businesses for each month as they sign up. Much like the end of 2020, staff struggled with getting participants for this program throughout 2021. Several businesses expressed interest in the program, but never responded to emails when the time to create the profiles occurred. Several businesses missed their respective spotlight months entirely. Despite this, Clayton did have a few businesses participate throughout 2021 and we're hopeful as the pandemic loosens its hold on the world, we'll be able to get better participation throughout the year.

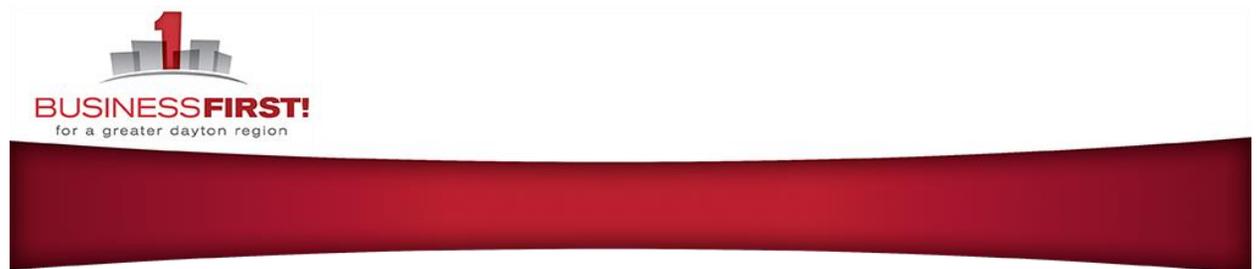
Regional Economic Development Partnerships

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.

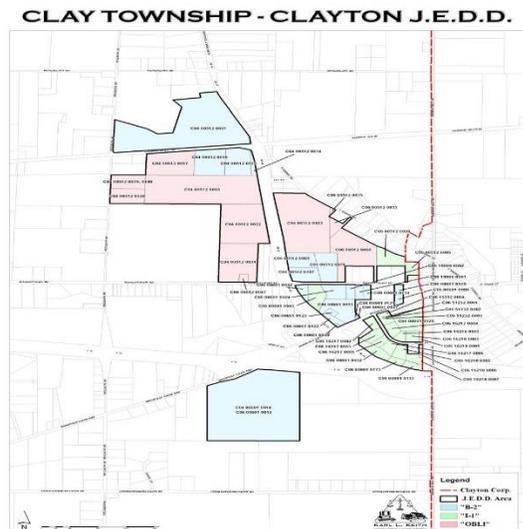
Montgomery County

Continuing Clayton's partnership with Montgomery County, staff attended BusinessFirst! regional meetings virtually throughout 2021. Typically, 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. This year it played an even more substantial role in that it continued to keep local development officials aware of what assistance was available in the pipeline at the local, state, and federal level. City staff also partnership with Montgomery County's various resource partners on the previously mentioned N. Main Street Business Walk.



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

Another initiative staff undertook this year was ensuring the available lots within Clayton found on the JobsOhio site selection data platform was current in terms of contact information and sales price. Staff updated these property fact sheets quarterly and reviewed new projects as they came in to see if Clayton had any available properties which met the project specs. Staff reviewed 44 such projects from DDC and JobsOhio to see if there were any available Clayton properties meeting the project specs. Staff submitted Clayton properties for three such projects which included completing Request for Information (RFI) sheets for the specific properties.

For “Project Magnet” Clayton was the final property from the southwest region of Ohio before losing out on another project location. This specific project called for almost \$27 million in capital investment and \$17 million in new job payroll with 400 new jobs. Clayton staff coordinated the local response with getting local incentive commitment letters from Montgomery County and Clayton City Council. Unfortunately, Clayton’s property was ultimately not selected as the final project site.



