

**CITY OF CLAYTON
DEVELOPMENT DEPARTMENT**

2020 ANNUAL REPORT



2020 Planning Commission

Ricky Robinson
Dave Bills
Vance Garner
Joe Litvin
Seth Powless

2020 Board of Zoning Appeals

Robert McGuiness
Jennifer Weeks
John Clayburn
Zack Goit
Jessica Hunter

2020 Staff

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

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2020 SUMMARY

Although 2020 was a difficult year for everyone across the globe, Clayton continued to work diligently on ensuring our residents and businesses were at the forefront of every initiative and policy decision. With the city on lockdown for a good portion of the spring, eventually transitioning to a slow economic reopening at the beginning of the summer, development department staff concentrated on communicating COVID updates, providing business resources and altering traditional community outreach programming wherever possible. Due to the uncertainty and unknown variables associated with the coronavirus, several projects slated to move forward in 2020 were delayed. Other projects fell by the wayside due to circumstances unrelated to the virus. However, by the end of the calendar year several significant development projects have positioned Clayton well for substantial growth in the coming years.

The development department as a group transitioned as well during 2020. Jennifer Barclay, the longest tenured member of the department, resigned in June when she accepted a new position out of state. Jennifer spearheaded Clayton's planning foundation over the past several years and was a significant contributor in positioning Clayton for long term growth. After conducting two virtual rounds of interviews of highly qualified candidates, Seth Dorman accepted the offer to become Clayton's second City Planner/Zoning Administrator. Seth, who graduated from Wright State University and started his career locally at the Miami Valley Regional Planning Commission (MVRPC), has over two decades of planning and zoning experience, split between both the private and public sectors. Seth's professional experience will continue to be a significant asset for Clayton and the development department as a whole. Despite the slowdown due to the pandemic, Seth continued to stay busy through the second half of 2020 with what proved to be an increase in zoning permit reviews from 2019 as well as bringing the Zoning Code Rewrite Project to completion.

Although life seemed to have paused for many families and individuals throughout 2020, staff was proactive in finding ways to support the community as a whole. While many outreach programs were postponed a year, others were altered to accommodate appropriate social distancing protocols. New programs were delayed and code enforcement activities were slowed during the lockdown out of respect for the unique circumstances, however we never lost sight of what our ultimate goal was: ensuring Clayton continues to be the best place to raise a family and open a business in Montgomery County. A serious emphasis was placed on supporting small businesses during the past year and this concentration will only continue to strengthen our business partnerships for the long-term health of the business community. Staff also continued to work on the task items found in the 2016 Five Year Economic Development Plan, moving development forward with a smart growth philosophy, consistent with the economic development plan and the PLAN Clayton document.

Development was different in 2020 for a variety of factors. However, following the planning foundation established over the past several years, staff continued to make progress despite these challenges. The following report demonstrates the achievements of 2020 and how staff has positioned Clayton to potentially have the most productive development year on record in 2021.

COMMUNITY & ECONOMIC DEVELOPMENT

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

Community and economic development are complimentary pieces to the overall future growth of the City of Clayton. Although they have different functional components in terms of how different projects may be carried out, the goal of both is to develop the city in a cohesive fashion. Growth is vital for both the residential and business communities. The success of one assist 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 our community.

At the beginning of 2020, staff created a list of goals and objectives which staff referred to throughout the calendar year. Despite COVID-19, this was done to ensure we stayed on task and continued to follow the greater scope of the development department’s mission. Immediately below is the list of the goals described in last year’s report for 2020 and the status of each task.

2020 Community Development Goals and Objectives

Code Enforcement

1. Continue with proactive enforcement, looking to be closer to 800 total violations for 2020 and 10 cases filed in court for problem properties refusing to bring the property into compliance. **As a result of the COVID-19 pandemic and the statewide lock down in the spring months, code enforcement activity was scaled back considerably during those months to address only high grass and obvious violations or violations which were filed with our office. The spring months also saw a considerable influx of people working on their properties**

which we believe resulted in less violations than we traditionally see during the spring and summer months. With those factors considered, we issued 656 total violations in 2020, but also filed 10 criminal cases against long term problem properties in Vandalia Municipal Court.

2. Bring compliance rate for violations closer to 80%. **Out of the 656 violations issued in 2020, 581 properties were brought into compliance, for a compliance rate of almost 89%, which exceeds the 80% goal set for 2020.**
3. Identify another neighborhood to do a neighborhood walk during the evening or weekend. **Due to COVID-19, we did not do a neighborhood walk during the evening or weekend because the purpose of this program is to create opportunities for personal contact and one on one conversations. We eliminated the potential for close interactions between the code enforcement officer and the general public due to this reason. However, we did concentrate efforts two times on specific neighborhoods for proactive trash can placement and parking in the yard enforcement after we received numerous complaints filed by the public.**
4. Continue identifying dead trees in the right-of-way. **Nine dead and dangerous trees were identified by the service department and our code enforcement officer in the public right-of-way which needed to be removed by the property owner.**
5. Go through the vacant property database and update the status of each property. **This project was completed in the early part of the COVID-19 lockdown by our code enforcement officer Darryl Swafford.**
6. Clean up iWorQ's imported violation database so everything that transitioned from ZonePro is current and up to date. **This project was completed in the early part of the COVID-19 lockdown by Darryl Swafford.**

Grants

1. Follow up with Hoke Rd. MVRPC widening grant. If not awarded in early 2020 figure out what changes need to be made to make it more successful in the next round. **The 2019 grant application was not awarded funds. Staff worked with both MVRPC and Ohio Department of Transportation staff members on a new STP grant application for this project throughout 2020. New city planner Seth Dorman, who previously worked for MVRPC, also reviewed the application, and made suggestions on making it stronger. We're hopeful we'll have a positive answer in early 2021.**

2. Identify other grant opportunities for the overall improvement of Clayton's community. **Staff put together two CDBG grant applications in early summer. The first application was a request for \$50,000 to carry out residential demolition activities in the city. The second request was also for \$50,000 to pair with a local match of \$50,000 to create a N. Main Street Business Corridor Incentive Program, specifically to assist local businesses which have identified N. Main Street for a new business location or expansion of an existing business. This program would be used specifically for façade and exterior renovations. Staff received word at the end of 2019 indicating Clayton was awarded both grants at 100% of the requested amount.**
3. Identify other grant opportunities for the various action steps in the PLAN Clayton Implementation Plan. **Both grants above satisfy various action steps found in the PLAN Clayton implementation document, specifically removing residential blight (strengthening existing neighborhoods) and improving the N. Main Street corridor (strong central cores).**

Community Outreach

1. Ultimate goal is by the end of 2020, have one community outreach program each month of the year. **Community outreach became very difficult in 2020 due to COVID-19. At the beginning of 2020 we had a minimum of one community event scheduled for every month; sometimes there were multiple programs scheduled. We changed some of the programming around to be able to appropriately social distance, however the majority of the programs were postponed until 2021.**
2. Continue the Sweep Clayton Clean events. **We did continue with Sweep Clayton Clean events in 2020, however we had to make some changes to ensure limited contact was had with our volunteers and residents. Volunteers were not permitted to help the unloading of material from trailers or vehicles. During the Shredding Event, volunteers wore masks and residents were asked to make sure their documents were in the trunk of the vehicles to maintain as limited contact with each other as possible.**
3. Continue working with the Northmont Chamber of Commerce on their community programming, including expanding the Taste of Northmont. **Staff assisted the Chamber with the 2020 Taste of Northmont, specifically assisting in marketing and the operation of the event. However, the majority of the Chamber's other programs were cancelled in 2020 due to COVID-19. Staff met with the Chamber several times throughout the year to discuss the 2021 Taste of Northmont. The 2021 event has been postponed to either the summer or fall months due to the continued pandemic.**

4. Expand on the Clayton Government Academy in order to get additional citizen engagement. Would like to have between 12-15 residents participate this year. **As with all other community events, this program was postponed to 2021. We worked on possibly doing the event virtually but decided to postpone when it was determined we wouldn't be able to do facility tours or equipment presentations which is a significant draw to the program. We're hopeful we'll be able to put the event on in 2021.**
5. Continue doing the community outreach videos. **Doing these videos was something that was able to be carried on throughout the year despite the pandemic. In 2020 we concentrated a lot of the videos on small business spotlights. This decision was made after we determined the majority of our efforts early on in the pandemic was to support the small local business community as much as possible during this difficult time. We did eight business spotlight videos throughout 2020 with another one scheduled to be completed in early 2021. We also completed a handful of videos spotlighting economic and community development initiatives in Clayton as well as a year-end summary video with the city's city manager, Amanda Zimmerlin.**
6. Finish up the first phase of PLAN Clayton Implementation and create plan for the second phase. **At the beginning of 2020 we received the final deliveries of park equipment that was installed in the parks in the fall. The scheduled improvements for the parks in 2020 was postponed until 2021 due to budget constraints as a result of COVID-19. City Council did create a PLAN Clayton Implementation Committee at the recommendation of Seth Dorman and the new members were appointed at the end of 2020. The new committee is scheduled to meet in January, 2021 to begin mapping out the next phase of the PLAN Clayton implementation.**
7. Create two new community outreach programs for the parks – look at possible doing a “Kickball with Cops” event at Hardscrabble and a disc golf family day at Westbrook. **Staff worked with the Dayton Amateur Disc Golf Association to plan and schedule a family day at Westbrook Park in June centered around the new disc golf baskets. This event was postponed until 2021 as a result of the pandemic. As a result of this postponement staff did not work on any new events in 2020.**

The following sections provide more detailed information on various community development projects completed by staff in 2020.

Code Enforcement Program

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

In the City of Clayton, Darryl Swafford is the community's code enforcement officer. Darryl began to aggressively establish a baseline for the code enforcement program in 2016. The peripheral results of such a program is establishing a consistent presence in the neighborhoods, improving the responsiveness to citizen concerns and the ability to identify violations before they manifest into larger issues. In simplistic terms, the benefit of such a program is gaining compliance for properties that are in violation of zoning and property maintenance codes.



