

**CITY OF CLAYTON
DEVELOPMENT DEPARTMENT**

2022 ANNUAL REPORT



2022 Planning Commission

Dave Bills
Dan Foley
Derek Muncy
Sabrina Pritchett
Kim Williams

2022 Board of Zoning Appeals

Jennifer Weeks
Robert McGuinness
Barbara Buyers
Jessica Hunter
Bob Madewell

2022 Staff

Jack Kuntz, Director of Development
Seth Dorman, City Planner/Zoning Administrator
Darryl Swafford, Code Enforcement Officer

TABLE OF CONTENTS

2022 Summary.....	3
Community & Economic Development.....	4
Community Development.....	4
2022 Community Development Goals & Objectives	4
Code Enforcement.....	7
Grants.....	10
Community Outreach	19
2023 Community Development Goals & Objectives.....	34
Economic Development.....	35
2022 Economic Development Goals & Objectives.....	36
Five Year Goals.....	38
New Businesses.....	42
Local Economic Development Progress.....	43
Future Residential Projects.....	51
Local Business Engagement.....	53
Regional Economic Development Partnerships.....	55
Local Incentives.....	56
Dayton Business Journal Community Spotlight.....	58
2023 Economic Development Goals & Objectives.....	59
Planning & Zoning.....	61
2022 Planning & Zoning Goals & Objectives.....	61
Planning.....	62
PLAN Clayton Implementation Committee.....	62
Building Department.....	63
Zoning.....	63
Zoning Permits.....	64
Planning Commission	65
Board of Zoning Appeals.....	67
2023 Planning & Zoning Goals & Objectives.....	70
Report Summary.....	71

2022 SUMMARY

In 2018, Clayton City Council approved PLAN Clayton, the update to the city's comprehensive land use plan. Within this document, the city's vision for future growth centered on four principal goals: Create walkable neighborhoods, around central cores, with connected parks linked by great streets and infrastructure. These four goals complimented the document's vision statement, which was created by community stakeholders throughout the process. "To enhance our small-town character, create environments that support diverse businesses, preserve our rural land and build a unique identity," is the vision laid out by the community and when paired with the previously mentioned goals is the backbone of what the Development Department strives to achieve through its daily work. Development staff worked tirelessly throughout 2022 to move these goals forward across the various department spectrums.

The two preceding years presented various challenges via the global pandemic and subsequent economic trials both locally and nationally. Supply chain demands, worker shortages and a volatile housing market presented obstacles for the local development market which staff continued to face throughout 2022. Uncertainties across the commercial and retail sectors soon leaked into the industrial realm midway through the year causing several potential large-scale projects to pause while end users cautiously calculated their next steps. However, after a very busy year in 2021, with several residential projects going through the entitlement process, Clayton saw groundbreakings across the city landscape on multiple new residential projects. These new neighborhoods, when completed, will inject more new residents in the city community than Clayton has experienced since prior to becoming a city in 1998. Increasing the population of our bedroom community is the logical first step to eventually realizing significant commercial and industrial growth. While the unknown and volatile nature of the economy presents short term challenges, it also permits staff to concentrate on a great array of residential growth potential which will eventually lead to long term stability for the entire city.

Paired with the heavy influx of residential projects, development staff spent considerable time throughout the year working on other aspects of PLAN Clayton: planning and implementing great streets and infrastructure, improving, and connecting parks, creating environments which support diverse businesses, building upon our unique identity and protecting the rural areas of the city. Staff worked closely with future end users ensuring the community's vision for the future of Clayton is incorporated in new projects via parks, walking paths and connectivity to other areas of the city. Staff expanded the city's community outreach opportunities and concentrated on promoting the positives of the community both locally and regionally. Staff continued to assist the local business community via spotlight videos, grants, and promotions. Development staff also assisted the Service Department on planning future infrastructure improvements while working on grant opportunities to ensure those plans are smartly implemented. Finally, the department continued to have a proactive code enforcement presence throughout the community while working with businesses and residents alike to ensure the community continued to be one of the best places to raise a family in southwest Ohio. The following report details the department's accomplishments during 2022 while strategically implementing the goals and vision of PLAN Clayton.

COMMUNITY & ECONOMIC DEVELOPMENT

“Development is about transforming the lives of people, not just transforming economies.” – Joseph Stiglitz is an American economist, a public policy analyst, and a full professor at Columbia University. He is a recipient of the Nobel Memorial Prize in Economic Sciences and the John Bates Clark Medal. He is a former senior vice president and chief economist of the World Bank.

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 2022 staff created a list of goals and objectives which staff referred to throughout the calendar year. This was done to ensure staff stayed on task and continued to follow the greater scope of the Development Department’s mission. Immediately below is the list of the goals described in last year’s report for 2022 and the status of each task.

2022 Community Development Goals and Objectives

Code Enforcement

1. Continue with proactive enforcement and responding to hot button issues as they arise. **Darryl continued with the city’s proactive code enforcement program. Almost 1,000 violations were issued in 2022 and there was an increase in the number of violations for three of the city’s major violation categories.**
2. Keep compliance rate for violations around 90%. **Clayton received compliance for 93% of the 961 total violations issued in 2022.**

3. Identify a new neighborhood to do a concentrated enforcement project in. **Darryl identified the Cheri Lynne neighborhood for a weekend enforcement project, specifically targeting trashcan placement and parking in the front yard.**
4. Go through the vacant property database and update the status of each property. **Darryl successfully completed this project in the early winter months of 2022.**
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. **Darryl started working on this project in early winter, 2022 and continued to track city violations using iWorQ mapping throughout the year.**

Grants

1. Continue assisting with the planning and implementation phase of the Hoke Rd. Phase I Widening Project from the CMAQ grant. **Staff continued to assist the Clayton Service Department throughout 2022 on this project. Staff met several times with the city's engineer on this project. Project continues to meet the timeline set forth to ODOT earlier in 2022.**
2. Work with the Service Department on carrying out the Northview Park upgrades as part of the Nature Works grant award. **The Service Department completed the new ADA compliant parking lot and multi-use path widening project in Northview by early fall.**
3. Finish off the Clayton Demolition Grant project. **This project was completed in early 2022. Development staff used remaining CDBG funds to also demolish a newly acquired city property at 8027 N. Main Street in November.**
4. Bring the N. Main Street Business Incentive Grant to a close and/or reallocate the funds to another CDBG approved project. **This project was brought to a close in June and staff worked with Montgomery County to reallocate remaining CDBG funds towards the Westbrook ADA Restroom Project, which is earmarked to be completed in 2023.**
5. If the city is awarded CDBG funds from the 2021 grant cycle, work on implementing any and all projects associated with those awards. **The city was awarded CDBG funds for the all-inclusive playground at Northview Park. Development staff worked with Montgomery County staff throughout 2022 to finalize the administrative agreements. The project went out to bid in the late summer and was under contract by the fall. The new playground should be installed by summer, 2023.**

6. Continue identifying other grant opportunities for the overall improvement of Clayton's community, specifically for community development and park improvements. **Development staff continued to work with various county agencies on various possible grant opportunities throughout 2022. Staff looked at the possibility of submitting CDBG grants as well as a Combined Waste grant. It was determined staff would look at these grant sources again in 2023.**
7. Identify other grant opportunities for the various action steps in the PLAN Clayton Implementation Plan. **Development staff worked with the Clayton Service Department and Choice One Engineering on grant applications for possible sidewalks along N. Main Street as well as the possibility of installing sidewalks and pedestrian assistance devices around school zones and other areas of the city. Subsequent grant applications should be submitted to the state by early 2023. Staff also worked with Choice One on a MVRPC STP grant application for a traffic signal and pedestrian upgrades at the National and Haber Road intersection.**

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. **Staff worked with the Parks Advisory Commission throughout 2022 to develop new outreach programs. The first program, a family day at Westbrook Park with the Dayton Amateur Disc Golf Association didn't work out due to time constraints from the DADGA. The Parks Commission pivoted and created three new programs, specifically the Northmont Dance Party, the Senior Lunch and Learn program and the Northmont Family Pizza Party.**
2. Continue the Sweep Clayton Clean events. **These events continued in 2022 and were successful as usual.**
3. Continue working with the Northmont Area Chamber of Commerce on their community programming. **Staff continued to assist the Northmont Area Chamber of Commerce throughout the year.**
4. Continue the Clayton Government Academy and expand the participants to 15 residents. **The Clayton Government Academy continued this year. Despite considerable marketing of the program on both social media and traditional media platforms, the class consisted of 11 participants.**
5. Continue working on the community outreach video program and transition to different video topics. **Staff continued to work with Champion City Media throughout the year and rolled out the new series, "Why I Serve," which included four videos consisting of City Council members explaining why public service was important to them. Other videos included new business**

spotlight videos, concentrations on Meadowbrook at Clayton and the planning department as well as information videos including the cemeteries, Shop with a Cop, the Fire Department's IOC rating and permitting.

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. **While Seth continues to work on designing the long-term way finding signage for the parks, he and the Service Department rolled out the new park signage designs and the first sign was being installed in Clayton Park at Hardscrabble by the end of 2022. This sign was being installed by MVCTC students.**

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 2022, 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 961 violation through the year, including 164

parking in the yard violations and 48 junk/unlicensed vehicle violations. This is an increase of approximately 80 violations from 2021 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 2022 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 almost 93% of violations in 2022.



Example of a residential violation brought into compliance through our proactive code enforcement program in 2022.

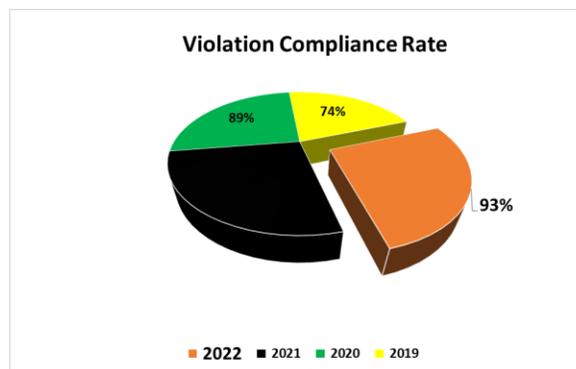
As previously mentioned, Clayton staff works diligently with property owners to bring properties into compliance prior to taking additional enforcement steps. However, there are times throughout the year where additional enforcement is needed to clean a property up. As with other aspects of code enforcement this past year, staff proactively used the nuisance and bulk item legislation to gain quicker compliance for violations. Darryl used the nuisance abatement program 21 times in 2022 while also using the bulk item program 91 times in 2022, consistent with the 90 times in 2021. 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 2022 Darryl filed 24 criminal charges in court against problem property owners, following only filing 15 such cases in 2021.