Dayton Business Journal Community Spotlight

Following up on the success of the Clayton Community Spotlight in the Dayton Business Journal in 2019 & 2020, staff engaged with the DBJ again in 2021 to assist in our marketing efforts of the city. At the beginning of the year staff decided to do the spotlight in October because we believed several of the development projects earmarked at the beginning of the year may be closer to the finish line by the end of the year. Unfortunately, Redwood was denied by City Council and the other development projects did not move as quickly through the process as staff had hoped. Staff was able to concentrate on the 20 new businesses which opened during the pandemic, possible new incentive packages staff was presenting to Council, new housing projects in the pipeline, Clayton’s new Five-Year Economic Development Plan, the city’s smart growth

philosophy and police and park upgrades. Continuing to promote Clayton during the pandemic was a strategic decision as part of our marketing of Clayton to the development community and we believe we'll have even more success with a 2022 spotlight when some of the previously mentioned projects move forward and we're able to continue to build upon the success we're presently having.



A few of the articles in the Dayton Business Journal's Clayton Community Spotlight

LinkedIn Property Profiles

After periodically marketing land on the LinkedIn platform throughout 2020, staff made a concentrated effort to be much more active in not only marketing available land on LinkedIn, but also promoting other positive projects and programs throughout 2021. Staff consistently posted weekly “#ClaytonFridayFactSheets” on the platform over the first three quarters of 2021, which highlighted properties available in Clayton with utility information, pricing, zoning, and contact info. By the fourth quarter, the majority of available properties for large scale development were under contract, or off the market in Clayton. Heading into 2022, Clayton will continue to promote available properties on LinkedIn when it's appropriate to do so.

2022 Economic Development Goals & Objectives

Five Year Economic Development Plan Goals

1. Begin implementing the new Five-Year Economic Development Plan

2. Transition the Business Meet and Greet program to a different format in an attempt to get more participation
3. Roll out the new payroll tax incentive program for large industrial and manufacturing end-users.
4. Continue working on accumulating additional site control along N. Main Street for future redevelopment efforts. Included with this is putting together a comprehensive plan on what properties to target and build this into a GIS map for staff to be able to work off of long term.
5. Assist Windsor Properties in rolling out their new residential products to the public with promoting new model build outs and any marketing material they have for their multi-family product.
6. Assist the new developer of the 53-acre tract of industrial land on Salem Avenue on marketing to potential end users.
7. Continue working on getting a second new built commercial building along N. Main Street.
8. Continue working on getting a new commercial end-user at the Village of North Clayton.
9. Continue working on getting a new commercial/industrial end-user in and operating along the Salem/Hoke corridor.
10. Assist Grand Traditions and Hunter's Path to get new residential construction projects underway.

Local Development and Business Growth Goals

1. Assist Oakes Tree Development to move Wenger Village Phase 3 forward through the final platting phase and towards construction. Also assist them move a possible new single-family project forward at National and Hoke Rds.
2. Assist potential end users find vacant tenant space in the city.
3. Assist potential end users find vacant land to build new in the city.
4. Continue moving forward with the business spotlight videos.

Regional Partnerships Goals

1. Coordinate with the Dayton Business Journal the 2022 Clayton Community Spotlight.
2. Continue attending as many BusinessFirst! and I-70/75 meetings as possible.
3. Assist our regional partners in business retention visits of our larger companies.
4. Continue to update our active inventory data entries on JobsOhio's platform.
5. Update our local property fact sheets of available land for development.

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 2021, staff created a list of goals and objectives which we referred to throughout the calendar year for planning and zoning. This was done to ensure staff stayed on task and continued to follow the greater scope of the development department’s mission. Immediately below is the list of the goals described in last year’s report for 2021 and the status of each task.

2021 Planning and Zoning Goals

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.

Seth worked with the PLAN Clayton Implementation Committee throughout 2021 on creating a new set of short-term goals based on the PLAN Clayton document. He also put together new branding ideas for streetlights, street furniture and trashcans.

2. Begin looking at possible funding sources for a comprehensive Thoroughfare Plan and how to incorporate green infrastructure into our existing storm water plans.

Included with the 2022 budget as a line item to fund a Thoroughfare Plan update.

3. Look at creating an appropriate street section for N. Main Street to be implemented strategically long term.

This project will not be able to be completed until Thoroughfare Plan is updated.

4. Continue to implement the N. Main Street Overlay standards for new development along the N. Main Street corridor.

Staff continued to work with end users on implementing these new standards when projects were started. Staff also incorporated the new design standards into a new zoning district, based on the Overlay District, within the newly updated Clayton Zoning Code.