An example of a property brought into compliance in 2020 as a result of the proactive code enforcement program.

The results of the program have been immediate and continue to demonstrate the importance of having a proactive program in place. In 2015, there were two-hundred and eighteen violations issued. Over the last five years this number has jumped significantly. However, we believe through education, proactive code enforcement practices and a continual stream of positive development projects throughout the community, property maintenance violations continued to decline for the third year in a row. In total there were six hundred and fifty-six property maintenance violations in 2020. Although the decrease in total violations is significant, the difference can be directly attributed to a relaxation of

the aggressive code enforcement activity during the spring months due to the pandemic lockdown.

Working with property owners after they've been notified of the property violation is a major component of our program. We've found this is the most successful method in obtaining compliance, demonstrated by improving the level of compliance from only 50% in 2015 to 75% in 2019. The goal for 2020 was to have the compliance rate raise to be around 80%. The results of more aggressive follow up to the open violations resulted in an increase in compliance to violations to almost 89%, which is the highest compliance rate since 2016.



Examples of a residential fence violation brought into compliance through our proactive code enforcement program in 2020



Examples of a commercial fence violation brought into compliance through our proactive code enforcement program in 2020

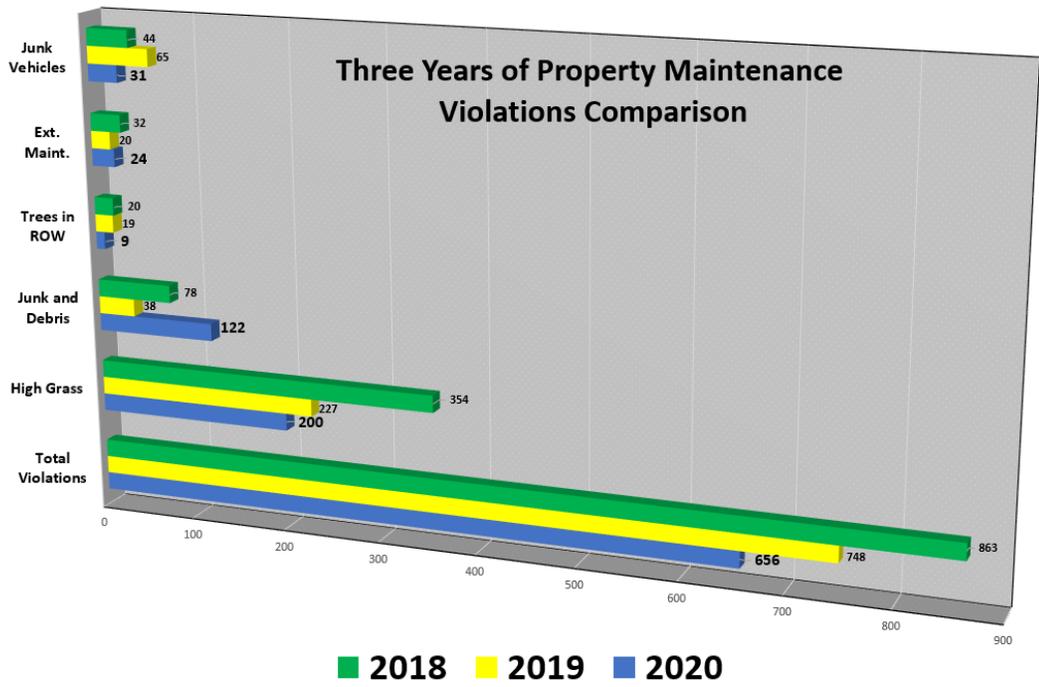
As previously mentioned, Clayton staff works diligently with property owners to bring properties into compliance prior to taking additional enforcement steps. However, there are times throughout the year where additional enforcement is needed to clean a property up. While the overall violation numbers are down for code enforcement in 2020, the use of different ordinances at staff's disposal remained similar or increased significantly compared to previous years, demonstrating the benefit of having such tools at our disposal. As with other aspects of code enforcement, staff consistently used the nuisance and bulk item legislation in 2020 to gain quicker compliance for violations. Staff initiated nine nuisance cases in 2020, three less than in 2019, but more than the city did in 2018. The largest increase came with the bulk items. In 2018, staff initiated only twenty-nine bulk item violations, while 2019 saw seventy-seven such violations throughout the city. Darryl issued ninety-nine bulk item violations in 2020, demonstrating there continues to be a need for educating the public about the appropriate method of disposing bulk items, especially furniture and mattresses/box springs.



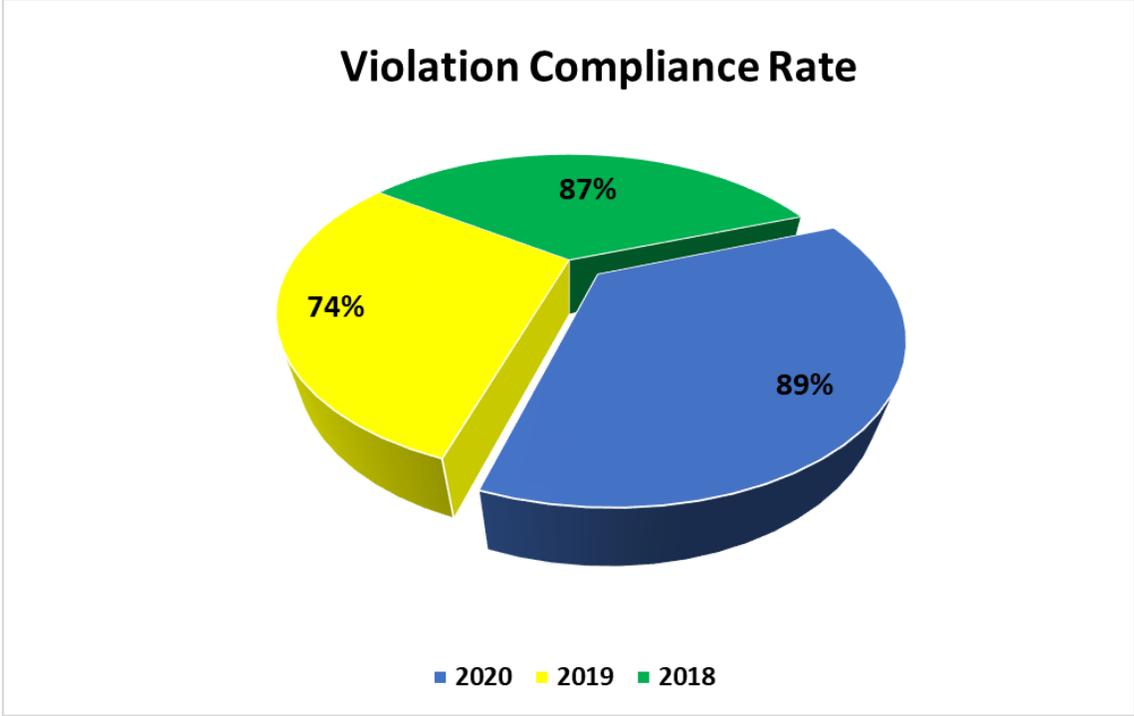
*The above property was included as part of separate bulk item abatement case initiated by the code enforcement program.
This property was brought into compliance because of this program.*

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 us from entering the rear of properties without the property owner's consent. Property owners authorize city staff to inspect the exterior of the property when they submit the pre-sale application with the city. Many issues that may be hidden in the rear yard are now addressed via the pre-sale inspection process. In 2020 Darryl performed one hundred and eighty-four such inspections, which is an increase from 2019. One hundred forty of those inspections passed and forty-four 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. Again, the purpose of the code enforcement program is to stabilize property values and make our community more aesthetically pleasing to attract new homeowners and business investment into the City of Clayton.



Three-year code enforcement statistics: 2018-2020



Three Year Violation Compliance Rate Comparison: 2018-2020

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. The development department continued working on grant projects throughout 2020; from grants previously awarded and on future grant applications. Below are summaries of each project.

MVRPC STP Grants:

Westbrook Road Resurfacing Project

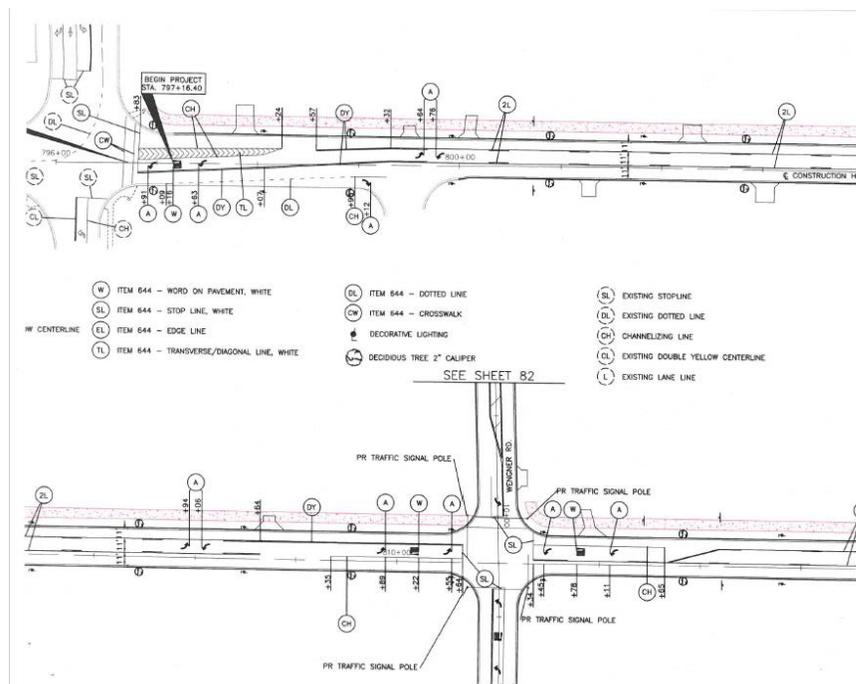
The Clayton development and service departments worked in unison on an additional MVRPC STP resurfacing application in 2019, which resulted in a joint application with the city of Trotwood for Westbrook Road, from N. Main Street to Salem Avenue. Both jurisdictions previously resurfaced Westbrook Rd. from Union Road to Diamond Mill Road a few years ago, and both jurisdictions believed such an application would be greatly beneficial to the entire northwest Montgomery County region. The development department staff wrote and submitted the \$499,999 grant application to MVRPC staff, 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, however the project will not occur until fiscal year 2023 due to MVRPC's timelines.