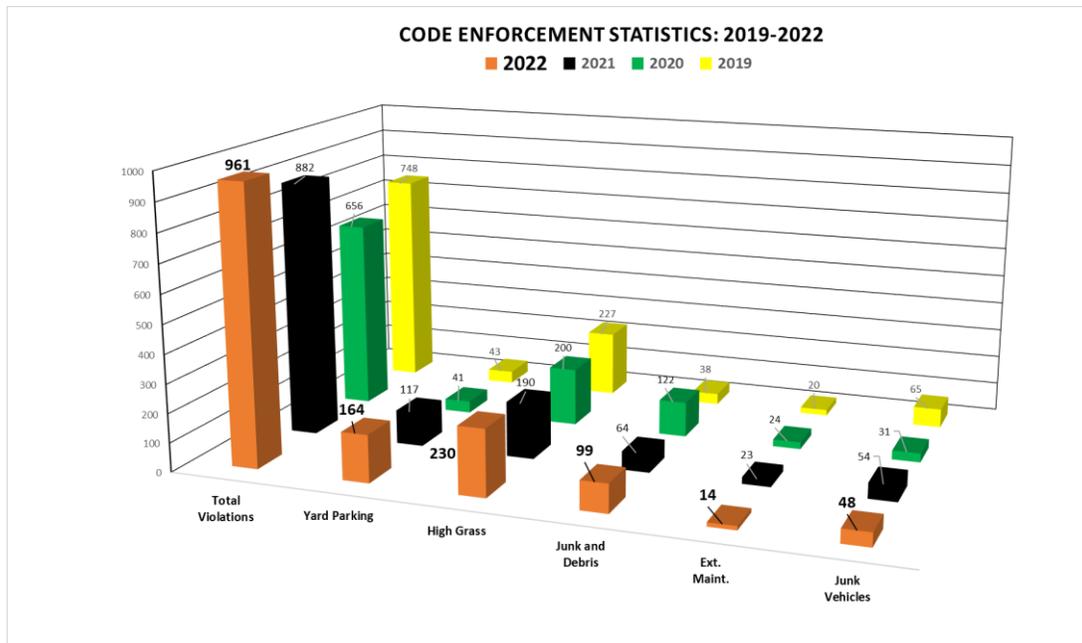
The above properties were included as part of separate nuisance abatement cases initiated by the code enforcement program. These properties were brought into compliance because of this program.

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 2022 Darryl performed 147 such inspections. 106 of those inspections passed and 41 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.



Four-year violation compliance rate comparison: 2019-2022



Four year code enforcement statistics for major violation categories, 2019-2022

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 \$4.6 million in local and state grants through staff’s work and dedication via grant writing. The Development Department worked on a variety of grant projects through 2022; from grants previously awarded as well as future grant applications. Below are summaries of each project staff worked on throughout 2022.

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 Cheri Lynne 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 was completed by the Service Department in the summer of 2022.

2021 MVRPC Resurfacing Projects

In 2021, the Development Department worked with the city's Service Department in identifying possible funding sources for future resurfacing projects. Development staff submitted a grant application requesting \$357,868 from the MVRPC's STP program that fall and was awarded in early 2022. This grant will fund the complete resurfacing of Salem Street, from Crestway Dr., west until Diamond Mill Rd in early 2023. This grant represents 80% of the project cost and leaves Clayton with only having to pay 20%. The other MVRPC grant staff submitted 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., which was awarded in early 2022. This project was completed in 2022 as well.



Sections of roads in Clayton needing resurfaced which were awarded in 2022.

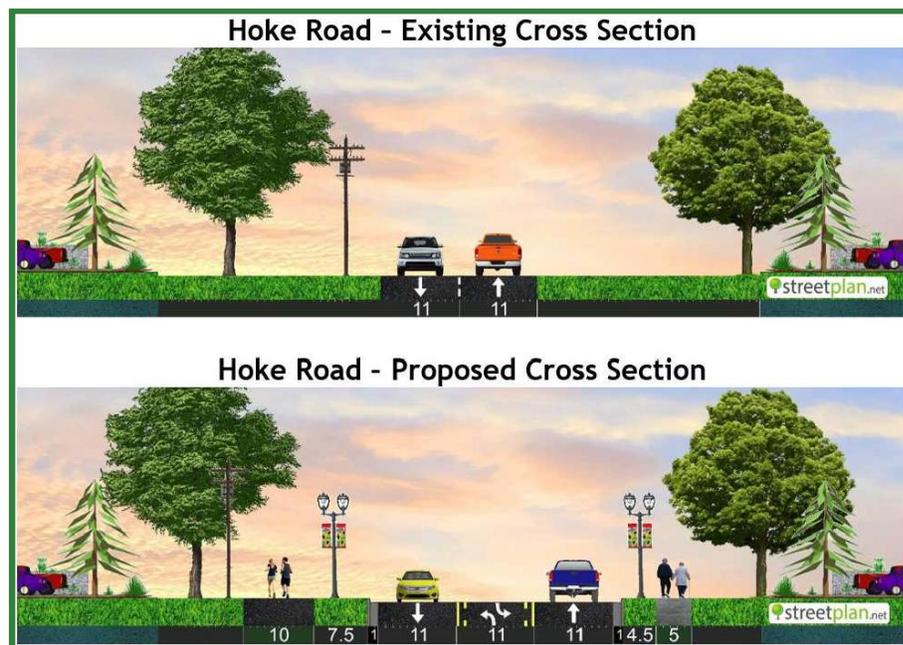
Hoke Road Widening Project

Over the last several years staff identified through the PLAN Clayton document that Hoke Rd. as 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. That 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.

Throughout 2022, Development staff worked hand in hand with the Clayton Service Department and IBI moving this project forward with ODOT. This year’s work included submitting a scope of work to ODOT, which was later approved, conducting a traffic analysis, preliminary project design, right of way acquisition study, as well as a study for the best traffic control mechanism at the Hoke/Wenger intersection. Brochures for the project were drafted by ODOT in late 2022 and will be going out to the public in early 2023 where staff will assist in public forums to discuss the project specifics and alternatives.



Proposed new Hoke Rd. cross section

National and Haber Road Traffic Signal and Pedestrian Crossing Project

The northwest corner of National and Haber Roads has garnered a lot of development attention over the past three years. Redwood submitted two variations of a multi-family/mixed used project for the location, which were eventually turned down by City Council. Eventually Oakes Tree Development submitted a rezoning and preliminary plan for the corner which called for a single-family residential project. This application was subsequently approved by City Council. While preparing the original application, Oakes Tree commissioned a traffic study analysis which indicated the project would warrant a traffic signal at the intersection to assist in the increased traffic generated by the new homes. Staff worked with the developer to propose a private developer/local match for a MVRPC STP grant to assist in installing a new traffic signal and pedestrian crossing at the intersection. This intersection was already a congested area during the beginning and ending of school and has been an unsuccessful target for previous grant dollars with other funding programs. Staff engaged with Choice One Engineering, who has a history of successfully writing STP grants for these types of projects. Choice One submitted an application, on behalf of Clayton, to MVRPC for the project. The grant request is for \$607,547, which represents 80% of the construction cost of the project, with the city and developer responsible for 20%. Staff should receive word in February 2023 regarding the success of the grant.



National and Haber intersection

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 this project throughout the first half of 2022, with only one application. Staff promoted the program on local media platforms with stories running in both the Dayton Daily News and Dayton Business Journal as well as multiple social media posts describing the program and application process. Multiple email blasts were sent to the local business community and flyers were handed out to all the businesses during the N. Main Street Business Walk in late 2021. Some of the reasons staff heard from businesses which limited participation was inability to successfully attract contractors to the proposed project sites and the red tape associated with the federally funded program. First Care Pharmacy was the only business applicant, and they successfully upgraded their storm water removal system on their building (gutters and downspouts).



First Care Pharmacy participated in the N. Main St. Exterior Façade Grant Program

2020 CDBG Residential Demolition Project

Between 2016-2020, the Development Department 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 additional residential demolition projects. One of the properties included with this project was located on Obispee and had been vacant for years. 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 suitable rehabilitation efforts. The second property identified as part of this Demolition Project was 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 was issued in early 2022 and the demolitions were completed by the end of the first month of 2022.



Obispee and Summersweet site, pre and post demolition

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 zero all-inclusive playgrounds found in Clayton, Northmont and 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.

Clayton was awarded the full grant amount in 2022 for this project. Staff put the project out for proposals in early fall and received two proposals. After evaluating the warrants of both projects, it was determined Playcare's proposal was the best for Clayton. This project was later put under contract and the equipment was ordered before Thanksgiving. The equipment, including the all-weather surface should be installed by summer, 2023.



Rendering of the new All-Inclusive Playground at 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 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, such as stalls, toilets, sinks, grab bars, lights, faucets, doors, hand dryers, soap dispensers, etc. The newly renovated facilities will make it 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. 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 that year.

Clayton did not receive an award for the original grant application, however, with funds remaining from the Business Incentive Grant, staff worked with Montgomery County staff throughout 2022 to reallocate those original funds towards the Westbrook ADA Restroom project. Development Department staff worked with the Service Department at the end of 2022 to receive an updated quote on this project. This quote met the budget amount for the project and staff prepared the bid packet for the project which will go out after the first of the year. The project should be completed by the middle of 2023.



Current Westbrook Restroom Facility at Westbrook Park

Ohio Nature Works Grant

Another opportunity the Development Department staff researched in 2021 and was able to have implemented in 2022 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. The entire purpose of this project was 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 the park in 2023. Previously, Northview didn't provide individuals with disabilities the opportunity to enjoy the park because there was limited access and no parking options for them. The walking path was crumbling and wasn't safe for individuals with various types of disabilities and there were no playground options for individuals who are unable to walk across grass and navigate the mulch material around the equipment.

The Service Department worked on this project for several months in 2022, first by removing the previous basketball court surface where the new parking lot is located, as well as digging the area on either side of the previous walking path to allow for the expansion, creating a new multi-use path. The new parking lot is ADA compliant, provides handicap parking spaces, while also providing a flat, wide path to the planned all-inclusive playground. The new multi-use path also offers a wider, safer and smoother multi-use path throughout the park so all residents can experience the entire Northview Park outdoor area. There is also a new path with ADA compliant access to an existing shelter house that was already at Northview. This entire project was possible via a submitted grant application in the amount of \$36,575 with a local in-kind and material match of \$15,000 to the Ohio Department of Natural Resources' Ohio Nature Works Grant Program. The grant was awarded at the full requested amount.



Former basketball court and walking paths in Northview Park



New parking lot and multi-use path at 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 the different opportunities presented by the programming. Community activities and events also makes the city more attractive to new families and future businesses, assisting in creating attractive environments to spur future growth.

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. 2022 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 good turnouts from the community.



Staff and elected officials worked both the spring and fall Sweep Clayton Clean events in 2022

Staff also organized a “Shredding Event” in July of 2022. This event provided city residents the opportunity to drop off personal documents that were shredded off site at no cost to the individuals. It’s another event that would be impossible without the support of staff volunteers from all the different departments in the city as well as the elected officials donating their time. This type of service has been popular in the past with our residents and due to popular demand, we’ll continue to do it on an annual basis for the foreseeable future. This year, staff did make the decision to try a new vendor after prices with the city’s previous vendor increased dramatically. The new vendor did a great job and assuming pricing remains consistent in the future, we’ll more than likely continue to use them.



Staff and elected officials worked the document shredding event in July.

VIP Beautification Program

The VIP Beautification Program 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. Unfortunately, zero properties were nominated by residents for the Spring period. Clayton did receive two more nominations this year when compared to 2021 for the Summer period, for a total of seven nominated for the Summer. For the Fall/Halloween period properties are nominated for festive fall and Halloween decorations. Eight 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. Six properties were nominated for this period.