PLANNING

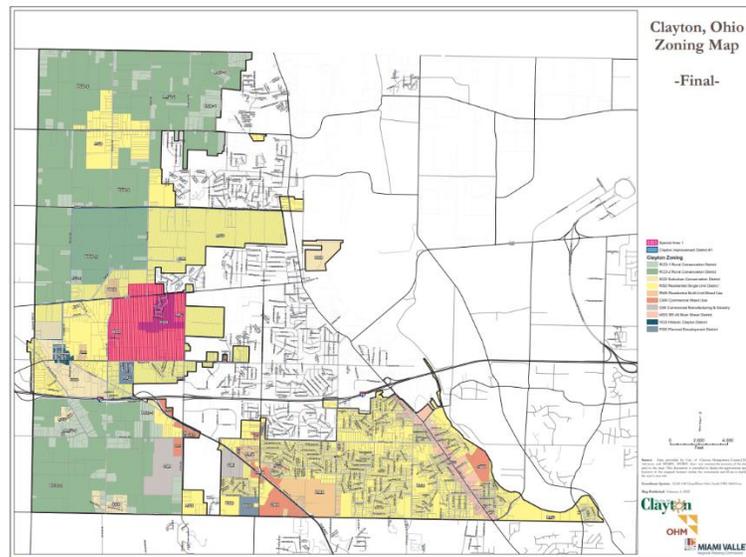
After beginning at the City of Clayton halfway through 2020, City Planner/Zoning Administrator Seth Dorman hit the ground running in 2021. Using his experiences in both the public and private sector, Seth was able to continue pushing the tenants of the PLAN Clayton document forward while also staying busy with overseeing the first complete rewrite of the Clayton Zoning Code since before Clayton combined with Randolph Township over 20 years ago. Seth worked with developers and builders throughout the year, ensuring the vision of Clayton's Comprehensive Land Use Plan became a reality, while also accommodating the needs of smart development. Through Seth's hard and conscientious work throughout the year, Clayton continues to be headed towards its most productive decade of mixed and positive development in its history.

Zoning Code Rewrite

One of the tasks found in the Five-Year Economic Development Plan for Year Three as well as one of the tasks found in the PLAN Clayton Implementation Plan was for staff to begin working on the update of the Zoning Code. In early 2019, staff formed a Steering Committee for the Zoning Code rewrite. The committee consisted 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 and 2020 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.

In early 2020 the project was ready to go before City Council during a workshop open to the general public, however the pandemic caused an almost 6-month delay before the workshop could occur. Finally, after two public workshops at the end of 2020, staff was ready to drive forward with creating the final draft. In the early months of 2021, the project manager from Calfee separated from the company and formed his own company called ZoneCo. Seth worked throughout this transition to ensure the project continued to move forward. Through several bumps in the road with ZoneCo., Seth muscled the project towards the finish line where City Council unanimously approved the new document in May. After getting the new zoning code adopted, Seth worked for the rest of the year ensuring the new code was implemented smoothly and the city was able to transition from the former code to the new standards, including with several development projects already in the approval process. Shepherding in a new code is never an easy task

but doing so in a cohesive manner along with several different projects previously started under the former code was a huge challenge and Seth handled it seamlessly throughout. As with any new code, when it meets real world situations, areas within the code need to be re-examined and sometimes amended. Seth worked on an active list for the remainder of the year, listing examples within the code which were overlooked during the rewrite or areas which were changed but needed to be changed back to previous zoning language. Seth compiled a final list of amendments for the new zoning code and will bring this forward in the early part of 2022.