Sections of Westbrook Rd. needing resurfaced

Hoke Road Widening Project

Over the last several years staff identified through the PLAN Clayton document that Hoke Rd. is an area where there is great potential for future growth in Clayton. However, prior to substantial growth realistically occurring along this corridor, the street will need to be widened, a traffic control mechanism will need to be installed at the Hoke/Wenger intersection and utilities will need to be extended along the corridor, specifically south from the Hoke/Wenger intersection. Both the development and service department staff worked with the Ohio Department of Transportation (ODOT) and MVRPC over the past three years preparing the framework of a grant application to the STP program, which was first submitted as a \$2,604,843 application in 2019 and was subsequently not awarded. Development department staff worked throughout the early part of 2020 with MVRPC and ODOT staff to identify opportunities to make the application stronger for the 2020 application period. In the fall staff applied in the amount of \$2,645,858 to MVRPC for the first phase of this project, between Smith Dr. and Wenger Rd. and which also includes a traffic control mechanism at the Hoke and Wenger intersection. Staff should find out by February 2021 if this year's application was successful.



Plans for the Hoke Rd. Widening Project

2020 CDBG Residential Demolition Project:

Over the past four years the development department has demolished approximately a dozen residential properties and worked with property owners on another dozen structures which were eventually razed as part of our code enforcement program. This past year staff submitted a \$50,000 Community Development Block Grant (CDBG) application to Montgomery County for residential demolition projects in 2021. One of the

properties included with this project is located on Obispee and has been vacant for quite some time. Staff worked for a couple of years with the Montgomery County Land Bank to have this property rehabbed, however it was later determined to be too far gone for any suitable rehabilitation efforts.



Property on Obispee is slated for demolition in 2021 as a result of a successful CDBG application in 2020

2020 CDBG N. Main Street Business Incentive Grant

This project will see a total of \$100,000 in the form of business grants to small business operators along the N. Main Street corridor to incentivize new construction as well as upgrades to existing structures related to business growth. These new improvements will assist in bringing business properties to the current standards set forth in Clayton’s North Main Street Overlay District. This district was created to make development easier along the corridor, cutting the approval process time in half, while also developing a “small town” branding and aesthetic appeal specific to this corridor. The majority of the

properties along N. Main Street currently are former residential homes or small commercial buildings which have surpassed their useful lives. There are pockets of newer style commercial buildings constructed over the past 15 years, however the rest of the properties along N. Main Street need to be significantly upgraded or razed altogether to make room for new construction per the N. Main Overlay standards. This incentive program will assist new and relocating/expanding businesses improve properties with the current standards which will assist in achieving the stated goals and “branding” identified for this targeted corridor as well as expanding the city’s economic base. This program will also assist in alleviating blight and declining property values and to help achieve a more architecturally consistent corridor which will also eventually have more efficient multi-modal circulation patterns based on proposed upgrades suggested in PLAN Clayton. Staff submitted a \$50,000 CDBG application to Montgomery County and included a local \$50,000 match from Clayton. This application was awarded the request at 100% at the end of 2020.

Community Outreach

Clayton’s approach to community outreach is traditionally centered on the tenants of creating programs and events which our residents and business community take advantage of for the betterment of all. Creating a sense of identity and purpose allows all within the community to participate in all the different opportunities presented by the programming. 2020 and the pandemic which engulfed the world throughout the year made this goal much more difficult, however staff worked diligently on doing the best we could to ensure different programs moved forward while ensuring social distancing protocols were followed. However, there were several of our traditional programs postponed as a result of COVID. Below is a list of the different outreach events the development department staff normally programs and what the status of each program was this past year during the pandemic.

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. 2020 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 great success. However, due to COVID restrictions, volunteers were not permitted to assist residents in unloading vehicles and trailers; residents had to unload all of their material themselves. Despite this new regulation the event was closed early in the spring after all the trailers were at full capacity by 11:00 am. The fall event also received quite a bit of activity although it remained open for the entirety of the event.



Residents unloading their vehicles during one of the Sweep Clayton Clean events this year.

We also organized a “Shredding Event” in July of 2020. This event provided city residents the opportunity to drop off personal documents that were shredded off site at no cost to the individuals. It’s another event that would be impossible without the support of staff volunteers from all the different departments in the city as well as the elected officials donating their time. Due to social distancing protocols all the volunteers were required to wear masks and residents were requested to have their documents in the trunks of their vehicles to limit direct contact with the volunteers as much possible. This type of service has been popular in the past with our residents and due to popular demand, we’ll continue to do it on an annual basis for the foreseeable future.



Staff and elected officials working a document shredding event.

VIP Beautification Program

The VIP is an important community outreach because it recognizes residents and property owners who have worked hard on beautifying and decorating their homes to make the community a wonderful place to live. We've broken the program 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. We had eight properties nominated for the Spring and eleven nominated for the Summer. For the Fall/Halloween we had properties nominated for festive fall and Halloween decorations. We received only three nominations 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. We also had five properties nominated for this period.

Normally, every winner is recognized by the Mayor and City Council during a public meeting, receiving a plaque with their name and address on it as well as a yard placard they can incorporate with their landscaping the following year. With public meeting sizes restricted due to COVID this year, winners were presented the awards at their property. The program continues to be successful in recognizing the hard work of our residents and everyone greatly appreciates all the time and effort our residents spend in beautifying their properties.



The Fall VIP winners with the mayor, city manager and director of development

Costumes and Carvings

2020 would have been the fifth year we hosted a fun day of activities at Meadowbrook at Clayton centered around Halloween called "Costumes and Carvings." However, due to the pandemic we had to switch up the program some to appropriately social distance. Instead of carving pumpkins at the event, staff handed out one-hundred thirty pumpkins donated by Wetzel Farms. The event continued to take place at Meadowbrook however it was marketed as the "Clayton Halloween Pumpkin and Goodie Bag Drive-Thru." We had over one-hundred and thirty children and family members drive through the event and each child received a pumpkin, a goodie bag and a popcorn ball donated by Baked Wright Gourmet. The majority of the children also participated in the virtual costume

contest which had a fantastic response. We put everyone's picture on our Facebook page and let the general public vote on the winners. Every participant's parent/guardian gave their authorization to have their child's pictures put on social media prior to participation. Considering how difficult it was for outreach programming this year, this program was a great in-person success.



The 2020 socially distanced Pumpkin & Goodie Bag Drive-Thru Event at Meadowbrook at Clayton



Clayton's virtual costume contest was a huge hit in 2020.

Taste of Northmont

Staff assisted the Northmont Area Chamber of Commerce for the third Taste of Northmont in January, 2020 and the event has grown to be one of the most consistently successful social events in the Northmont community every year. Residents attending the event were able to sample food from eleven vendors along with drinks from Warped Wing and Heidelberg. This event was not only successful in highlighting the local

restaurant scene, but also in bringing Northmont residents into Meadowbrook at Clayton to observe interior improvements and renovations at the event facility.



The community came together for a great time at the Taste of Northmont in 2020.

Living Clayton

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

2020 followed the same goals set forth previously by staff, ensuring the overall visual appearance of the newsletter continued to be bright with plenty of photographs. The underlying theme of all the articles continued to promote the positives of living and working in Clayton. The cover of every edition concentrates on a major city accomplishment and the following articles work to reinforce the positives of living in Clayton. Staff also worked hard in publishing three editions, two in print format (spring and fall) and one in electronic format only (summer).

Clayton Government Academy

The Clayton Government Academy was scheduled to hold Clayton's third annual class in 2020 and at the beginning of the pandemic staff was hopeful the six-week course would continue despite the lockdown in the spring months. Staff began considering transitioning the classroom event to the Zoom platform in the summer months but decided to postpone it entirely until 2021 when we realized the considerable amount of educational

opportunity with the facility tours and equipment demonstrations which can't reasonably be duplicated online. At the time of the postponement there were four residents who had already signed up for the class and those members all wanted to be included with the 2021 class. Staff is looking forward to do the class again in '21 because we believe it's a great opportunity to demonstrate what goes into the day to day operations of Clayton and it also allows us to answer questions residents often have about misconceptions or something they've always wondered about.



Public Information Officer

As part of the city's desire to always be prepared for any circumstance, Clayton's fire department staff began putting together detailed plans and roles for the city's "Emergency Response Program" early in 2018. As part of these plans, the director of development was identified as the city's public information officer. Throughout 2018 & 2019, as part of this role, the development director not only attended trainings to better prepare for the event of emergency response scenarios, but he also became the liaison between the city and the local media outlets. This role became very important during the city's response to the Memorial Day Tornadoes and eventually the COVID-19 pandemic. Over the past 12 months this role was responsible for issuing press releases in relation to the coronavirus, answering normal media inquiries, directing questions to various city departments and ensuring the social media presence of the city is consistent with the daily activities and projects which impact the community at large.

Parks Advisory Commission

The majority of 2020 staff continued to keep the Parks Commission updated on the status of various community outreach programming the Commission usually coordinates as a result of the pandemic. The year started off well with the group welcoming two new members, Sabrina Pritchett, and Naomi Thomas. The group decided to look at opportunities to expand current programs as well as look for opportunities to create new programming for the community at large. Conversations centered around ideas to bring additional people to Meadowbrook at Clayton and the other parks. Some ideas included doing a family day at Westbrook Park centered around the new disc golf baskets, having card days for the seniors in the community at Meadowbrook and looking at the possibility of working with a local dance instructor to offer dance classes at Meadowbrook. All of these ideas were put on hold in March as a result of the local coronavirus lockdown.