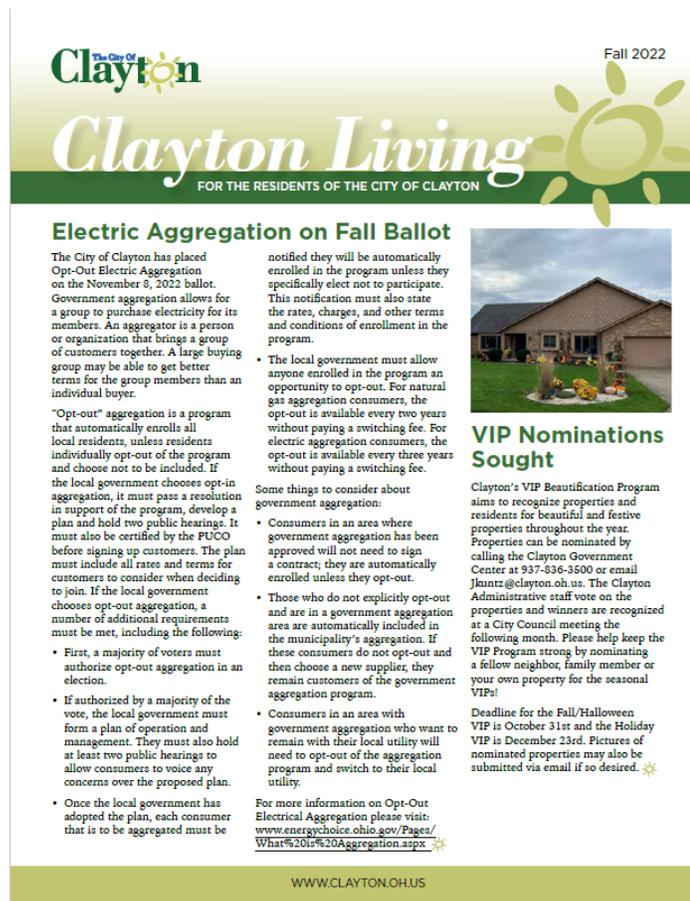
The Fall/Halloween VIP winner with the mayor and the winning property

Clayton Living

Early in 2018, the Development Department assumed the responsibility of the city's newsletter, including writing all the articles, coordinating topics with department heads, designing every edition, and ensuring the printing and delivery was accomplished appropriately. The department saw this not only as an opportunity to assist in marketing the city to its residents and existing business community, but also to the development and real estate professionals outside Clayton. One of the first things accomplished by staff was a complete overhaul of the optics of the newsletter. The newsletter was renamed "Clayton Living" to take advantage of all the great things occurring in the city.

In 2021 there was 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. 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 all things related to the newsletter, including organizing topics and writing the majority of the newsletter articles then submitting them to the publisher for final printing and mailing. Staff was also responsible for maintaining the mailing list and promoting the newsletter on the various social media platforms throughout the year.



The City's fall Clayton Living edition

Clayton Government Academy

The Development Department staff created the Clayton Government Academy in 2018 as a community outreach program to help Clayton residents learn about the day-to-day operations of the city. The six-week course includes classes spearheaded by every department head and the city manager. Tours of the various departments are included and the informal classes include lots of question and answers. The goal is to ensure all participants leave with every question answered and a better understanding of what goes

into making Clayton such a great community to call home and to operate a business. In addition to being responsible for one of the sessions, including running a mock-BZA case, Development Department staff act as the class MC and attends every session. Every year, the goal is to have between 10 and 20 participants. 2022 saw 11 residents sign up and commit to the entire six-week course.



Eleven residents participated in Clayton's 2022 Government Academy

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 Tornados and eventually the COVID-19 pandemic. Since 2020 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. 2022 saw the director continue in this role which included overseeing the city's five social media platforms, issuing 13 press releases, responding to numerous media inquiries and doing a handful of on camera interviews.

One new opportunity which started in 2022 was Clayton working with the Dayton Daily News on their weekly "In Our Cities" spotlight. This program highlights specific cities and their various endeavors throughout the month in each DDN spotlight, which is included in the newspaper's Local Section. Starting in September of this year, Clayton was spotlighted on the first Tuesday of every month. The director was responsible for organization the topics and along with the mayor and city manager, wrote the various articles included with each spotlight.

Parks Advisory Commission

The Parks Advisory Commission is a volunteer board which consists of Clayton residents appointed by Clayton City Council to two-three-year terms. The Commission makes recommendations to City Council on various park improvement projects as well as coordinating various community outreach programming at Meadowbrook at Clayton. The board works closely with various departments in Clayton to accomplish this mission.

Development Department staff was the staff representative once again for the Parks Advisory Commission in 2022, 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 2022, including assisting and sponsoring the Movie in the Park, the Labor Day Fireworks, Costumes and Carvings & Breakfast with Santa, but also placing a heavy emphasis on creating new outreach opportunities in the parks and at Meadowbrook. The group also spearhead a community wide park clean up in the spring months, volunteered to wrap presents for the Shop with a Cop program as well as volunteered during the City's Community Open House in October.

Below is a list of the traditional programs the group sponsored in 2022 as well as three new programs the group created during 2022.



Parks Advisory Commission members during the April park clean up

Breakfast with Santa

One of the most popular events Clayton puts on is the annual Breakfast with Santa event. Tickets for this event sold out in four hours. The city's regular Santa returned this year and with the assistance of elected officials and city staff volunteers, 200 people were able to enjoy a relaxed breakfast environment once again at Meadowbrook at Clayton. This year, the event switched to Northmont Catering, and the transition went off without a hitch. Development Department staff organizes the entire event, while also working the event to ensure a smooth operation from beginning to end. However, 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 2022

Costumes and Carvings

2022 was the seventh year Clayton hosted a fun day of activities at Meadowbrook at Clayton centered around Halloween and for the third year, the Parks Advisory Commission assisted and sponsored the event. 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. Staff organized and worked the event, along with several volunteers from the city and City Council, and solicited all the donations to assist in putting it on.



Costumes and Carving was a great success once again in 2022

Labor Day Fireworks and Festival

The city's most popular program based on attendance is the Labor Day Fireworks and Festival, which is always hosted at Meadowbrook at Clayton. While we used the same fireworks vendor as the previous year, staff also had to work with a new party supply vendor in providing bounce houses and accompanying equipment for the various food tents and chairs. Despite less than desirable weather throughout the day and the threat of thunderstorms hovering around the fireworks right up to the moment they went off, the event was well attended, and everyone had a great time. This year the event brought back bounce houses and face painting after a two-year hiatus due to the pandemic. And despite shortages of volunteers due to COVID, the Parks Advisory Commission along with elected officials and city volunteers worked very hard throughout the day in putting on a great event while 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 2023.



The annual Labor Day Fire Works and Festival was another great community event in 2022

Movie in the Park

Movie in the Park moved back to its normal time this year in August, which is the Friday of the first week back to school at Northmont City Schools. Approximately 100 people showed up for the movie “Sing 2” being shown on the driving range at Meadowbrook at Clayton. This event is always well attended and is always a nice way to ring in the new school year for the community’s younger generation.



2022 Movie in the Park at Meadowbrook at Clayton

As previously mentioned, this year the Parks Advisory Commission emphasized creating new events at Meadowbrook for the entire community. The concerted effort centered on the idea of being able to provide events for multiple generations of Clayton and Northmont residents. With that idea in mind, three new events were created by the Parks Advisory Commission and are outline below.

Northmont Dance Party

The Northmont Dance Party was created for adults of all ages to be able to come out and enjoy a few hours without children, while also providing some fun recreational exercise. The Parks Commission secured a local DJ and his services for two hours, free of charge. Clayton provided snacks for free and a cash bar which opened an hour prior to the event. The result for the first event was better than anyone had anticipated with over 50 people coming out and enjoying two hours of line dancing instruction from DJ Willie Williams. The success of the event has led to Clayton committing to doing it twice a year, once in the summer and once in the winter.



The Northmont Dance Party was a huge hit in 2022

Senior Lunch and Learn

The second new event the Parks Advisory Commission desired to create was something for the community's seniors. Meadowbrook at Clayton significantly increased its rentals throughout 2022, however there was still a considerable number of times during the day available and the Parks Commission wanted to be able to provide a regular event for the community's seniors that they could look forward to monthly. To that end, staff worked with Elaine Wittman to create the framework for the Senior Lunch and Learn, which is like other programs currently provided by other areas in the county region. Staff partnered with several retirement communities to develop a list of sponsoring agencies for the lunch. These agencies provide the lunch free of charge for the seniors and get a few minutes at the beginning of each lunch to speak to the group about their retirement community. Staff is also responsible for setting up guest speakers for each lunch and

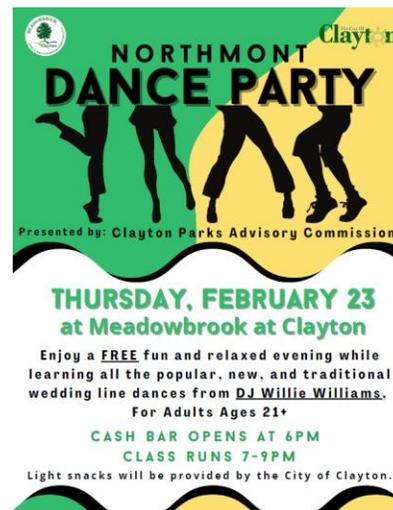
marketing the event. The first event occurred in October and had approximately 50 seniors and retirees attended. This event will occur on the third Wednesday of the month at Meadowbrook, expect during the month of December.



Clayton's first Senior Lunch and Learn was in October 2022

Family Movie Night

The final new event created in 2022 was the Family Movie Night. This event was designed to complement August's Movie in the Park event. It's essentially another family movie event, however this one will occur inside Meadowbrook's ball room, instead of on the driving range. While families can still bring their own snacks, Domino's pizza will also be available for purchase and families will be able to watch the movie on the brand-new A/V equipment inside Meadowbrook including the new big screen television. Staff and the Parks Advisory Commission scheduled the first event for January 2023, providing a community event during the winter months while taking advantage of the traditional down time at Meadowbrook's event facility.



Event flyers for two of the Parks Advisory Commission events created in 2022

Outreach Video Program

After three 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 2022 between a variety of topics with the goal to reach across the community landscape to help educate the public, humanize elected officials and continuing to promote the local business community.

The first concentration was continuing to highlight local businesses throughout the community, and staff was able to successfully do this with three new spotlights in 2022. Staff worked with the staff at North Main Animal Clinic, First Care Pharmacy and Eric's Guitars on providing new and diverse business spotlights for the community to watch. Staff continues to work with the local business community to offer this service, however, the challenge continues to be getting businesses to do them. With the unknown certainties of the current economy, most small business owners did not have time to commit to doing a video spotlight. Staff's goal in 2023 is to continue to work with local businesses and to do a handful more videos for the upcoming year.