Clayton's New Zoning Map and Code were approved in 2021

PLAN Clayton Implementation Committee

As the City Planner, one of Seth's chief job responsibilities is pushing the action items identified in the PLAN Clayton document's Implementation Plan forward. To this end, Seth recommended to City Council at the beginning of 2021 the creation of the PLAN Clayton Implementation Committee. This Committee, which would be comprised of City Council members, one citizen representative from each Ward and one real estate professional met regularly as a group and in small sub-committees over the first half of 2021 and discuss which action items should be undertaken as a city in the short term as well as mid and long term. The goal of having a committee assist staff in this project was to ensure there was not only citizen involvement, but also elected official buy in. Mayor Stevens and Councilmember Bachman represented City Council on the committee and citizen representative Dan Foley served as the Committee's chairperson. In July Mr. Foley presented the Committee's Executive Report to City Council. Some of the items discussed by this report was working to attract additional housing as well as diversifying the housing options found in the city, continued improvements within the park system, undertaking a housing analysis specific for Clayton, working on a complete Thoroughfare Plan for the city, providing opportunities to connect into existing bike paths, identifying opportunities for redevelopment along N. Main Street and finding ways to connect neighborhoods to each other and to N. Main Street through trails and/or sidewalks.

Moving forward, Seth will be tasked to use the Committee's Report and recommendations to create future projects for staff and supporting organizations each year. These report driven projects will be included every year with the Five-Year Economic Development Plan's annual tasks. For the upcoming year, Seth proposed several projects to receive 2022 funding from the city budget. Two items were subsequently approved for funding: a Comprehensive Housing Study to identify the city's housing strengths while also identifying where some housing opportunities could be addressed and funding for a Clayton Thoroughfare Plan which will assist in identifying what the city's right of way and transportation map will look like heading into the future. In addition to staff working on several of the other goals via grants and/or daily activities, Seth will be responsible for spearheading both the Housing Study and Thoroughfare Plan in 2022.

GIS Project

One of the results of the pandemic which impacted Clayton in a positive way was the influx of federal dollars through the COVID relief funds which local jurisdictions could use to implement upgrades and improvements to promote social distancing and more appropriately hygienic environments as well as technological improvements to assist agencies in the face of future natural disasters and/or pandemics.

Another project undertaken by Seth in 2021 was moving the city towards acquiring GIS equipment to build our GIS capabilities as a city. Seth spearheaded several conversations and virtual meetings between ArcGIS, MVRPC, staff and other jurisdictions to figure out the best way to move Clayton's GIS capabilities forward. This project was appropriately budgeted for and started to move forward in 2021. Seth coordinated the acquisition of new GIS equipment for staff throughout the city to use to collect data points, as well as the office equipment which will be used by Clayton staff to work with MVRPC to build additional GIS layers. Seth also worked with MVRPC throughout the year in creating a Clayton map where residents and Clayton workers can use to select certain GIS layers to gather necessary information in their day-to-day functions. This map was rolled out in the fall and will serve as our base for future GIS projects throughout the city. Seth's main GIS project for 2022 will be using the GIS data to generate maps identifying areas along N. Main Street where future city site control can lead to significant future investment opportunities and which will assist staff in transforming this corridor for long term growth. This project will assist city staff in identifying which properties to strategically target over a number of years with the hopes of redevelopment.

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 Clayton, Seth Dorman is also the Zoning Administrator and handles these duties.

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 recommendations to City Council for a final determination on the proposed zoning or development change. 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 2021 year.

Zoning Permits

Clayton’s staff, specifically Seth Dorman, reviews permit applications for such residential development as new houses and accessory structures. For commercial development, Seth 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 2021 compared to the same types of permits in 2020.

| | <u>2021</u> | <u>2020</u> |
|-------------------------------|--------------------|--------------------|
| Total Zoning Permits: | 124 | 117 |
| New Residential Construction: | 4 | 1 |
| Accessory Structures: | 38 | 47 |
| Residential Additions: | 24 | 30 |
| New Commercial Construction: | 0 | 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 2021 there was approximately \$2,768,363 of new investment in the city in terms of new construction projects, more than \$1.6 million in 2020, and over \$8,382 for zoning permit fees (\$6,602 in 2020).

Planning Commission

Per the City Charter, the Planning Commission shall be the platting commission for the City. The five-member board serves as an advisory board to the City Council. The Planning Commission hear cases involving text amendments to the Zoning Resolution, proposed zoning changes to the Zoning Map and review all planned unit developments proposals submitted to staff.