During the spring months the parks' various play equipment were closed as a result of the lockdown, service department staff placed caution tape around the play sets and erected signs notifying residents the play equipment were off limits. Meadowbrook was also closed for a couple of months; however, Clayton opened the golf course for walkers and runners to provide another recreational opportunity for our residents. Due to a loss of resources as a result of the pandemic, Clayton strategically postponed capital improvements slated for the parks in 2020 to 2021 and 2022 respectfully. Several events the Parks Commission normally coordinate were also postponed, as outlined later in the report.



Westbrook Park's swing set during the spring months' lockdown.

Despite the challenges COVID presented for outreach programming, several positives did occur in the parks in 2020. Staff worked with the Dayton Amateur Disc Golf Association on organizing the family day event at Westbrook and the basic framework of that program is now in place for 2021. The service department also worked throughout the year in cleaning up brush, cutting dead trees down and installing new equipment including park benches, bike racks and picnic tables in all three parks. Service department staff also planted over 300 tree seedlings donated by Five Rivers MetroParks in the parks, replacing dead trees and trees which were damaged as part of the 2019 Memorial Day Tornadoes. Finally, the service department worked on painting and renovating the restrooms and dugouts at Hardscrabble Park, using CARES Act funds. Residents across Clayton commented many times to staff throughout the year that the parks had never been in better shape as they were by the end of 2020.



Service Department receiving shipment of tree seedlings from FiveRivers MetroParks.

Community Outreach in the COVID World

The Parks Advisory Commission is usually one of the busiest groups during the warmer months of the year due to their community outreach programming at Meadowbrook at Clayton. Due to the pandemic this year the majority of the traditional outreach was altered or postponed entirely. Below is a summary of all the various programs and how staff worked with the Parks Commission to continue providing community support for the city's residents despite the hardships in place as a result of the pandemic.

- **Easter Bunny and Santa Claus**

Clayton traditionally hosts an Easter Egg Hunt in the spring and Breakfast with Santa in the winter, both events at Meadowbrook. Due to social distance requirements both events were unable to continue as they normally do. However, Clayton staff worked in the spring and winter months to create a fun event for the community's kids while being responsible with social distancing. Elaine Whittman, Chief Hamlin and his wife all agreed once again to take on the roles of the Easter Bunny and Santa and Mrs. Claus respectfully, while the fire department drove each around the city on a pre-determined and announced route for a "holiday tour" during both the Easter and Christmas seasons. The development department created the route and then marketed both events on social media and the city's website. Residents were able to see the Easter Bunny and Santa and Mrs. Claus while socially distanced in front of their homes or in their vehicles along the tour route.



The Easter Bunny and Santa Claus touring the city during their respective holidays.

- **Winter Market**

At the end of 2019 the development department worked in partnership with the Northmont Community Market to put on the first ever Winter Market at Meadowbrook, sponsored by the Clayton Parks Advisory Commission. The purpose of the event was to provide a place for local artisans and vendors to sell their goods during the winter, bring people into Meadowbrook and provide children fun and free activities while their parents shopped. This event started in December, 2019 and was originally scheduled to run through March, 2020. However, after a great three month start, including in January and February of '20, the March session was cancelled due to the coronavirus. Staff had originally worked with the community market to start back up in November of 2020, but due to the continued health concerns related to the pandemic the entire event was postponed until the 2021-2022 season.



The Winter Market at Meadowbrook was off to a great start in the beginning of 2020 before being postponed until the 2021-2022 season due to COVID-19.

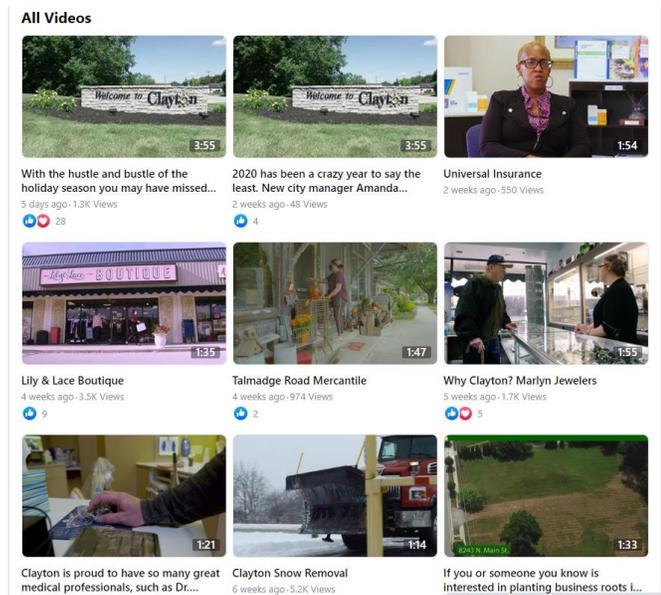
- **Labor Day Fireworks and Movie in the Park**

Two of the most popular outside events Clayton holds every year normally occur within weeks of each other in August and September. The Parks Commission originally scheduled the third annual Movie in the Park for the Friday on the first week of school being back in session in August. Staff reached out to Public Health: Dayton & Montgomery County and was working with their staff to ensure all appropriate safety protocols were in place for the event, however due to the continued health risk for the general public, City Council decided to postpone the event until 2021.

The Labor Day Festival and Fireworks is probably the most popular and definitely best attended event every year in Clayton, with over 1,000 people normally attending. Development department staff began working on the show in early spring with the Clayton fire department. Due to some issues with the previous vendor, both departments selected a new vendor and had started working on a new and exciting display which would include more special effects and music in 2020. The vendor was under contract by March and staff began planning for the festival planning. However, with the sheer number of people who regularly attend, the difficult decision was made in July to postpone this event as well until 2021.

Community Outreach Videos

After a successful first year of working with Champion City Media in putting together community outreach videos for the community, staff entered into another 12-month agreement with the vendor to put together videos. Prior to the pandemic staff decided to concentrate half of the videos on business spotlights, which proved to be a significant proactive decision in terms of supporting small businesses after the pandemic impacted the local economy. Details of the business spotlight videos will be discussed in the Economic Development section of this report. The other part of this program continued to concentrate on getting information out to the public about Clayton's governmental functions as well as strategically releasing the older videos throughout the year during seasonal times when the videos provided informative content to assist the general public in various services including snow removal, leaf pickup as well as police and fire services. This year we also created videos about available properties for economic development, the "Coffee with a Cop" program, the Winter Market, the Fire Collaborative with Englewood, and Union as well as three COVID-19 support videos. We finished the year off with doing an interview with new city manager Amanda Zimmerlin who discussed a summary of city affairs over the past 12 months and how well positioned we are as a city for the future.



In addition to releasing all the business spotlight videos every three months on all of our social media platforms, seasonal videos are released throughout the year and all the videos can also be found on the city's website.

Marketing Meadowbrook at Clayton

Staff was tasked with the marketing of Meadowbrook at Clayton in the middle of 2018 and began working with Elaine Whittman who is the city staff person who oversees the operations of both the event facility and golf course in 2019 to take a multiple pronged approach to marketing Meadowbrook in 2020. 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.

The marketing of Meadowbrook was another casualty of the coronavirus in more ways than one in 2020. At the very start of the pandemic it was decided Meadowbrook's marketing budget provided the city an opportunity to see a cost savings by limiting the marketing activity to only the agreements we had in place prior to the spring as well as other opportunities which cost nothing to the city. The event facility at Meadowbrook was also closed or limited a majority of the year due to state and local public health guidelines. On the flip side, the golf operations had its best year since the city gained control of the golf course.

Below is a quick summary of different marketing initiatives staff did work on for Meadowbrook throughout 2020 as well as the status of others which were postponed due to COVID.

- **Northmont Town Money Saver**

This was our most consistent marketing initiative throughout 2020 due to staff entering into an agreement with the Town Money Saver in January. With the event facility closed during a good portion of the middle of the year, staff's

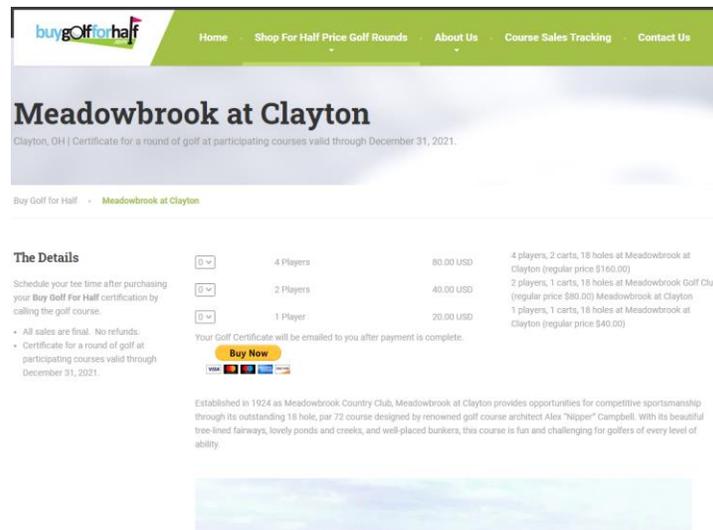
marketing efforts transitioned to concentrating on the golf operations during the middle of the year and then began promoting the opportunity for people to take socially distanced tours for 2021 and 2022 receptions during the second half of the year.



Example of a Northmont Town Money Saver advertisement.

- **Buy Golf for Half**

Staff continued working with BGFH throughout 2020. This marketing tool exposes Meadowbrook at Clayton through local ESPN radio commercials and weekly email blasts to BGFH’s 15,000 customers. We provided the company with coupons they were able to sell for rounds of golf at half price and they provide us with radio advertisement time on the local ESPN radio station. We started the 2020 campaign heavy on the golf simulators and then transitioned to all things Meadowbrook through October.



Buy Golf for Half’s website featuring Meadowbrook at Clayton.