Following the business spotlight videos, staff concentrated on two other types of videos: personal interviews and informative outreach. The personal interview videos can be broken down into two subcategories: "Why I Serve" and "Departmental." Four City Council members agreed to sit for interviews, specifically to discuss why they serve the community in their roles on Council. Elaine Wittman also sat for a video to discuss all the changes implemented at Meadowbrook at Clayton during 2022 and City Planner/Zoning Administrator Seth Dorman discussed PLAN Clayton and why that document is so important to the future of Clayton. The informative outreach videos included text videos which help explain to the community various functions and/or programs city staff work on throughout the year. Those four videos included: Cemeteries, Permitting, Fire ISO and the Shop with a Cop program. Moving towards 2023, staff has been working with Champion City Media's staff on some new and exciting video topics we hope to roll out in 2023.

Finally, while the Development Department staff works with Champion City Media each quarter on new topics, scheduling and editing of the new videos, staff also works the entire year to ensure previously completed videos continue to be posted periodically during the year, based on timing and seasonal relevancy. The goal is to have all videos posted on the social media platforms approximately every 3-4 months.

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. At that time, 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 staff did assist Elaine on different marketing aspects of Meadowbrook through 2022, Elaine continued to be responsible for the social media and email blasts aspect of

the marketing initiative, while also being responsible for the majority of the marketing of Meadowbrook. The new event coordinator hired at Meadowbrook early in 2022, Amanda Fritz, also assists Elaine in these and other operational endeavors at Meadowbrook while the Development Department staff has continued to take on less of the marketing role. With this in mind, the biggest thing development staff worked on with Elaine in 2022 was being included with the marketing meetings and conversations with The Knot and Wedding Wire platforms as well as our discussions and eventual agreement with Yelp. We also assisted with the Northmont Town Money Saver marketing program. Moving forward, Development Department staff will continue to assist Elaine and Amanda however their team finds appropriate.

Veteran Banner Program

In late 2021, staff began working with the Northmont Area Chamber of Commerce on a new project to bring awareness to the Northmont community's veteran population via recognition along the SR 48 and US 40 corridors, specifically on the light posts through seasonal banners. While the Chamber organized the program, staff coordinated the logistics with the Clayton Service Department and Luke Burrowes by Clayton providing the banner making service on the city's new sign making machine. Residents were able to submit family members to the Chamber for this program, along with the loved one's picture and Luke made banners which were subsequently hung in Clayton and Englewood between Memorial Day and Veterans Day. These banners will continue to be hung annually for five years and then given back to the families. New banners will replace the old ones as the cycle will continue for the Northmont community recognizing the community's veterans and the sacrifice they all made for our country.



Luke Burrowes from the Clayton Service Department was the main Clayton staff member involved in getting the new Veteran Banner Program off the ground in 2022

Schools and Park Signage Projects

Staff worked closely with both the Miami Valley Career Technology Center (MVCTC) and the Northmont High School Art Club in 2022 on two similar yet distinctly different sign projects.

Staff engaged MVCTC in the spring months to gauge their interest in partnering with Clayton to install new identification signage at all the various parks in the city over the course of several semesters. The idea was to begin implementing branding steps across the parks landscaping and the new signage was seen as an opportunity to do this. MVCTC agreed to partner with the city and instructed us on the necessary steps needed to be taken to move the project forward. Seth worked with an engineering firm to prepare the plans for the signage and the Service Department ordered the necessary material for the signs while also pouring the first sign foundation at Clayton Park at Hardscrabble. MVCTC students began working on the sign installation in late November and will finish the sign up when the weather is accommodating. In the spring months MVCTC should begin undertaking the new signage at Northview Park as well.

Separately and unrelated to the park signage project, Mayor Stevens requested staff to begin looking into hiring someone to put a wall mural on the pump station behind the ninth green at Meadowbrook at Clayton. Staff reached out to Northmont High School and was eventually connected with the Art Club. After meeting at the site in the spring, the faculty agreed to partner with Clayton on this project, and it was tentatively scheduled for the 2022 fall semester. In September, the Art Club students submitted 18 mural ideas and City Council selected one which they felt best represented the golf course and Clayton as a whole. The students undertook the project in November and over the course of two days completed an unbelievable piece of art. The students were soon thereafter recognized by City Council and in the Dayton Daily News. The Art Club has agreed to do another mural at Meadowbrook in 2023 and staff is excited to work with them again on the future project.



Northmont High School's Art Club in front of their masterpiece at Meadowbrook at Clayton

Pickleball Courts at Meadowbrook

In 2021, Clayton pushed out a community survey asking residents about their interest in Clayton installing pickleball courts somewhere in the city. Various options were offered to the community including putting them at Westbrook Park and in Meadowbrook at Clayton. Almost 90% of the respondents indicated they thought the pickleball courts were a great idea and approximately 80% responded Meadowbrook was the best location.

In 2022, staff earmarked previously budgeted park CIP funds towards the pickleball court at Meadowbrook, specifically at the former swimming pool location. Development staff worked in the early part of the year in securing estimates and the project was authorized to move forward by City Council in early summer. By the end of October, the asphalt for three new pickleball courts were completed and they will be open for use in the middle of the spring, 2023, after nets are installed and the courts are painted and striped. The pickleball courts at Meadowbrook will now offer a new multi-generational recreational opportunity for the Clayton community while also attracting more people to Meadowbrook to use the public facilities. Staff has also identified the walls of the pickleball court area as an ideal location for another wall mural from the Northmont High School Art Club.



The former pool at Meadowbrook at Clayton was resurfaced for the future area for three new pickleball courts. These courts will be finished in Spring, 2023

2023 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. Continue 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. Complete the All-Inclusive Playground Project at Northview Park
3. Complete the ADA Compliant Restroom Project at Westbrook Park
4. Work with our engineering consultant on the National/Haber STP grant
5. Look to identify possible projects for CDBG grant applications.
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 the new outreach programs at Meadowbrook at Clayton and the city's park system. Look at possible doing some outreach programming at the parks this year, such as food track rallies/kickball game.

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 more than 10 residents.
5. Continue working on the community outreach video program and transition to different video topics.
6. Continue to work with the Service Department on the new signage at the various parks.
7. Continue working with the Northmont High School Art Club on identifying a location at the pickleball courts for a new wall mural.

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 is predicated on. 2022 presented several obstacles in the business sector, including raising interest rates, supply chain issues and low staffing levels. Several projects paused to give the economy an opportunity to stabilize. Despite those economic challenges, staff worked diligently throughout 2022 to shore up the economic development for the city and ensure everything was done to assist our small business foundation.

At the beginning of 2022, 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.

2022 Economic Development Goals & Objectives

Five Year Economic Development Plan Goals

1. Begin implementing the new Five-Year Economic Development Plan. **Staff continued to work the new Five-Year Economic Development Plan, which is detailed below.**
2. Transition the Business Meet and Greet program to a different format in an attempt to get more participation. **Staff sent multiple emails to the local business community asking which new format they would like to transition to from the Business Meet and Greet. Not one business responded. Staff decided this particular program ran its course and eliminated it from the roster of outreach programs. The Northmont Area Chamber of Commerce provides multiple platforms each month for the local business community to network and the Business Meet and Greet proved to be a duplication of services and was no longer needed.**
3. Roll out the new payroll tax incentive program for large industrial and manufacturing end-users. **This program was approved by City Council, along with the Transformational Economic Development (TED) Program in early fall of 2022.**
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. **Staff facilitated the purchase of two additional properties at the beginning of 2022. The final parcels of the Laura's Loft property were secured after the turn of the year and the property located directly to the south of this property was also purchased by Clayton later in 2022. A new map was generated by staff identifying future targeted properties along N. Main Street for possible acquisition and redevelopment efforts.**
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. **Windsor continued to slowly move forward with the Village of North Clayton Project. With rising interest rates, Windsor announced they would be concentrating on the multi-family portion of their project. Windsor submitted their official plan modification application to Clayton's Planning Commission in December.**
6. Assist the new developer of the 51-acre tract of industrial land on Salem Avenue on marketing to potential end users. **Staff met with two national food manufacturers, specifically about the 51-acre tract of land. Staff also submitted an ED/GE grant to Montgomery County, which was subsequently awarded for one of the food manufacturers. That project was paused due to the economy. Staff also**

- continued to submit the property for relevant JobsOhio projects which came through the Dayton Development Coalition.**
7. Continue working on getting a second new built commercial building along N. Main Street. **This goal has been very difficult due to the pandemic and national economic slowdown. Although staff did secure two agreements in 2021 for end users to build new medical marijuana dispensaries on city owned land along N. Main St., both end users failed to secure the necessary licenses. The commercial/retail sector was slow throughout 2022, with little optimism in 2023 due to the sector continuing to struggle with worker shortages and the unknown future economic climate. The sector has also changed since the pandemic and continues to work through what the future of new construction will look like.**
 8. Continue working on getting a new commercial end-user at the Village of North Clayton. **Staff worked with an end user throughout 2022 for the city owned property at the Village of North Clayton. The end user has been engaged with an architect and plans for the site have been finished. After having the project coming in almost 100% over budget, new plans were prepared and they're currently out for bids with construction companies. Staff believes the end user should be coming before City Council in early 2023 with a proposal for the land.**
 9. Continue working on getting a new commercial/industrial end-user in and operating along the Salem/Hoke corridor. **Road Star Trucking submitted plans for their new U.S. headquarters on Salem Avenue at the end of 2022. Demolition and site work at the site started prior to plans being submitted. Construction should commence after permit approval in the first quarter of 2023.**
 10. Assist Grand Traditions and Hunter's Path to get new residential construction projects underway. **Both Grand Villas of Clayton and Hunter's Path started construction in 2022. Both projects successfully completed the road and infrastructure installation. Grand Villas started building construction at the end of 2022 and Hunter's Path is scheduled to begin submitting permits for new construction at the beginning of 2023. Wenger Village, Section 3 also started and completed new road and infrastructure construction in 2022.**

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 Haber Rds. **Oakes Tree Development received approval on their rezoning and preliminary plan submittal early in 2022. They are scheduled to be submitting their final development plan in early 2023.**

2. Assist potential end users find vacant tenant space in the city. **Staff continued to help possible end users find vacant spaces in Clayton. This scenario is often times difficult due to Clayton’s lack of available vacant commercial space.**
3. Assist potential end users find vacant land to build new in the city. **Staff continued to assist all possible end users looking for vacant commercial land in Clayton.**
4. Continue moving forward with the business spotlight videos. **Clayton staff coordinated the creation of 3 new business spotlight videos in 2022, while also continuing to play all the previous videos of businesses which continue to operate in Clayton.**

Regional Partnerships Goals

1. Coordinate with the Dayton Business Journal the 2022 Clayton Community Spotlight. **Staff worked with the DBJ staff for the Community Spotlight which was released in October 2022.**
2. Continue attending as many BusinessFirst! and I-70/75 meetings as possible. **Staff continued to monitor these meeting schedules and attended when possible.**
3. Assist our regional partners in business retention visits of our larger companies. **Staff worked for several months to secure a meeting with CAT Logistics with no luck. Clayton’s regional partners also worked to land a meeting with no success.**
4. Continue to update our active inventory data entries on JobsOhio’s platform. **Staff continued to do this on a quarterly basis.**
5. Update our local property fact sheets of available land for development. **Staff continued to update the property fact sheets as new information became available or brokers were changed.**

Five Year Goals

Staff worked throughout 2022 to accomplish the set of goals established in the city’s 2021 Five Year Economic Development Plan. This plan, created as more of a set of strategies to better position Clayton as a community where developers want to work, and end users want to locate, has specific goals for staff to work towards every year through the 2026 fiscal year.