This year Vance Garner resigned his position on the Planning Commission after moving out of the city’s limits. He was replaced by Derek Muncy to fill the unexpired term, by City Council. Derek, who previously served on the PLAN Clayton Implementation Committee, will now serve the term which expires at the end of 2024. Vice Chairperson Ricky Robinson’s term also expired at the end of 2021, and he notified City Council of

his intention of not serving an additional term with the Planning Commission. City Council appointed Dan Foley, also formerly of the PLAN Clayton Implementation Committee, to the Planning Council, serving a five-year term, starting in 2022.

Seth Dorman is the staff person tasked with working with applicants and the Planning Commission on initiated cases. The Planning Commission heard six cases initiated in 2021. Below is a summary of every case our Planning Commission heard in 2021.

1. Case# PC21-01: Zoning District Change – 6892 Salem Ave., William & Mary Lauer

A request for a Zoning District Change from R-3 (Suburban Residential) to I (Industrial)

Planning Commission Decision: Approve; Vote 3-0

City Council Decision: Approve

2. Case # PC21-02: Preliminary Development Plan – M60 03102 0016 with a total acreage of 25.29 acres, Grand Traditions

Applicant is planning a privately owned and professionally managed apartment home community with a total of 108 market rate ranch-style (single-story) apartment homes. If approved, construction of this project is planned for two (2) phases over a two (2) year span. Property is currently zoned PUD as part of the Village of North Clayton project.

Planning Commission Decision: Approved; Vote 4-0

City Council Decision: Approve

3. Case # PC21-03: Rezoning and Preliminary Development Plan – Northwest corner of Haber and National Rds., Redwood USA

A request for a Zoning Change and Preliminary Development Plan approval for properties at the Northwest Corner of National Road and Haber Road, Parcel #s M60 03012 0022, M60 03102 0002, and M60 03102 0105. The Zoning Change would be from R-1, Open Space Residential District, to PD-3, Planned Business District. The applicant intends to build an apartment home community on the back 22 acres and will set aside 11 acres along National Road for future mixed-use development.

Planning Commission Decision: Approved; Vote 3-1

City Council Decision: Failed to Approve

4. Case # PC21-04: Rezoning and Preliminary Development Plan – Northwest corner of Westbrook and Union Rds., DDC LLC

Request for a Zoning Change & Preliminary Subdivision Plan at the NWC of Westbrook Road and Union Road. The zoning change would be from RSD (Residential Single Unit District) to PDD (Planned Development District). The applicant intends to build a new single family residential development with 125 lots.

Planning Commission Decision: Approved with Conditions; Vote 4-0

City Council Decision: Approved

5. Case # PC21-05: Final Development Plan – M60 03102 0016 with a total acreage of 25.29 acres, Grand Traditions

A request for approval of a Final Development Plan on Parcel M60 03102 0016 for Grand Villas of Clayton, a single-story apartment home community. Preliminary plan approval was obtained earlier in 2021.

Planning Commission Decision: Approved; 3-0

City Council Decision: Approved

6. Case # PC21-06: Final Development Plan and Plat – Northwest corner of Westbrook and Union Rds., DDC LLC

A request for approval of a Final Development Plan & Section 1 Plat for Hunter's Path at the NWC of Westbrook Road & Union Road. Preliminary plan approval was obtained earlier in 2021.

Planning Commission Decision: Approved; 3-0

City Council Decision: Approved

Board of Zoning Appeals

The Board of Zoning Appeals is a Board made up of five residents from the community that hear all variance, administrative appeals and conditional use applications submitted to the staff.

Seth Dorman is the staff person tasked with working with applicants and the Board on initiated cases. At the end of 2021, City Council reappointed Zack Goit to a new five-year term, beginning in 2022. Below is a summary of the eight cases our Board of Zoning Appeals heard in 2021.

1. Case # CU21-01: 6080 Taywood Rd., Daniel Morris

A request for a Conditional Use to allow Equipment Repair for Dan the Mower Medic, whose business is located at 6080 Taywood Road in a Commercial Mixed Use (CMX) zone

Board Decision: Approve with Conditions; Vote 5-0

2. Case # VAR21-01: 7520 Rose Tree Ln., Tim and Dorine Williams

A request for a swimming pool fence Variance for the property at 7520 Rose Tree Lane (Parcel # M60 25424 0002). The applicant is installing an in-ground pool and an automatic pool cover in lieu of a 5' fence as required by 1187.12 (c)(2).