- **Email Blasts**

The 24 months prior to leaving, Jennifer Barclay concentrated considerable time and effort in improving Meadowbrook’s website, social media presence and developing a regular email schedule. Elaine took over this role after Jennifer resigned in June of 2020 and continued working on consistently sending email blasts to the growing list of golfers. Having additional events at Meadowbrook in 2021 will assist in continuing to grow our email list and topics to email about.

- **The Knot**

One of the first projects staff worked on in 2018 was creating a storefront page on the electronic platform “The Knot.” This website is the largest digital site in the United States used by brides and grooms in selecting reception and wedding ceremony locations. This is a paid service and Clayton staff worked with staff from “The Knot” to create a page which is both enticing to perspective parties but also easily gets people to our newly formatted website and social media platforms to see how great Meadowbrook is. Our membership ran for the first half of 2020, however due to budget constraints we didn’t renew our membership for the latter half of the year. Staff does plan on renewing our membership in 2021 because we believe it’s a very important platform and opportunity to market the event facility to couples searching the region for wedding venues.

- **Dayton Wedding Magazine**

Dayton Wedding Magazine provided staff an opportunity to promote Meadowbrook to the entire Miami Valley region with both a traditional and online wedding magazine. As a sponsor of the magazine, Meadowbrook had several opportunities throughout the edition to stand above the rest of the facilities. However, this marketing initiative, which actually went into print in late 2019, for the 2020 wedding season, and continues to be available online, was unable to be continued for the 2021 season. It appears as if the magazine did not do a 2021 edition and staff does not know if there will be an opportunity to continue doing it in 2022.



One of the multiple advertisements for Meadowbrook found in the 2020 edition of Dayton Wedding.

Montgomery County Land Bank

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

Staff attended several virtual conferences with the Land Bank in 2020 and also worked on two separate property transfers for land owned by Clayton. The city's properties located on National Road and Clinton Street were approved by City Council to be transferred to the Land Bank for tax benefits while staff decide what the future holds for both of these properties.

2021 Community Development Goals and Objectives

Code Enforcement

1. Continue with proactive enforcement and concentrate on junk vehicles and parking in the front yard in some of the older platted neighborhoods of the city.
2. Keep compliance rate for violations around 90%.

3. In the summer or fall months do a concentrated neighborhood enforcement effort during the weekend to increase the code enforcement presence in the older neighborhoods.
4. Go through the vacant property database and update the status of each property.
5. Create a proactive project during the winter months outside the normal scope of the typical code enforcement program.

Grants

1. Follow up with Hoke Rd. widening project and if the MVRPC application is not awarded figure out other grant opportunities for the project.
2. Continue identifying other grant opportunities for the overall improvement of Clayton's community, specifically for community development and park improvements.
3. Identify other grant opportunities for the various action steps in the PLAN Clayton Implementation Plan.

Community Outreach

1. Continue to work through the global pandemic while figuring out ways to ensure community outreach programming continues to move forward.
2. Continue the Sweep Clayton Clean events.
3. Continue working with the Northmont Area Chamber of Commerce on their community programming during the pandemic period.
4. Get the Clayton Government Academy back up and running.
5. Continue working and expanding the community outreach video program.
6. Create new community outreach programs for the parks even if they have to be a bit different than a traditional program as a result of COVID.

ECONOMIC DEVELOPMENT

The City's lifeline is being economically solvent to continually provide excellent services to the residents and business community. A stable and growing business environment provides the residents with not only goods and services but also the city with necessary resources to implement infrastructure and capital improvements, life safety services and community programming. Having developable land is desirable, however having a clear vision for future growth is imperative to accurately identify areas where future industries 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. Staff attempting to accomplish these goals during a once in a one-hundred-year global pandemic makes things more interesting to say the least. Despite that, staff worked diligently throughout 2020 to shore up the economic development for the city and ensure we did everything we could to assist our small business foundation.

At the beginning of 2020, staff created a list of goals and objectives we referred to throughout the calendar year for economic development. This was done to ensure we stayed on task and continued to follow the greater scope of the development department's mission. Immediately below is the list of the goals described in last year's report for 2020 and the status of each task.

2020 Economic Development Goals and Objectives

Five Year Economic Development Goals

1. Continue working on the fourth year of stated goals of the Five-Year Economic framework. The obvious goal is to have those completed by the stated end date of each item. **Staff worked on all the goals in Year Four and started on the goals for Year Five. Additional details are provided below.**
2. Begin working on the fifth year's goals of the Five-Year Economic Development framework. **Staff worked on all the goals in Year Four and started on the goals for Year Five. Additional details are provided below.**
3. Continue to work with the local business community through the Meet and Greet and Business of the Month programs. Staff needs to look at possible ways to increase the local business community's participation in both projects. **Due to COVID-19 safety protocols, the Business Meet and Greet program was postponed until 2021. Staff spent considerable time throughout the year assisting the local business community about various federal, state, and local assistance programs to assist their operations during the pandemic. The Business of the Month program was promoted to the local business community via email blasts & website and social media posts.**

4. Continue looking at identifying land along N. Main Street which the city can acquire to compliment other development along this corridor. Work with the new city administration in detailing the next five year's goals in accomplishing this task. **Due to the pandemic it was decided purchasing property along N. Main Street would be postponed until after the pandemic because of the uncertainties of the long-term impact on the city's budget. Staff and the city manager discussed components of an updated Five-Year Economic Development Plan and including this component within that plan.**
5. Work with developers to start moving forward the next phase of residential development at the Village of North Clayton. **As detailed later in this report, staff worked with Windsor Properties throughout 2020 to move development, specifically the long term build out of the residential sections of North Clayton, forward.**
6. Work with the new city administration in creating a development incentive package for new business development projects within Clayton. **Staff has worked with city manager Amanda Zimmerlin to develop the framework of a new incentive program for industrial, manufacturing, and logistic end users. Clayton was also awarded a CDBG grant to be paired with a local match to create a new incentive program along the N. Main Street corridor.**

New Businesses Goals

1. Continue working with new businesses as they contact the City in order to place them in vacant tenant spaces or new business spaces. **Despite the pandemic, Clayton actually saw a pretty significant increase in new businesses coming into the city throughout 2020, including two new restaurants. Several long-term vacant tenant spaces have been filled or in the process of being renovated along N. Main Street to soon become homes for new businesses.**
2. Work with new end users that are looking to build new on empty sites within Clayton. **Staff worked throughout the year to attract new investment into the city, specifically to consider developing empty sites in the city. The city controlled three vacant lots were assigned a new broker in 2020 for marketing purposes, staff worked with our video consultant to create a video of available properties in the city and staff posted weekly blasts on LinkedIn about available land in Clayton.**

Regional Partnership Goals

1. Work with the Dayton Business Journal to do community spotlight articles on Clayton in various digital and print formats. **Staff worked with the DBJ staff and Clayton was spotlighted in September with ten articles about the city.**

2. Continue attending the regional BusinessFirst! & I-70/75 Development meetings. **Although in person meetings stopped occurring in the spring, staff continued to attend virtual meetings with our regional partners throughout 2020.**
3. Perform business retention visits in Clayton and enter the reports in the BusinessFirst! database. **Staff worked throughout the year in making frequent contact with our local business community. Although not able to perform in person business retention visits, staff contacted our largest manufactures, CAT Logistics and Anchor Fabricators to ensure they were doing well during the pandemic and assist in any way we could.**
4. Continue to monitor our active inventory with JobsOhio to ensure current information is available to site selectors. **Staff continued to update our property listings on this platform every quarter.**
5. Continue responding to “Request for Information” (RFI) sent out by the JobsOhio database when appropriate site matches found in the City are determined to be possible matches. **Staff continued to review every RFI that came out from JobsOhio and submit properties which met the project specs. Majority of those projects were for properties which including existing structures making Clayton unable to respond because the city doesn’t have an inventory of large empty buildings.**

Five Year Goals

Staff worked throughout 2020 to accomplish the set of goals first established in 2016 as part of the Five-Year Economic Development Plan. This plan, created as more of a set of strategies to better position Clayton as a community where developers want to work, and end users want to locate, has specific goals for staff to work towards every year through the 2021 fiscal year.

The plan’s introduction states,

“A smart growth economic development strategy is a planning mechanism consistent with what city staff believes is most conducive in creating goals and initiatives in expanding our local economy. According to a recent report titled “Framework for Creating a Smart Growth Economic Development Strategy: A Tool for Small Cities and Towns,” published in January 2016 by the EPA’s Office of Sustainable Communities, smart growth “refers to a strategy that builds upon existing assets, takes incremental actions to strengthen communities, and builds long-term value to attract a range of investments.” Using the steps detailed in the report, we’ve outlined strategies and timelines demonstrating what we believe is essential to grow the city’s tax base and community appeal over the next several years. Combining the strengths of our city with a clear vision for the future, staff will be able to gradually implement the following strategies to grow our city by accenting our assets and small-town charm.”

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

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

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

The fourth year of this plan was designed to see the completion of development projects started in year three, transitioning to incorporating PLAN Clayton into development practices in Clayton and spring boarding to the second round of new development projects. The chart below details where each project stands at the end of 2020 with brief descriptions of the status of each item.

- A Better Idea Engraving 8381 N. Main St.
- BBKS Brow & Lash Bar 7836 N. Main St.
- Café Terra 8351 N. Main St.
- Chopstick 8146 N. Main St.
- C.L.A.S.S. Agency 8142 N. Main St.
- Dayton Dental Solutions North 8913 N. Main St.
- First Choice Pharmacy 8265 N. Main St.
- Gem Beauty 7918 N. Main St.
- Goodwill 7777 Hoke Rd.
- Heartland Therapeutics 8658 N. Main St.
- Horizon's 8662 N. Main St.
- Ivy Court Annelise Way
- Main Street Health N. Main Street
- Mulberry Street 8361 N. Main St.
- Styles Yard Sale N. Main Street
- Sync Wireless 7834 N. Main St.



Staff attending the Goodwill Ribbon Cutting Ceremony.