The 2021 Five Year Economic Development Plan’s introduction in the goal chapter states,

“The goals of the Five-Year Economic Development Plan are ultimately what stakeholders are interested in reviewing when looking at the document as a whole. Defining those goals is essential ensuring an appropriate and reasonably

level of expectations. Staff has created separate project tasks to implement from the goals listed below. These goals are consistent with staff’s philosophy of placemaking playing a vital role in future development projects within the city. Investment following other investment is an overly simplistic manner of saying a flourishing community breeds future successful development projects. Industries look for communities where there is a thriving workforce population, community assets and ample land with available utilities and public infrastructure. Commercial development occurs where there are critical mass of residential populations creating both a strong workforce and consumer base to draw from.”

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

Year One - 2021-2022																							
Tasks																							
N. Main St. Façade Grant Roll Out																							
Housing Policy Plan																							
Local Business Support																							
Village of N. Clayton Kickoff																							
Zoning Code Adopted																							
One Additional Residential Development																							
Hoke Rd. Expansion Grant																							
PCIC - Project Recommendations																							
Industrial/Manufacturing Grant																							
GIS Program																							
N. Main Long Term Site Control Plan																							
	May, 2021	June, 2021	July, 2021	Aug, 2021	Sept, 2021	Oct, 2021	Nov, 2021	Dec, 2021	Jan, 2022	Feb, 2022	Mar, 2022	Apr, 2022	May, 2022	June, 2022	July, 2022	Aug, 2022	Sep, 2022	Oct, 2022	Nov, 2022	Dec, 2022			

The first year of the 2021 Five Year Economic Development Plan was purposefully dedicated to furthering existing planning and zoning projects forward.

Year One - 2021-2022	
Tasks	
N. Main St. Façade Grant Roll Out	Grant was released to public in June
Housing Policy Plan	In budget for 2022, however staff was unable to secure a consultant willing to do the project or submit an estimate. Due to this, the project will not move forward
Local Business Support	Two new business spotlight videos, working on Business of the Month spotlights and continue to run other spotlight videos
Village of N. Clayton Kickoff	Plans were submitted for the Final Plan Modification in December. Planning Commission will get case in January
Zoning Code Adopted	Passed 7-0 in June
One Additional Residential Development	Grand Traditions and DDC approved in 2021
Hoke Rd. Expansion Grant	Grant was awarded in the beginning of 2022
PCIC - Project Recommendations	Included projects with 2022 budget, staff currently working on. Parks under construction with additional projects scheduled
Industrial/Manufacturing Grant	Approved in August by City Council
GIS Program	
N. Main Long Term Site Control Plan	1 additional site in under control
	May, 2021 June, 2021 July, 2021 Aug, 2021 Sept, 2021 Oct, 2021 Nov, 2021 Dec, 2021 Jan, 2022 Feb, 2022 Mar, 2022 Apr, 2022 May, 2022 June, 2022 July, 2022 Aug, 2022 Sep, 2022 Oct, 2022 Nov, 2022 Dec, 2022
	Time Frame to Accomplish Task
	Task Process Started & In Progress
	Task Completed

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

Year Two - 2022-2023	
Task	
N. Main Street Commercial Development End User	
N. Main Street Façade Grant Projects	
PCIC Year Projects	
New Residential Construction Begins	
Village of North Clayton Single-Family/Townhouse Construction Begins	
Salem/Hoke Rd. End User Identified	
Implementing Way Finding Signage	
Hoke Rd. Expansion Planning	
	May, 2022 June, 2022 July, 2022 Aug, 2022 Sept, 2022 Oct, 2022 Nov, 2022 Dec, 2022 Jan, 2023 Feb, 2023 Mar, 2023 Apr, 2023 May, 2023 June, 2023 July, 2023 Aug, 2023 Sep, 2023 Oct, 2023 Nov, 2023 Dec, 2023

The second year of this plan was established to ensure residential projects continued to move forward with new construction, to concentrate on securing additional commercial projects while also continuing to implement PLAN Clayton.

Year Two - 2022-2023																				
Task																				
N. Main Street Commercial Development End User	City continues to market all city land along N. Main Street. Current economy is difficult for commercial/retail sector																			
N. Main Street Façade Grant Projects																				
PCIC Year Projects	Staff will continue to move PLAN Clayton Projects forward via normal work projects																			
New Residential Construction Begins	3 projects broke ground in June																			
Village of North Clayton Single-Family/Townhouse Construction Begins	Final Plan Modification was submitted in December, construction realistically won't commence until 2024																			
Salem/Hoke Rd. End User Identified	Road Star Trucking is currently working with staff on zoning permits for 6 acre industrial tract on Salem																			
Implementing Way Finding Signage																				
Hoke Rd. Expansion Planning	Staff working with IBI and state, plans have been submitted and literature has been sent to neighbors and published in newspaper																			
	May, 2022	June, 2022	July, 2022	Aug, 2022	Sept, 2022	Oct, 2022	Nov, 2022	Dec, 2022	Jan, 2023	Feb, 2023	Mar, 2023	Apr, 2023	May, 2023	June, 2023	July, 2023	Aug, 2023	Sep, 2023	Oct, 2023	Nov, 2023	Dec, 2023

2021 Five Year Economic Development Plan: Year One Task Descriptions:

N. Main Street Façade Improvement Grant Roll Out: Clayton was awarded a CDBG grant via Montgomery County at the end of 2020, for N. Main St. business façade improvements. The \$50,000 grant was paired with a \$50,000 match from Clayton and was used to assist existing and new businesses along N. Main Street to bring their businesses closer to compliance with the N. Main Street Overlay District. Staff marketed this program starting in 2021 through June of 2022. Clayton received one application, specifically from First Care Pharmacy for new gutters and downspouts. The program was closed in June from a lack of applicants and time constraints placed on it via the federal funding source.

Develop Housing Policy: Staff worked on securing a consultant to undertake this project throughout 2022. Due to rising costs and workforce shortages, companies informed staff they either didn't have the capacity to perform the study or were uninterested in undertaking it at the budgeted amount while requesting significantly more resources. Due to these issues, staff decided not to move forward with the project at this time.

Local Business Support: Staff continued to support the local business community through several different endeavors, including the Business of the Month Spotlight, Business Outreach Videos and quarterly email blasts. This followed up the N. Main Street Business Walk at the end of 2021 and the N. Main Street Exterior Façade grant program.

Village of North Clayton New Kickoff: Staff worked with Windsor Properties throughout 2022 to bring their final plans to City Council for approval. While residential interest rates started to increase significantly throughout 2022, which made new single-family residential building less of a priority at this time, staff and Windsor continued to work on moving their overall plan to City Council. After working with the neighborhood HOA and Community Authority during 2022, Windsor Properties submitted their final development plan modification in December.

Zoning Code Adopted: The Zoning Code was adopted in the mid-2021 and Seth continued the transition to the new code in 2022. Seth also continued to work on making a list of new proposed changes identified by staff to make the new code stronger. These proposed changes will go before the Planning Commission in early 2023.

One Additional Residential Development: Two residential projects were approved in 2021 and one was approved in 2022. There was a fourth residential project which received zoning change and preliminary plan approval in the spring of 2022 and finally Windsor Properties submitted their plan modification at the end of the year. Staff also worked with developers on three other possible residential developments over the course of 2022.

Hoke Rd. Expansion Grant: Staff continued to work with IBI and the Ohio Department of Transportation on the preliminary design work for the Hoke Rd. expansion project throughout 2022. Notifications for public comment on the preferred project alternative at the Wenger/Hoke Rd. intersection went out at the end of 2022. This project continues to be on schedule to start fiscal year 2026.

PLAN Clayton Implementation Committee: Staff continuously works on moving elements of PLAN Clayton forward. In addition to trying to secure a Housing Policy Study and Thoroughfare Plan in 2022, staff also worked on several park improvement projects, park signage and city connectivity throughout the year.

New Industrial/Manufacturing Tax Abatement Program: City Council approved the new industrial/manufacturing tax abatement program and the Transformational Economic Development (TED) program in 2022.

GIS Program: Staff completed this project early in 2022. Seth continues to work with MVRPC on adding new layers to the program. Staff is discussing how to roll the program out to the public in 2023 and may do an outreach video to assist in this endeavor.

N. Main Strategic Long Term Site Control Plan: Staff secured two additional parcels along N. Main Street in 2022 while also creating a map of targeted properties over the short- and long-term periods. Staff will use this map to move forward with future property acquisitions when the opportunity presents itself.

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. Clayton typically averages approximately five new

businesses annually. In 2022 Clayton saw eight new business open or begin the process of opening their doors in the community.

Following are the new businesses and their locations.

- Café Bliss 8383 N. Main St.
- Clayton Auto Service 7927 N. Main St.
- Fresh Start Behavioral Health 7030 N. Main St.
- Main Course 6556 N. Union Rd.
- Muse 6404 N. Union Rd.
- Pickesthetics 7836 N. Main St.
- Sweet Potato Stables 3510 Sweet Potato Ridge Rd.
- The Laisadal Event Center 6050 Dog Leg Rd.



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 2022. This included opening new businesses, engaging possible end users in 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 2022.

1. Staff continued to work with Mark Langdon from The Schueler Group to market the city's property along N. Main Street. After having contracts on two of the city owned parcels in 2021, contingent on receiving appropriate use licenses from the state, those properties continued to be marketed through 2022 when those

permitting applications proved unsuccessful. The city also followed up on successfully securing an acre parcel on N. Main Street at the end of 2021 by securing both properties on either side of that newly acquired parcel in 2022. Staff worked with Montgomery County's Community Development Department on reallocated CDBG funds to perform demolition services at 8027 N. Main Street at the end of the year. The remaining structures located on the other two newly acquired properties are scheduled to be razed in 2023. Combined, these three new parcels represent 2 contiguous acres along the N. Main Street corridor which should be shovel ready by the beginning of 2024. All city owned properties along N. Main Street continue to actively be marketed by The Schueler Group.

2. As previously mentioned in the report, staff rolled out the N. Main Street Business Incentive Grant program in 2021 and actively marketed this incentive program through the first half of 2022. 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. As the program expired in June, First Care Pharmacy submitted an application for a new gutter and downspout system. First Care proved to be the only N. Main Street business who took advantage of the grant program.
3. Development staff worked with the Clayton Service Department and Choice One Engineering throughout 2022 on pushing forward a key component of PLAN Clayton, making the N. Main Street corridor more walkable. The impetus of these discussions centered on the Ohio Department of Transportation's safety funds and if those funds could be used to supplement a future sidewalk and gutter project along the two phases of N. Main Street which continue to be unfinished. Development and Service Department staff also met with several different lighting companies to discuss various lighting alternatives and styles to compliment a possible new sidewalk project. Choice One provided final engineering and construction estimates at the end of 2022 and staff believes Clayton will submit for the first phase of this project in 2023. The construction date for such a project would be fiscal year 2026.