Board Decision: Approve with Conditions; Vote 5-0

3. Case # VAR21-02: 190 Old Salem Rd., Reginald Greathouse

A request for size and location Variances for a detached garage at 190 Old Salem Road (Parcel # M60 03210 0151). The applicant is proposing to construct an 1,100 square feet three-car garage in front of their house.

Board Decision: Approve with Conditions; Vote 5-0

4. Case # VAR21-03: 7140 Crestway Dr., Ann Smith

A request for multiple accessory structure Variances at the property in question. The applicant is proposing to construct a horse-riding arena, which requires variances for height, size, and total number of accessory structures on the property.

Board Decision: Approve; Vote 5-0

5. Case # VAR21-04: NWC Phillipsburg-Union Rd., Michael Podrosky

A request for an accessory structure variance at the northwest corner of Phillipsburg-Union & Old Mill Road (Parcel #M60 03002 0019). The applicant is proposing to construct a pole barn, which requires a variance for size.

Board Decision: Approve; Vote 5-0

6. Case # VAR21-05: 4848 Pacemont Ave., Mary Sonya Conti

A request for an accessory structure Variance at 4848 Pacemont Avenue. The applicant is proposing to construct a 14' x 20' shed, which requires a Variance for size.

Board Decision: Approved; Vote 5-0

7. Case # VAR20-04: 3120 Phillipsburg-Union Rd., John W. Parrish

A request for a front yard setback Variance for the property at 3120 Phillipsburg-Union Road, parcel's M60 03007 0026 and M60 03007 0031. The applicant is rebuilding the dilapidated house with a small addition. The addition is maintaining the existing building line, which is 20' feet from the front property line instead of the 25' required by the UR-1 zoning district.

Board Decision: Approve; Vote 4-0

8. Case # VAR21-06: 5292 Rahway Ct., John Stolfo

A request for an accessory structure Variance. The applicant is proposing to construct a 20' x 34' detached garage with a height of 18', which requires a Variance for maximum height.

Board Decision: Approve; Vote 4-0

9. Case # VAR21-07: 7631 Wastler Rd., Alan & Shana Evans

A request for a swimming pool fence Variance. The applicant has installed an in-ground pool and an automatic pool cover, which they are requesting in lieu of the required 5' fence and lockable gate around the pool.

Board Decision: Approve; Vote 4-0

2022 Planning & Zoning Goals

Planning

1. Continue implementing and working on PLAN Clayton using recommendations from the PLAN Clayton Implementation Committee (PCIC).
2. Begin working on the Comprehensive Thoroughfare Plan, per the PCIC recommendation
3. Undertake a Housing Analysis, per the PCIC recommendation

Zoning

1. Take recommended changes/edits to the new Zoning Code through the Planning Commission and City Council process.

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 a new generation of residents. This in turn provides the business community with demographical statistics in which they partially base future relocation and expansion decisions upon. Having development processes in place which are clear and transparent also provide site selectors an accurate picture on the mechanisms of locating within our boundaries. 2021 demonstrated why having solid processes in place while also having the flexibility to respond to changing circumstances are both incredibly important attributes for a thriving city.

The Development Department staff continued to demonstrate we are a group of individuals which do much more than just code enforcement, planning/zoning, and development. We're a department which believes in a wholistic approach to growing a city, establishing strong baselines of expectations and plans while having the flexibility to carry out a variety of job responsibilities simultaneously. Despite the continued challenges in 2021, including the global pandemic impact on the economy, supply issues, inflation and future uncertainties, the City of Clayton marched towards a bright future. Throughout the year the Development Department worked hard in ensuring our city was a community our residents were proud to call home and businesses desired to continue to be located.

The course of smart growth for the future of Clayton was set in 2016 and we've continued to follow this outline throughout 2021. 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 2021, despite significant challenges. Despite those challenges, long lasting successes were gained, including the adoption of the new zoning code, new projects sprouting forth from the PLAN Clayton Implementation Committee, successful grants written for future infrastructure projects, approvals for new residential projects, industrial land actively being marketed and a brand new Five-Year Economic Development Plan. This success bodes well for not only the short-term success of Clayton, but for the long-term health of our community.