Local Economic Development Progress

N. Main Street Corridor

As indicated above, 2020 was a good year for the N. Main Street corridor in terms of filling vacant tenant spaces with new and vibrant businesses. Out of the sixteen new businesses in Clayton last year, thirteen of them were located on N. Main Street. Below is a summary of the work staff conducted along the N. Main Street corridor in 2020.

1. Staff aggressively marketed the city's two properties along N. Main Street throughout the year, however the market for new construction, especially for the retail/restaurant industry, is very slow due to the pandemic. The city switched real estate brokers at the beginning of the year in an attempt to spur additional interest and the city also worked with Champion City Media to create a video specifically highlighting city owned land. Staff also spoke with several different possible end users over the course of the year for new construction projects, but nothing ever moved past the preliminary stages.
2. Staff worked with the team at Main Street Health which started their medical marijuana processing operations at the former Dayton Artificial Limb building in the spring months. This building had previously stood vacant for several years after a structural fire, and this new \$500,000 redevelopment project is bringing between 10-20 new jobs with salary ranges being between almost \$60,000 to over \$100,000 per person. Main Street Health worked with staff throughout 2019 and into 2020 bringing the property closer to compliance with the N. Main Overlay standards, by installing a new sidewalk in front of the building, doing some architectural upgrades to the building and significantly upgrading the landscaping and parking plans. The business opened and began operations in the spring and staff checked in periodically throughout the year with them. Staff also highlighted them on a small business spotlight of the business in 2020.
3. Staff worked with Montgomery County throughout 2019 and 2020 to gain site control of approximately three acres of land which front N. Main Street at the entrance to the Stillwater Center. After several variations of an agreement it was decided by Montgomery County's legal team the framework, which was amenable to both staffs and boards of elected officials, would not follow state legal opinions regarding the transfer of land from a county municipality to another government agency. Although we weren't able to secure site control of these three acres at this time, we believe there is still great potential to develop this site over the long term and we'll look to revisit the possibility in the coming years.
4. As previously mentioned in the report, staff also worked on, submitted, and was ultimately awarded a \$50,000 CDBG grant from Montgomery County to pair with a \$50,000 local match to create an incentive program specific to small businesses along the N. Main Street corridor. Staff is hopeful this program will be rolled out to the business community in mid-2021 and will assist new investment along N.

Main Street for the foreseeable future. We believe there will be greater need for this incentive program once the pandemic is behind us.

Village of North Clayton

The Village of North Clayton is situated on US Route 40, between several community amenities such as the Northmont high school and middle school campus, the Kleptz YMCA, Sinclair Community College Northmont campus, Kettering Health Network campus and the Kleptz Early Learning Childhood Center. This mixed-use development, which currently is made up of a handful of large estate style homes, duplexes and two commercial businesses, broke ground prior to the Great Recession and has struggled since that time with bankruptcy, property owner's deaths and lack of commercial marketing. Staff worked hard with the North Clayton Community Authority since 2016 to attract new builders and commercial investment into the planned community, with little success. In late 2019 staff began having discussions with Windsor Properties who have successfully acquired and redeveloped over a million square feet of tenant space in downtown Dayton as part of the Fire Blocks District redevelopment project and have turned similar types of projects such as North Clayton around to be very successful mixed use developments for their respective communities. Below are additional details of staff's work with Windsor and other aspects of the Village of North Clayton project throughout 2020.

1. In 2019's annual development department report, it was noted staff began having conversations with a developer who was interested in picking up the Village of North Clayton project and bringing it back to life. Staff also stated they were "cautiously optimistic" this would be a success. By the end of 2020 it appears as if that developer has possibly proven to be the biggest success story of 2020 for Clayton as a whole. Windsor Properties was that developer and by November of this year they had 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. Windsor has 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, while also planning on building a spec house and townhouse on the platted lots already approved in the single family residential section of the development by summer, 2021. Windsor also purchased an existing commercial building and another commercial lot. They are also presently engaged with conversations with Esther Price who control approximately six acres of commercial land which front on National Rd. All of this momentum is sure to continue to build throughout 2021 and staff is anxious to see Windsor successfully get this project back to what it was originally supposed to be over the next five-ten years.

Developer Windsor buys building and land in Clayton



Dayton Daily News broke the story about Windsor Properties purchasing Village of North Clayton.

2. Staff worked with the ownership of the Quiet Creek Development group throughout 2020 to move a multi-family/mixed use development forward on the 26 acres directly to the south of the original North Clayton development area. This acreage is a part of the original North Clayton PUD, however in the conceptual plan the access to this area would be from Hoke Rd. and not National. The ownership group of Quiet Creek brought several different developers forward for staff to meet and by the end of the year there was one developer who continued to be engaged with staff about submitting a possible preliminary and final development plan for the area. At this juncture staff is cautiously optimistic about the future of this project heading into 2021.
3. The final piece of the Village of North Clayton project was for staff to attempt to gain site control of some of the sites. Clayton took ownership of almost four acres in early 2019 and began listing the land with a commercial real estate broker soon thereafter. In early 2020 Clayton switched real estate brokers and staff also included our commercial acreage at North Clayton with our available real estate video which we released in 2020. Staff has also had discussions with a developer about gaining control of the land, however those were just preliminary discussions and would ultimately go before City Council for approval.

Salem Avenue

The Salem Avenue corridor has often been identified by residents and community leaders as an ideal location for future industrial and logistical growth. This sentiment is shared by staff, however the properties available for such development have not been zoned appropriately and remain under the control of private entities, making it difficult to develop at this time. However, there are several smaller lots along this corridor which are zoned appropriately for business and retail and 2020 saw staff working with different end users to develop these lots.

1. The first project in 2020 for Salem Avenue was the final approval of the rezoning of 51 acres of land from Single Family Residential to Industrial. This rezoning case was initiated at the end of 2019 and moved to City Council at the beginning of 2020. The successful rezoning gives Clayton its largest tract of land with direct frontage on SR 49 to be available for industrial types of uses. With its direct proximity to the interstate system this land should be an attractive opportunity for an industrial type of end user in the next five years. The property owners worked throughout the year on an internal development agreement between the three stakeholders and they finally hired a real estate broker at the end of 2020 to market the land. Staff will assist the owners and real estate broker in 2021 marketing the land locally and through JobsOhio.
2. Although not located directly on Salem Avenue, staff worked from 2018 until early 2020 on a new Goodwill construction project located on Hoke Road, about a quarter of a mile from Salem Avenue. This project, located on the lot directly north of Wal-Mart, is the first commercial project located on this stretch of Hoke in Clayton. The project had several hurdles to overcome throughout the years. The hurdles including the property needing to be rezoned from residential to business, lack of utilities at the site (they've since installed commercial grade well and septic), traffic concerns and the project going over budget. Through the entire process, staff worked with the Goodwill team to ensure the project moved forward. The final permits were approved in late 2018 and Goodwill subsequently closed on the property right before 2019. Construction commenced after a rainy winter and subsequently encountered several site issues with the soil and other things. The project was finally completed in early 2020 and staff assisted with a ribbon cutting ceremony in late winter.
3. Staff also worked with several of the owners and real estate brokers of property along Salem Avenue. Some of the properties have had their prices reduced and other properties have started marketing their properties differently as a result of staff feedback. Staff believes another development is on the horizon and we'll continue to work with all parties along this corridor to help secure an end user as soon as possible.

Redwood Apartments

In the spring of 2020 staff began working with the property owner of approximately thirty-three acres at the northwest corner of National and Haber. This land is currently zoned Single Family Residential and was identified in the PLAN Clayton document as Clayton Commercial Center which included flex (commercial & residential) and park uses. Staff sent the property specs out to a residential developer which we had previously been engaged with regarding potential residential uses in Clayton. After several months this developer had the property under contract and reached out to Redwood Apartments about doing a mixed-use development at the site. Staff began working with Redwood in the fall, discussing a project which would consist of 147 single story apartment style residential units in the first phase and then commercial along National Road on six acres for the second phase. In the opinion of staff, the project specs match perfectly with what

has been outlined in the PLAN Clayton document. The project went before the Planning Commission for a rezoning application in December and will be moving through the additional planning and zoning process in the first half of 2021.



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

Sweet Potato Residential Development Project

Early in 2019, staff began working with the DDC development group in their goal of doing a large-scale single-family residential development on Sweet Potato Rd. The proposal included approximately 600 units over almost 200 acres on the property known as the Rupert Farm. Approximately 400 of the units would be considered traditional signal family housing and the other 200 units would be something known as “lifestyle” homes, or homes for empty nesters. The development would be the largest scale new residential project in the Northmont community in close to two decades and would’ve include many elements found in the PLAN Clayton document including walking paths, parks, and a bike trail. Unfortunately, in early 2020 the real estate agreement between the developer and property owners dissolved due to the discovery of shallow bedrock in certain areas of the project site. Although a development realistically can still occur at this site, the property owners will need to adjust the desired asking price for the land to accommodate additional site work for the installation of needed infrastructure throughout the project site. Staff continued to be engaged with the family’s real estate broker throughout 2020 and there had been no adjustments made to the asking price.



Conceptual plan DDC presented to Clayton City Council in 2019 for the Sweet Potato project

Future Residential Projects

Over the past two years staff has worked with an assortment of developers which have identified Clayton as an ideal location for future residential communities. In addition to the previously mentioned projects in the Village of North Clayton including Windsor's and the possibility at Quiet Creek, Redwood's project at National and Haber and the formerly proposed Sweet Potato project, staff has had several additional discussions with developers and property owners across Clayton regarding possible future residential development projects. There are ongoing discussions between staff, developers, and property owners of other possible sites in Clayton which could result in additional residential projects for the city. Staff will continue to work on bringing these projects closer to fruition during the 2021 term.

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. 2020 was the most difficult year many of our local businesses have ever experienced and staff worked hard to assist all of them throughout the year to ensure they had all the resources available to them to help through the pandemic. Many of our traditional business outreach programming was unable to occur because of social distancing protocols and other restrictions, however there was no shortage of outreach between staff and the business community. Below is a summary of how staff worked with the business community throughout 2020.