Clayton acquired 8027 N. Main St. and used CDBG funds to demolish the existing structures on site in 2022.

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. Windsor purchased the property in 2020, during the COVID-19 pandemic and proceeded to begin working with staff and community stakeholders on submitting a final plan modification to the city's Planning Commission, which was submitted by the end of 2022. 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 and 2022 as the developer worked through their new site design work. After several site design iterations, Windsor settled on a final layout which includes walkup apartment units, duplexes, townhomes, pocket neighborhoods consisting of single family homes and traditional single family homes along with community amenities such as a walking path, recreational area which may be volleyball or pickleball courts, fire pits, a swimming pool and a community center paired with additional commercial space. Staff was providing final staff review at the end of 2022 and the application should move forward to the Planning Commission in the first quarter of 2023.

SITE PLAN RENDERING

LEGEND / KEY

- BUILDINGS**
- 1 APARTMENT BUILDING TYPE A - 80 UNITS, TYP (NOT USED)
 - 2 APARTMENT BUILDING TYPE B - 6 UNITS, TYP
 - 3 POCKET COMMUNITY DUPLEX (85+) - 2 UNITS, TYP
 - 4 POCKET COMMUNITY DUPLEX - 2 UNITS, TYP
 - 5 POCKET COMMUNITY SINGLE (85+) - 1 UNIT, TYP
 - 6 POCKET COMMUNITY SINGLE - 1 UNIT, TYP
 - 7 TOWNHOME - 3 UNIT, TYP
 - 8 SINGLE FAMILY
 - 9 MIXED USE COMMUNITY CENTER/RETAIL - ±7,800 SF
 - 10 DETACHED PARKING SHELTER
- AMENITIES**
- 11 POOL WITH RENTAL CABANAS
 - 12 SAND VOLLEYBALL COURT
 - 13 POCKET COMMUNITY PARKS
- PET ST. AREA
- OUTDOOR SHELTER
- COMMUNITY GARDEN/PODS
 - 14 COMMUNITY GARDEN AND/OR DOG PARK
 - 15 GREEN CORRIDOR
 - 16 NATURE WALK WITH MEADOW OVERLOOK
 - 17 OUTDOOR CLUBHOUSE FLEX SPACE
 - 18 POTENTIAL PARKING EXPANSION OR FUTURE DEVELOPMENT

SITE DATA

	0 UNITS	162 UNITS	28 UNITS	29 UNITS	300 UNITS	466 SPACES	42 SPACES	21 SPACES	589 SPACES	±1.6 SPACES/UNIT
APARTMENT BUILDING TYPE A (80 UNITS PER, TYP OF 1)	0 UNITS									
APARTMENT BUILDING TYPE B (6 UNITS PER, TYP OF 2)		162 UNITS								
POCKET DUPLEX (2 UNITS PER, TYP OF 14)			28 UNITS							
POCKET SINGLE (1 UNIT PER, TYP OF 29)				29 UNITS						
TOWNHOME (3 UNITS PER, TYP OF 27)										
TOTAL UNITS					300 UNITS					
SURFACE PARKING SPACES						466 SPACES				
DETACHED PARKING SHELTER							42 SPACES			
ATTACHED GARAGE								21 SPACES		
TOTAL PARKING						589 SPACES				
SPACES/UNIT										±1.6 SPACES/UNIT

SF BREAKDOWN

WALK UP APARTMENTS-78 UNITS TOTAL-60,188 (77%) 18,288 (23%)	
TYPE A-8,000 SF	8-1 BEDROOM UNITS AT 750 SF EACH
TYPE B-8,750 SF (8 BUILDINGS TOTAL)	3-1 BEDROOM UNITS AT 750 SF EACH
	3-2 BEDROOM UNITS 1,000 SF EACH
TOWNHOUSES - 27 BUILDINGS - EACH BUILDING CONSISTS OF A GROUND FLOOR ACCESSIBLE UNIT THAT IS EITHER 1 OR 2 BR, A 2 BR TOWNHOUSE, AND A 3 BR TOWNHOUSE BOUTY	
ADA 1 BEDROOM - 807 SF - 19 UNITS (23%)	
ADA 2 BEDROOM - 1,040 SF (±220 SF FOR OPTIONAL ROOFTOP DECK AND TERRACE) - 27 UNITS (23%)	
2 BEDROOM-2 BATH-1,380 SF (±220 SF FOR OPTIONAL ROOFTOP DECK AND TERRACE) 27 UNITS (23%)	
BEDROOM 2.5 BATH-1,615 SF (±230 SF FOR OPTIONAL ROOFTOP DECK AND TERRACE)-27 UNITS (23%)	



BUILDING TYPE B - WALK UP APARTMENT BUILDING



Windsor Properties Submitted Plans for Village of North Clayton

- Grand Traditions, which purchased 15 acres from Quiet Creek Development in 2021 after receiving final zoning approval from Clayton broke ground on Grand Villas of Clayton in June 2022. Road and infrastructure construction was finalized by the fall and construction soon started on the community's community center and first several multi-family buildings. This community, which targets

retirees, empty nesters and young professionals, will have close to 120 rental units when completed, accessing off of Hoke Rd. with a private driveway. Units should become available for rent by the middle of 2023.



Grand Villas of Clayton under construction at the end of 2022

3. The final piece of the Village of North Clayton project was the city's almost four acres of commercial land which was put under city control in 2019. Staff has worked with our commercial broker on marketing the site since that time. At the end of 2021 staff began having serious discussions with a commercial end user. This end user hired a design firm in early 2022 to complete a site design and building drawings for what they hoped would be their new home. Due to the shocking increase in material cost, when the project went out to bid, the final estimates were double what was originally anticipated and the project went back for a redesign. By the end of 2022, the project was out once again for design. Staff is hopeful to bring this project before City Council in early 2023 for their consideration in selling of the land to the end user.

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, potential opportunities presented themselves at the beginning of 2022. While there is one successful project moving forward at this time, staff believes the future for other sites is bright, especially once the economy bounces back over the short term.

1. Road Star Trucking, based out of Canada, closed on a six-acre tract of land along Salem Avenue in late 2021. This former residential property had previously been rezoned to industrial by the previous owners for marketing purposes. Staff worked with the Road Star team periodically throughout 2022 while their design professionals finalized construction plans. The former residential structures were razed in late 2022 and minimal site work began prior to being stopped by staff due to a lack of appropriate permitting. The final zoning permit application was submitted to staff in the beginning of December and staff continues to work with Road Star on final comments for their plans. Staff believes construction should start on the new 12,000 square foot building, which will serve as an office and warehouse for the trucking operation, by the middle of 2023.



Road Star project site pre-construction at the end of 2022

2. 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 marketed the land throughout 2022 with

the hopes of securing an anchor tenant at the site. Newmark intended to build spec buildings if the anchor tenant was secured, which would have included the building out of almost 700,000 square feet of industrial space at this newly created industrial park.

At the beginning of 2022, staff began working with Montgomery County and JobsOhio on “Project Whiteboard,” a potential project involving a national food manufacturer. The 51-acre site was identified by the food manufacturer’s site selector as a finalist for the location of their Midwest headquarters. The specific project called for the construction of an approximate 250,000 square foot facility with an estimated capital investment of \$80 million and would create approximately 100 new full-time jobs with a projected payroll of approximately \$7.5 million annually. Staff submitted a \$375,000 ED/GE grant application to Montgomery County for this project, which was awarded by the ED/GE committee. The project eventually was paused due to the economic slowdown and was never awarded to any community. Staff also was engaged with a second national food manufacturer based out of Texas for the site, however it was later determined the site wasn’t quite big enough to accommodate future expansion possibilities.

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 broke ground for the first phase in June 2022 and finished installing roads and infrastructure by the of the year. 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



Hunter's Path infrastructure construction and new construction signage

Wenger Village, Section 3

Wenger Village, located on Wenger Road, just east of Crestway Drive, was originally approved almost 17 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. In early 2022, Oakes Tree Development submitted their final platting for Section 3, which was subsequently approved. Infrastructure construction started in June, 2022 and was nearly finished as the year

closed. 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, estate style homes in the western section.



Renderings of the housing stype proposed by DR Horton for Wenger Village, Section 3



Infrastructure was installed for Wenger Village, Section 3, in 2022

Future Residential Projects

Over the past three years staff has worked with an assortment of developers which have identified Clayton as an ideal location for future residential communities and investment. In addition to the previously mentioned projects, staff has worked with several additional developers and property owners across the Clayton landscape regarding future residential development projects. Below are quick summaries of where some of these projects currently stand.

Northwood Estates

Following up on the successful approval of the Wenger Village, Section 3 plate, Oakes Tree Development submitted a rezoning and preliminary development plan for Northwood Estates at the northwest corner of National and Haber Roads. The project site

was the location of the former Redwood project which was denied by City Council in early 2021. Staff worked with Oakes Tree Development starting in 2021 on the Northwood Estates project, which is projected to include 114 single family units built by Ryan Homes. Staff encouraged the development team to work with neighboring property owners to be able to better address neighborhood concerns prior to public meetings. This strategy resulted in positive outcomes as the developer and neighbors appeared to build consensus on the project design and ways to address community concerns prior to the meetings. The rezoning and preliminary development applications were both approved by Planning Commission and City Council. Staff worked with Oakes Tree for the remainder of the year and we expect a final development plan submittal in early 2023.



Conceptual Plan for Northwood Estates, as approved by City Council in 2022

Salem Springs

Staff has worked with the team from Arbor Homes for the past two years on their second planned residential community in Clayton. Following the successful approval of Hunter's Path, which they are the selected builder, Arbor Homes successfully put the land at the southeast corner of Phillipsburg-Union and Haber Roads under contract in late 2021. Staff has met several times with the Arbor Homes team, including a preliminary review of their first conceptual plan of a single-family project which would back up to the existing Irongate single-family residential community in the City of Union. Arbor Homes has spent the past 12-18 months on due diligence and site design as a result of some of staff's preliminary comments regarding their conceptual plan. Staff also encouraged the developer to meet with surrounding neighbors to discuss the project specs. Arbor Homes communicated with staff at the end of 2022 that they intend to move forward with a rezoning and preliminary development plan submittal to City Council in early 2023.

Other Projects

Staff met with multiple other development teams over the course of 2022 to discuss potential residential projects. One project was under contract with a developer on a contingency basis, however, after our team met with their respective development partners to provide comments on the conceptual proposal, we never heard back from them. Another project staff spent considerable time on in 2022 was a large-scale residential project which would have potentially been a generational opportunity for Clayton based on scale and level of investment within the community. However, the property owners backed out of the deal at the last minute after considerable time was spent on getting the contract to the finish line. Staff continues to discuss other project sites with this developer and we're hopeful something may still be able to occur with the original project site in 2023. Finally, staff worked with Oakes Tree Development on city owned acreage to the south of Wenger Village, Section 3 during the early part of 2022. Staff worked out an agreement with Oakes Tree on the sale of the land for a Wenger Village, Section 4, however, after the developer performed preliminary due diligence, Oakes Tree decided the infrastructure installation would be cost prohibitive and the agreed upon terms and the deal was never finalized.

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 2020-2021 proved to be with the COVID pandemic, 2022 proved just as troublesome with an economic downturn with worker shortages and supply chain issues. Staff continued working within the framework of the department's mission of being pro-business and a partner to the local business community throughout 2022. Below is a summary of how staff worked with the local business community throughout 2022.

Email Blasts

Often times, the best method to get the word out to the local business community is via email blasts. Staff transitioned from semi-monthly emails, which we did during 2020 and 2021 during COVID, to a quarterly email blast system, communicating about state, regional and local business incentives and marketing opportunities within the city's scope, such as the "Business of the Month" spotlight opportunities.

Business Spotlight Videos & Social Media

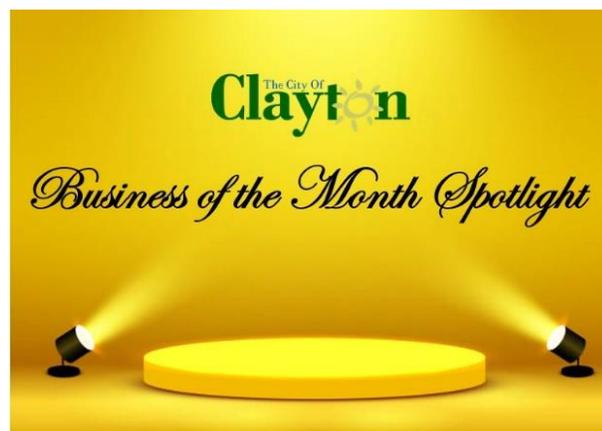
One of the most successful programming pieces which started in 2020 was the small business spotlight video program. This program came out of our community video outreach program, and we decided early in the pandemic we would transition the majority of our videos to spotlight local small businesses. This 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 and 2022. After completing three such videos in 2021, staff set a goal of four new videos for 2022. Despite the stated goal, staff was only able to convince three businesses to participate in this free program during the year. The main issue with securing additional participants is the challenge of operating a small business with limited workforce and razor thin margins. Owners/operators are currently unable to commit the necessary time for the video production. Staff will continue to work towards securing four additional businesses in 2023, because we believe there are many great stories to tell about Clayton's business climate. Below is a list of the three businesses who participated in this year's Business Video Spotlight program.

- North Main Animal Clinic
- First Care Pharmacy
- Eric's Guitar's

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 2022. 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. Since 2020 staff has continued to struggle with securing participants for this free program, similar to the Business Spotlight Video program. 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 2022 and we're hopeful as the economy bounces back, we'll be able to get better participation throughout the year. The goal for 2023 is obviously to have a business spotlighted in this program every month of the year.



Regional Economic Development Partnerships

Municipal development is not possible without working closely with our regional partners. This often entails working with our neighboring communities, Montgomery County staff as well individuals throughout southwest Ohio. 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 when schedules permitted in 2022. 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.



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. 2022 saw the first substantial project come before the JEDD Board in sometime with the proposed Quik Trip gas station/convenience store at the southwest corner of SR 49 and Brookville-Salem Road. If this project moves forward, it will necessitate the extension of water from the corner of US 40 and SR 49 which would bring this valuable utility to several existing JEDD properties. Quick Trip has committed almost \$1 million towards this utility extension. The JEDD Board is considering a local contribution towards this extension project in 2023, along with Clay Twp. and the City of Clayton.



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 49 such projects from DDC and JobsOhio in 2022 to see if there were any available Clayton properties meeting the project specs. Staff submitted Clayton properties for multiple projects which included completing Request for Information (RFI) sheets for the specific properties. Three such submittals were successfully approved by DDC staff, and one “Project Marcos” requested additional information regarding the property at the end of 2022. At this time, Clayton properties have not been selected for any projects.

Staff also worked closely with DDC and JobsOhio staff on “Project Whiteboard” at the beginning of 2022, which was previously discussed in this report.



Local Incentives

Tax Incremental Financing Districts

Tax Incremental Financing (TIF) Districts is an economic tool which allows local jurisdictions to keep a higher percentage of local property tax dollars and apply them towards infrastructure improvements within specific designated boundaries. The simplistic explanation of how they work is the tax dollars generated from improved values of land after a TIF District is approved goes directly into a TIF account, and those funds can be spent on pre-determined items specific for the TIF District. There is a set time frame assigned to the specific district at the time of the district’s creation; when the time frame expires, the TIF District ceases to exist and property taxes revert to prior distribution formulas. This tool is very valuable in assisting developers and local

jurisdictions to install needed infrastructure for economic development projects which would have previously been too costly to consider.

Development Department staff worked on several TIF's this year which were instrumental in making several of the new residential projects possible. Tasks included with TIF creations includes staff working with legal counsel to draft legislation and ensure proper notifications are issued, negotiations with developers to finalize which items qualify for reimbursement from the TIF and terms negotiated with the local school board if that applies. Three such TIF's were eventually passed by City Council, Grand Villas of Clayton, Hunter's Path and Wenger Village, Section 3. Staff also worked on the Northwood Estates TIF, which is completed and is only waiting for the final development plan to be submitted and approved. Staff also worked with team from the Village of North Clayton on preliminary discussions on revising the existing TIF for the Village of North Clayton.

Industrial/Manufacturing Payroll Tax Abatement

Several years ago, staff identified a potential gap in appropriate local incentives to entice large scale industrial and manufacturing projects to Clayton. Although the city had proven itself willing to consider tax abatements via property taxes through TIF's, sometimes companies prefer other incentives, specifically a mechanism tied to payroll tax. Clayton's city manager proposed a payroll tax abatement program which proved to be successful in other communities and staff presented the program to City Council in 2022 and was subsequently approved unanimously.

By design, this program targets mid to large size companies. Specifically, the incentive program provides a forgivable "line of credit" to new or expanding businesses in Clayton, as long as they meet the criteria identified (number of jobs and payroll). The forgivable line of credit provides an annual payment calculated on the basis of new payroll created and retained in the city. A minimum annual payroll would need to be established specifically between the city and the business within the said agreement. The incentive amount would represent the percentage of the business's payroll subject to the Clayton's earnings tax. The incentive will be paid "in arrears" the following year once the city has confirmed the business's total payroll has been achieved. When the payment amount is granted through a draw on the "line of credit" established for the business, the city would simultaneously issue a waiver of repayment, so there is no "claw back" provision which would require future payment to the city. For the purpose of this program, city staff identified the lowest payroll range at \$1-3 million, however that can be adjusted per the specific agreement.

Transformation Economic Development Program

To successfully implement many of the goals set forth in the PLAN Clayton document, including, but not limited to, redevelopment of brownfield sites, connectivity, walkability, streetscapes and future road diets, Development Department staff proposed in 2022 the creation of a Transformational Economic Development (TED) Program. Specifically, the program reflects the city's desire to acquire targeted properties along N. Main Street for redevelopment purposes. Proceeds from future sales of acquired

properties will be placed in a specific and separately created TED Fund. Those funds will then be permitted to only be used for future economic development initiatives specific to the N. Main Street corridor, specifically from Westbrook Rd. to Hillgrove Ave., the same boundaries used for the previously approved N. Main Street TIF. Specifically, the funds will be used for re-development, development, and growth of the economic base which includes but not limited to actions such as comprehensive reviews and analyses, property acquisition, financing, conveyance, and development of those areas to identify and capture the highest and best use and the best opportunity for economic development and growth of the corridor and tax base along the specific N. Main Street corridor. Staff modeled this program after the successful implementation of the Huber Heights TED Program.

Dayton Business Journal Community Spotlight

Following up on the success of the Clayton Community Spotlight in the Dayton Business Journal in previous years, staff engaged with the DBJ again in 2022 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 2022 may be closer to the finish line by the end of the year, including Grand Villas of Clayton, Hunter's Path, Wenger Village, Section 3 and Road Star Trucking. Staff was able to take advantage of the recent project successes in Clayton to continue to promote Clayton as a pro-business community with this spotlight project.



Clayton's Dayton Business Journal 2022 Community Spotlight edition

2023 Economic Development Goals & Objectives

Five Year Economic Development Plan Goals

1. Continue implementing the new Five-Year Economic Development Plan
2. Continue marketing city owned land on N. Main Street and work towards securing a new build end user along this corridor.
3. Assist Windsor Properties in moving their final development plan towards approval and assist them in the renegotiating of the existing VONC TIF.
4. Continue to assist in the marketing of the 51-acre tract of industrial land on Salem Avenue.
5. Secure a new commercial end-user at the Village of North Clayton.
6. Assist Road Star Trucking in finalizing their plans and getting construction started on their US Headquarters on Salem Avenue.
7. Secure approval of a fourth new residential project and move that project towards the beginning of construction.

Local Development and Business Growth Goals

1. Have a wayfinding sign plan completed.
2. Continue working on having new park signage implemented.
3. Assist the Service Department on N. Main Street's 2nd phase of sidewalks and connectivity.
4. Assist potential end users find vacant tenant space in the city.
5. Assist potential end users find vacant land to build new in the city.
6. Continue moving forward with the business spotlight videos and spotlights.

Regional Partnerships Goals

1. Continue attending as many BusinessFirst! and I-70/75 meetings as possible.
2. Assist our regional partners in business retention visits of our larger companies.

3. Continue to update our active inventory data entries on JobsOhio's platform.
4. 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 2022, 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 2022 and the status of each task.

2022 Planning & Zoning Goals

Planning

1. Continue implementing and working on PLAN Clayton using recommendations from the PLAN Clayton Implementation Committee (PCIC). **Staff continues to work on all projects with an eye on the PLAN Clayton document and the recommendations of the PCIC. Staff attempted to secure a consultant to complete a housing study, which was unable to be done due to the local economics. Staff worked with the Service Department on multiple connectivity projects along corridors identified by both PLAN Clayton and the PCIC. Staff also worked on new signage for parks, developing a specific branding for new street lights unique to Clayton and ensuring requirements laid out in PLAN Clayton are followed in new development projects.**
2. Begin working on the Comprehensive Thoroughfare Plan, per the PCIC recommendation. **Due to budget constraints, staff combined the budget for the Thoroughfare Plan and Housing Policy in order to complete the Housing Study.**

This combined budget number proved to still be too low for any consultant to provide the plan. However, staff has budgeted funds to complete this project in 2023.

3. Undertake a Housing Analysis, per the PCIC recommendation. **As previously stated, this was unable to occur due to budget constraints. Due to the influx of housing projects in Clayton, staff has decided to put this project off for the future.**

Zoning

1. Take recommended changes/edits to the new Zoning Code through the Planning Commission and City Council process. **This was accomplished in early 2022.**

PLANNING

Seth Dorman is the City Planner/Zoning Administrator for Clayton. Seth is tasked with implementing PLAN Clayton and serves as the chief zoning official for Clayton. In this role, Seth is the leading person in moving the PLAN Clayton document forward, conducting all zoning plan reviews, issuing zoning permits and staffing the zoning boards within the city. 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 development in its history.

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 (PCIC). 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 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.

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. Seth proposed several projects to receive 2022 funding from the city budget. As previously discussed, 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. While the Housing Study was unable to be completed due to budget constraints, the Comprehensive Throughfare Plan was once again budgeted for in 2023.