Email Blasts

The beginning of the state ordered lockdown in the spring was the beginning of many people's experiences with COVID-19, and this included the local business community. Many businesses were closed indefinitely, others had their business operations drastically altered while others were deemed as an essential service and permitted to remain open if they were able to meet the everchanging safety protocols mandated by the state and the local public health department. During this time, staff continued to stay informed via our local, regional and state development partners on the fluid business environment and what assistance programs were being planned, when they were being rolled out and what impact these new legislative actions could have on the local business environment. Staff forwarded all this information out to the extensive business email list we have at a minimum on a weekly basis, although for the first several weeks, our businesses were receiving updates via emails almost daily from staff. When questions arose on where local, state, and federal support was, staff was able to direct our local businesses to the right partners. When financial assistance, including CARES Act funding, state assistance and county programming, was finally approved, staff ensured this info along with assistance specifics was forwarded as quickly as we received word about it. Staff gradually transitioned from daily email blasts to weekly and then monthly blasts as we all realized we were in this for the long haul. Throughout the year staff emphasized staying in contact with the local business community to assure them they had a partner available if they ever had questions or needed direction towards available resources/assistance.

Social Media and Website Resources

A complimentary piece to the email blasts was ensuring there was a consistent flow of resource information to the businesses and community via our social media pages and the city's website. Staff created a coronavirus resource page available for local businesses and residents on the city's website. Links were included for financial assistance programs, job resource opportunities for those in the community who had lost their jobs and various other resource opportunities to assist the local economy. Staff spent a considerable time this spring researching different grant and business loan programs which we could pass along to our business partners via social media and the city's website. City staff also worked to assist the local business community in marketing any and all promotions the local business asked us to. We sent several emails out requesting all promotions be sent to the city and we would assist in spreading the word about these local deals, especially during the holiday season. Several businesses took advantage of this opportunity.

Outdoor Seating

When restaurants were able to open their doors once again for dine-in service, staff recommended we follow Huber Heights lead and allow for a temporary outdoor seating exemption for local restaurants in Clayton. Staff worked with Huber Heights staff and our legal department to put together legislation which created a no-fee permit allowing restaurants to extend their indoor seating to outdoors, allowing them to continue to have the same seating capacity they had prior to the pandemic. City Council approved this

measure early on and staff made sure to get this information out to the local restaurants immediately. We only had one restaurant take advantage of this temporary permit.

Business Spotlight Videos

One of the most successful programming pieces from 2020 was the small business spotlight video program we previously mentioned. This program came out of our community video outreach program and we decided early in the pandemic we would transition the majority of our videos to spotlight local small businesses. This pivot occurred quickly to assist in bringing awareness to not only the great local business community here in Clayton, but to create personal stories to help drive business activity to the entire local business community. Clayton had eight small business spotlights created in 2020 and all videos were released on social media and placed on our website under the development department. Staff wanted to present a wide array of different types of businesses showing the diversity of the Clayton business community. Videos continue to be released on social media every three months for all the businesses with the hashtags: #SupportSmallBusiness and #ShopLocal. This program was ultra-successful this year and we're hoping to springboard the success of 2020 to create even more robust videos in 2021. Below is a list of the businesses highlighted this past year as part of the small business spotlight series.

- Hunter Dentistry
- Buckeye Door Sales
- Rays Wine Spirits and Grill
- Marlyn Jewelers
- Main Street Health
- Talmadge Road Mercantile
- Universal Insurance
- Lily & Lace Boutique



Still frames of the Universal Insurance and Main Street Health small business spotlight videos

Business Meet and Greet

Many local communities have a “Business Association” or something similar which business owners and operators participate in throughout the year to network with one another and the local government entity. The Northmont region is blessed to have the

Northmont Area Chamber of Commerce as well as the Northmont Rotary, which are both professional organizations providing their members different membership benefits and networking opportunities. When developing a program in early 2017, staff didn't want to duplicate something that has already proven successful in our region, therefore we decided to offer our businesses an informal opportunity to meet with one another and City staff in a light and relaxing atmosphere. Obviously due to the pandemic and social distancing protocols staff was unable to host any business meet and greets in 2020. We're hopeful we'll be able to host one meet and greet in 2021, most likely in November.

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 2020. 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. This program was very successful in the beginning of 2020; however, we had a difficult time finding any takers after the spring months. Staff always included this program as an option to our local business community in email blasts, however we had very few organizations take advantage of it the last two-thirds of the year. We'll be looking at ways to revamp this program moving forward in 2021.



An example of a social media post for the Clayton Business of the Month. We only had one business participate after the spring months.

Regional Economic Development Partnerships

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

Montgomery County

Continuing Clayton's partnership with Montgomery County, staff attended BusinessFirst! regional meetings virtually throughout 2020. Typically, these meetings provide staff the opportunity to not only network with regional development professionals, but also learn about new programs available for future economic development projects. This year it played an even more substantial role in that it continued to keep local development officials aware of what assistance was available in the pipeline at the local, state, and federal level. Early in the lockdown Montgomery County and the Dayton Development Coalition (DDC) were scheduling meetings multiple times a week to keep everyone informed of the ever-changing situation and its impact on the local economy. Staff participated in almost all of these meetings and then passed this info along to our business stakeholders.

JEDD

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

State of Ohio

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

As previously mentioned, DDC and JobsOhio staff participated in the weekly meetings early on in the pandemic keeping us informed as new legislation and assistance packages moved through the process. Staff also attended their quarterly Local Economic Development Officials meeting throughout the year virtually.

Another initiative staff undertook this year was ensuring the available lots within Clayton from the JobsOhio site selection data platform were 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. If there was a match staff submitted the property to the local DDC rep.

Dayton Business Journal Community Spotlight

Following up on the success of the Clayton Community Spotlight in the Dayton Business Journal in 2019, staff engaged with the DBJ again in 2020 to assist in our marketing efforts of the city. At the beginning of the year staff decided to do the spotlight in September because we believed the Sweet Potato project along with the Village of North Clayton project would be getting ready to go on line and this would be a good opportunity to promote positive development in the city. COVID and the disengagement of DDC with the Sweet Potato project created a vacuum of some of the positive momentum available for stories in September, however we were still able to do ten positive stories about the city. We were able to concentrate on some of the new businesses which opened during the early part of the pandemic, new health care uses along N. Main Street, infrastructure improvements along Salem Avenue, the Old Village working together for community improvement projects and the new zoning code update. Continuing to promote Clayton during the pandemic was a strategic decision as part of our marketing of Clayton to the development community and we believe we'll have even more success with a 2021 spotlight when some of the previously mentioned projects move forward and we're able to continue to build upon the success we're presently having.



Dayton Business Journal's Clayton Community Spotlight

LinkedIn Property Profiles

After periodically marketing land on the LinkedIn platform throughout 2019, staff made a concentrated effort to be much more active in not only marketing available land on LinkedIn, but also promoting other positive projects and programs throughout 2020. Staff consistently posted weekly “#ClaytonFridayFactSheets” on the platform which highlighted properties available in Clayton with utility information, pricing, zoning, and contact info. Staff will continue to do this heading into 2021.

2021 Economic Development Goals & Objectives

Five Year Economic Development Plan Goals

1. Update the Five-Year Economic Development Plan
2. Hold one Business Meet and Greet in the fall months either in person or virtually
3. If the pandemic allows, do a business walk in the fall months
4. Assist Windsor Properties in rolling out their new residential products to the public with promoting new model build outs and any marketing material they have for their multi-family product.
5. Assist in marketing the industrial land on Salem Avenue as we attempt to find an end user for that site.
6. Work on marketing N. Main Street properties along with the new N. Main Street incentive program to successfully get our second new build end user along this corridor.
7. Assist Windsor in marketing Village of North Clayton for a new commercial end user.

Local Development and Business Growth Goals

1. Assist Redwood Apartments to move their new mixed-use project forward in the process with the goal of breaking ground in late 2020/early 2021.
2. Assist potential end users find vacant tenant space in the city.
3. Assist potential end users find vacant land to build new in the city.
4. Continue moving forward with the business spotlight videos.

Regional Partnerships Goals

1. Coordinate with the Dayton Business Journal the 2021 Clayton Community Spotlight.
2. Continue attending as many BusinessFirst! and I-70/75 meetings as possible.
3. Assist our regional partners in business retention visits of our larger companies.
4. Continue to update our active inventory data entries on JobsOhio's platform.
5. Update our local property fact sheets of available land for development.

PLANNING & ZONING

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

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

At the beginning of 2020, staff created a list of goals and objectives which we referred to throughout the calendar year for planning and zoning. This was done to ensure we stayed on task and continued to follow the greater scope of the development department’s mission. Immediately below is the list of the goals described in last year’s report for 2020 and the status of each task.