Seth also worked throughout 2022 on several projects directly related to PLAN Clayton and the PCIC. Included with those projects was streetlight branding, which saw Seth work with other staff members in meeting with several different lighting companies to create a unique street light design for Clayton. Seth was also included with meetings regarding future sidewalk projects along N. Main Street, which is one of the main components to come from the PCIC report, specifically connectivity of Clayton and the N. Main Street corridor. He also worked closely with the Clayton Service Department's sign department on creating new branding for future street signs, park signage and wayfinding signage within the Clayton Park system. Finally, when working with developers on new and future residential communities, Seth ensured the major tenants of the PLAN Clayton document were included with all future proposed plans, including street lighting, new parks and connectivity/walkability.

Building Department

Clayton prides itself in being a pro-business community and over the past seven years staff has undertaken several different projects which resulted in cutting bureaucratic red tape from the development process. These past projects include the North Main Street Overlay District and the Zoning Code rewrite. In 2022, after significant feedback from developers, builders and the Clayton Fire Department, staff engaged with the National Inspection Corporation (NIC) about taking over residential and commercial building department services. Staff visited NIC's headquarters in Washington Township and also reached out to neighboring communities who use NIC to gauge their satisfaction with NIC's services. After much time and deliberation, City Council decided to transition from the Montgomery County Building Department to NIC for building services.

The official transition started in the second half of 2022 and included staff working with NIC, Montgomery County, Public Health: Dayton & Montgomery County and the Clayton Fire Department to ensure the transition was as smooth as possible. Clayton was approved at the end of 2022 by the Ohio Department of Building Standards as its own certified residential and commercial building department. Clayton also entered into an agreement with NIC to serve as our consultant to carry out those duties. Seth was instrumental in the transition and he along with Lindsey Dervali from Clayton's administrative team will be the main faces of the new building department for Clayton moving into 2023. Seth worked with NIC in creating new fee schedules and worked with Lindsey to implement new internal processes to best capture the increase workload for Clayton staff. Despite the increase of work duties, staff believes this transition will continue to Clayton the most pro-business community in Montgomery County. Seth is the staff person responsible for ensuring the new building department process is seamless as possible for the entire development community in Clayton.

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 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. Seth is also responsible for staffing both of these boards.

Below is a summary of the zoning activity in Clayton during the 2022 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. For new construction, Seth also coordinates the detailed staff review process with other city departments and the city’s outside engineering consultant.

2022 was a very successful year in terms of the amount of investment in Clayton compared to previous years. Between 2016-2021, there was approximately \$20 million invested in Clayton. In just 2022, there was almost \$17 million. This can be directly attributed to the number of new residential projects (Grand Traditions is considered a commercial project due to it being multi-family) coming into Clayton and the first phase, specifically infrastructure installation, attributed to those projects.

Below is a breakdown for the different types of permits issued during 2022 compared to the same types of permits in 2021.

	<u>2022</u>	<u>2021</u>
Total Zoning Permits:	122	124
New Residential Construction:	4	4
Accessory Structures:	40	38
Residential Additions:	19	24
New Commercial Construction:	1	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 2022 there was approximately \$16,910,065

of new investment in the city in terms of new construction projects, compared to \$2,768,363 in 2021, and over \$17,933 for zoning permit fees (\$8,382 in 2021).



New single and multi-family construction projects in 2022

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 development proposals submitted to staff.

This year Dan Foley started his new term off by being selected by his fellow Planning Commission members to be Vice-Chairperson. Dave Bills continued to being the Board's Chairperson. Kim Williams also was selected by City Council in 2022 to fill the term vacated by Seth Powless after Mr. Powless decided he didn't have the time to commit to the position.

Seth Dorman is the staff person tasked with working with applicants and the Planning Commission on initiated cases. The Planning Commission heard five cases initiated in 2022. Below is a summary of every case our Planning Commission heard in 2021.

1. Annual Revisions to Clayton's Planning and Zoning Code

Annual list of proposed revisions to the Planning and Zoning Code as suggested by Clayton Development staff.

Planning Commission Decision: Approved; Vote 4-0

City Council Decision: Approve

2. Case # PC22-01: Wenger Village, Section 3 Final Plat, Oakes Tree Development

A request for approval of the Wenger Village, Section 3 Final Plat.

Planning Commission Decision: Approved; Vote 4-0

City Council Decision: Approve

3. Case # PC22-04: Rezoning and Preliminary Development Plan – Northwest corner of Haber and National Rds., Oakes Tree Development

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 PDD, Planned Development District. The Preliminary Development Plan shows 113 single-family homes together with the associated roads, sidewalks, multi-use path, retention ponds, and other neighborhood amenities.

Planning Commission Decision: Approved; Vote 5-0

City Council Decision: Approve

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

Request for a Final Subdivision Plan at the NWC of Westbrook Road and Union Road. 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 # PC22-04: Rezoning and Final Development Plan – 3510 Sweet Potato Ridge, Daniel Anoi

A request for a Zoning Change and Final Development Plan for the property located at 3510 Sweet Potato Ridge Road, specifically for Sweet Potato Stables.

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 appeal and conditional use applications submitted to the staff.

At the beginning of the year City Council appointed Bob Madewell to replace Zack Goit whose term expired at the end of 2021. Late in 2022, member Barbara Buyers resigned her position due to being unable to commit the necessary time to the Board. City Council appointed Ashley Caldwell in December to fill Ms. Buyer's unexpired term.

Seth Dorman is the staff person tasked with working with applicants and the Board on initiated cases. Below is a summary of the 13 cases our Board of Zoning Appeals heard in 2022.

1. Case # VAR22-01: 11211 Old Mill Rd., Brian & Jane Oosthuizen

A request for a swimming pool location variance for the property at 11211 Old Mill Road. The applicant is proposing to install a swimming pool in the side yard instead of the rear yard.

Board Decision: Approved; Vote 5-0

2. Case # VAR22-02: 7864 Country View Ln., Luke & Haley Cunningham

A request for a swimming pool fence variance for the property at 7864 Country View Lane. The applicant is proposing to install 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: Approved with Conditions; Vote 3-0

3. Case # VAR22-03: 4633 W. Wenger Rd., Matt Slusser

A request for an accessory structure variance at 4633 W. Wenger Road. The applicant has constructed a series of connected detached structures with an overall area of 1,625 square feet with the largest portion having a height of 20', which requires a variance for maximum height.

Board Decision: Approved; Vote 4-0

4. Case # VAR22-04: 11155 Old Mill Rd., Michael Podrosky

A request for a variance from the maximum area for a detached accessory structure as outlined in Section 1121.02 (C)(1)(vi) of the Planning & Zoning Code. The variance requested is to allow the applicant to construct a pole barn with an area of 2,560 square feet at 11150 Old Mill Road (M60 03002 0019) in lieu of the code required maximum area of 1,800 square feet for properties with a rear yard area of at least 38,720 square feet.

Board Decision: Approved; Vote 4-0

5. Case # VAR22-05: 448 Crestway Dr., Larry Cordell

A request for an accessory structure variance at 448 Crestway Drive. The applicant is proposing to construct a 26' x 36' detached garage, which requires a variance for size.

Board Decision: Approve; Vote 4-0

6. Case # VAR22-06: 11100 Rinehart Rd., Frederick and Karen Novak

A request for an accessory structure variance at 11100 Rinehart Road. The applicant is proposing to construct a 32' x 42' detached garage, which requires variances for location, height and total number of accessory structures.

Board Decision: Approved; Vote 3-0

7. Case # VAR22-07: 909 Westbrook Rd., Christopher Jackson and Lisa Roberts

A request for an accessory structure variance at 909 Westbrook Road. The applicant has installed a 10' x 14' gazebo, which requires a variance for the total number of accessory structures on the property.

Board Decision: Approved; Vote 4-0

8. Case # VAR22-08: 426 Thelma Ave., Audrey Boyd

A request to construct an 18' x 38' enclosed carport, which requires variances for maximum height of accessory structure, the required setbacks from the primary structure and side property line and from location (for a portion of the proposed structure).

Board Decision: Denial; Vote 4-0

9. Case # VAR22-09: 7090 Taywood Rd., F. Joseph Hall

A request for a variance to allow a gravel driveway that was installed along the side of the house and into the rear yard where a detached accessory structure is proposed.

Board Decision: Denial; Vote 4-0

10. Case # VAR22-10: 6040 Garber Rd., Darren and Dawn Smith

A request for a variance to allow an automatic pool cover in lieu of the required 5' tall fence with lockable gate.

Board Decision: Denial; Vote 4-0

11. Case # VAR22-11: 6350 Union Rd., Terry Parsons

A request for a variance to maximum area for a proposed detached accessory structure at 6350 Union Road.

Board Decision: Approved; Vote 3-0

12. Case # VAR22-12: 211 E. Salem St., Terry Parsons

A request for a variance to allow an automatic pool cover in lieu of fence and lockable gate at 211 E. Salem Street.

Board Decision: Approved with conditions; Vote 3-0

13. Case # VAR22-13: 9301 N. Main St., Dr, Shusheel Kakde

A request for variances to allow a parking lot with 12 spaces at 9301 North Main Street.

Board Decision: Approved; Vote 4-0

2023 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. Finalize wayfinding signage inside and around city's parks.
4. Finalize landscaping conceptual plans for around new signage and public space in parks.

Zoning/Building

1. Take recommended changes/edits to the new Zoning Code through the Planning Commission and City Council process.
2. Finalize all changes within the transition from Montgomery County Building Department.

Report Summary

Municipal development is not easily definable. There are a lot of constantly moving parts. Various outside factors constantly influence the ability of even the best laid plans of ever seeing the finish line. Economic factors constantly change and are influenced by entities across the entire globe. The past four years is a great case study in how unforeseen events, both locally and globally significantly impacts Clayton's economy and how the Development Department operates. From the 2019 Memorial Day tornadoes to the global pandemic of COVID-19 starting in 2020 and bringing substantial development to a screeching halt through 2021, to the historic inflation levels, worker shortages and supply chain issues of 2022, Clayton's Development Department continued to respond in real time. Relying on processes, plans and programs established since 2016, our staff demonstrated what can happen when a small team of professionals stay true to a vision laid out by community stakeholders, residents, business owners and elected officials.

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. 2022 demonstrated why having solid processes in place while also having the flexibility to respond to changing circumstances are 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 2022, including the global pandemic impact on the economy, supply issues, inflation and future uncertainties, the City of Clayton marched towards a bright future. Clayton had almost as much investment in the city in 2022 as it did the prior six years combined. This accomplishment is a direct reflection of the staff's dedication to not only Clayton, but to the plans put into place years ago.

The course of smart growth for the future of Clayton was set in 2016 and we've continued to follow this outline throughout 2022. 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. Despite challenging times, long lasting successes were gained in 2022, including the groundbreaking of three new residential communities, the beginning planning of future infrastructure projects, successful land acquisition along strategic corridors, approvals for new incentive programs, and the transition to a new building department. These successes continue to build upon the foundation laid in 2016. Sustainable growth is occurring in Clayton for the betterment of all. That will ultimately be the legacy of this Development Department.