2020 Planning and Zoning Goals

Planning Goals

1. Continue implementing the action steps laid out in the PLAN Clayton Implementation Plan. Staff needs to finish up the first set of goals from PLAN Clayton and begin looking at what the next round of projects will be associated with the PLAN Clayton Implementation Plan. These new set of goals should include aspect within the parks, the city lighting plan, rebranding the entire city as a whole, city signage and street furniture. **The global pandemic reduced the annual Capital Improvement Project funding for the parks due to the city pulling back on projects with the uncertainty of the pandemic’s impact on the city’s overall budget. However, staff worked throughout the year to move other PLAN Clayton action steps forward. City Council created the PLAN Clayton Implementation Committee which is going to meet for the first six months of 2021 to development and recommend a five-year implementation schedule of projects from the PLAN Clayton Implementation document. Development department staff also worked with the service department on some branding design initiatives for the new traffic signals/mast arms which are going to be installed over the next two years along Salem Avenue. The service department was also able to successfully purchase a sign making machine which will assist in branding and new signage at the city parks, government buildings and**

- wayfinding signs throughout the city, all PLAN Clayton implementation action items.**
2. Begin looking at possible funding sources for a comprehensive Thoroughfare Plan and how to incorporate green infrastructure into our existing storm water plans. **This initiative took a back burner this year due to the pandemic. Seth will look into some possible funding sources to accomplish this goal in 2021.**
 3. Look at creating an appropriate street section for N. Main Street to be implemented strategically long term. **The new PLAN Clayton Implementation Committee is undertaking infrastructure and road improvement recommendations as part of their tasks in 2021.**
 4. Continue to implement the N. Main Street Overlay standards for new development along the N. Main Street corridor. **Staff continued to work with new businesses in making necessary improvements as they go in along N. Main Street.**

Zoning Goals

1. Continue working with our consultant on the Zoning Code Update Project. **This project is nearing completion. The pandemic pushed the project back almost six months due to staff wanting to have a workshop in person and open to the public. The original workshop was scheduled for March but was pushed to a virtual workshop in August after restrictions on public meetings prohibited us from having an in-person workshop. We're hoping this project is completed in the first half of 2021.**

PLANNING

Over the past almost six years Jennifer Barclay was the city's planner/zoning administrator. In June of 2020 Jennifer resigned to accept another position out of state and closer to her family. During Jennifer's tenure with the city she greatly impacted the future course of Clayton by working and managing several essential planning projects which the city's future growth will build upon for the next two decades. Starting with the creation of the North Main Street Overlay District and then managing the PLAN Clayton project, Jennifer was also working on the Zoning Code Rewrite project when she left in June. All three of these projects will have significant positive impacts on the way Clayton grows for decades to come and for that we owe Jennifer a debt of gratitude.

Seth Dorman took over for Jennifer in August of 2020 and has hit the ground running. His expertise in both the private and public planning sectors has already paid great dividends for Clayton as we are beginning to see a significant uptick in development projects heading into 2021. He has also taken over the Zoning Code Rewrite Project and will be leading it to the finish line in the first half of 2021.

Zoning Code Rewrite

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

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

In early 2020 the project was ready to go before City Council during a workshop open to the general public. The original workshop was scheduled for March, however the pandemic continued to push this workshop down the calendar until August when it was determined a virtual workshop was the only option for staff to move forward. The purpose of the workshop was to give a status update of the project and inform every one of the work staff and the steering committee had been doing to move this project forward. Staff also placed a copy of the draft online and on social media platforms so the general public could review it and provide feedback. Staff took all the comments from City Council at the August meeting as well the public feedback and worked with Calfee on the final draft.

In November, staff held another workshop with City Council, again on a virtual platform which was open to the public. Staff updated Council on the final changes being proposed and asked for any additional feedback before staff went through one final review of the draft prior to submitting it to Clayton's Planning Commission for recommendation to City Council. After that meeting Seth has been going through the final draft with a fine-toothed comb to ensure the final draft is ready for adoption if approved by both the Planning Commission and City Council. We're hopeful the final draft will go before Planning Commission in either February or March of 2021 and will be adopted by City Council no later than late spring.

ZONING

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

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

Below is a summary of the zoning activity in Clayton during the 2020 year.

Zoning Permits

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

Below is a breakdown for the different types of permits issued during 2020 compared to the same types of permits in 2019.

	<u>2019</u>	<u>2020</u>
Total Zoning Permits:	72	117
New Residential Construction:	4	1
Accessory Structures:	34	47
Residential Additions:	17	30
New Commercial Construction:	0	0
New Commercial Additions:	0	0

New construction brings new investment into Clayton. In terms of new investment dollars and permits fees. Over the course of 2020 there was approximately \$1,155,976 of new investment in the city in terms of new construction projects and over \$6,602 for zoning permit fees.

Online Permit Applications and GIS

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

To assist the community in limiting their exposure to staff and other people in the Clayton government building while applying for zoning permits, staff worked with iWorq, our zoning database company, to create a new online permit application process. This new capability was rolled out in the fall of 2020 and has successfully been used since that time.

Another project undertaken by Seth was moving the city towards acquiring GIS equipment to build our GIS capabilities as a city. Seth spearheaded several conversations and virtual meetings between ArcGIS, MVRPC, staff and other jurisdictions to figure out the best way to move Clayton's GIS capabilities forward. This project was appropriately budgeted for and should begin to move forward in 2021. Clayton staff will collect data points with new GIS equipment and then work with MVRPC to build GIS layers to assist the various departments in locating essential utilities and other types of data throughout Clayton. The plan is to also build an interactive map to be able to be used by our residents and businesses to find relative information for possible home improvement and business expansion projects. The goal is to have the GIS project up and running by the end of 2021.

Planning Commission

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

This year Joe Litvin's term expired at the end of 2020 and City Council appointed Sabrina Pritchett to Planning Council, serving a five-year term, starting in 2021.

Seth Dorman is the staff person tasked with working with applicants and the Planning Commission on initiated cases. The Planning Commission heard two cases in 2020. Below is a summary of every case our Planning Commission heard in 2020.

1. Case# PC20-01: Zoning District Change - 6483 Kimmel Road, Tyler Donnelly

A request for a Zoning District Change from PD-1 (Planned Development Residential) to A (Agriculture)

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

City Council Decision: Approve

2. Case # PC20-02: Zoning District Change – Northwest Corner of National & Haber Road, Redwood USA LLC

A request a Zoning District Change from R-1 (Open Space Residential) to PD-3 (Planned Development - Business) for 33 acres at the northwest corner of National Road and Haber Road.

Planning Commission Decision: Approve with Conditions; Vote 5-0

Board of Zoning Appeals

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

This year, long time BZA member John Clayburn’s term expired at the end of 2020 and City Council appointed Barbara Buyers to the BZA for a five-year term starting in 2021.

Seth Dorman is the staff person tasked with working with applicants and the Board on initiated cases. Below is a summary of the nine cases our Board of Zoning Appeals heard in 2020.

1. Case # VAR20-01: Valley Brook Drive, Mike Farrell

A request for a variance to section 1187.15 ‘Accessory Use Standards’ in the PD-1 Planned Residential District located along Valley Brook Dr., Parcel M60 03208 0001 (vacant lot, approx. 2.5 acres) to permit a detached accessory structure.

Board Decision: Approve; Vote 5-0

2. Case # VAR20-02: 6775 Westbrook Rd, Stephen & Karen Heinrichs

A request for a variance to section 1187.15 ‘Accessory Use Standards’ & 1137.09 Maximum Height Regulations in the R-3 Suburban Residential District located at 6775 Westbrook Rd., Parcel M60 03207 0040.

Board Decision: Approve; Vote 5-0

3. Case # CU20-01: 5341 Westbrook Rd., Donald Hill

A request for a conditional use for a Seasonal Christmas Tree Sales operation in the General Business (GB) Zoning District, located at 5341 Westbrook Rd., Parcel M60 103208 0020.

Board Decision: Approve with Conditions; Vote 5-0

4. Case # CU20-02: 11160 Rinehart Rd., Eileen Pflum

A request for a conditional use to allow for a Secondary Dwelling Unit in the Agriculture (A) Zoning District, located at 11160 Rinehart Rd. Parcel M60 03002 0092.

Board Decision: Approve with Condition; Vote 5-0

5. Case # VAR20-03: 11160 Rinehart Rd., Eileen Pflum

A request for variances to section 1187.07 'Secondary Dwelling Units' in the "A" Agriculture District located at 11160 Rinehart Rd. Parcel M60 03002 0092, specifically the size of a secondary unit.

Board Decision: Approve with Condition; Vote 5-0

6. Case # AA20-01: 3721 Northfield Rd., David Roe

A request for an administrative appeal to the notice of violation cited on July 1, 2020 on the property located at 3721 Northfield Rd. Parcel ID# M60 03209 0107

Board Decision: Denied; Vote 5-0

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

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

Board Decision: Approve; Vote 4-0

8. Case # VAR20-05: 7148 Dominican Dr., Lisa Blum

A request for a rear yard setback variance for the property at 7148 Dominican Drive, Parcel #s M60 25224 0004. The applicant is building an addition to the rear of the house for an indoor therapy pool for year-round use. The addition will be located 30' from the rear property line, instead of 40' required by the R-3 zoning district.

Board Decision: Approve; Vote 5-0

9. Case # VAR20-06: 4715 National Rd., Donna Herman

A request for a single family minimum total livable area Variance for the property at 4715 National Road (Parcel # M60 03102 0113). The applicant is building a new single-family residence with a total livable area of 1,492 square feet instead of the minimum 1,800 square feet as required by the R-1 zoning district.

Board Decision: Approve; Vote 3-0

2021 Planning & Zoning Goals

Planning

1. Continue implementing various aspects of the PLAN Clayton document. Begin working on the approved Five-Year PLAN Clayton Implementation Plan as recommended by the Implementation Committee to City Council.
2. Research ideas for possible financial/grant opportunities to fund a Comprehensive Thoroughfare Plan

Zoning

1. Complete the Zoning Code update and begin to implement the changes with new development projects.

Report Summary

Development is a process that is sometimes difficult to quantify due to the inherent ebbs and flows of the process. Our role is to address issues as they arise and provide programs to create a desirable community for our current population to reside long-term while attracting a new generation of residents. This in turn provides the business community with demographical statistics in which they partially base future relocation and expansion decisions upon. Having development processes in place which are clear and transparent also provide site selectors an accurate picture on the mechanisms of locating within our boundaries. 2020 demonstrated why having solid processes in place while also having the flexibility to respond to changing circumstances are both incredibly important attributes for a thriving city.

The development department staff continued to demonstrate we are a group of individuals which do much more than just code enforcement, planning/zoning, and development. We're a department which believes in a wholistic approach to growing a city, establishing strong baselines of expectations and plans while having the flexibility to carry out a variety of job responsibilities simultaneously. 2020 presented a variety of challenges to everyone across the globe. Local governments had budgets cut, services challenged, and economic growth stalled due to the global pandemic. Residents and businesses lost revenue, livelihoods and loved ones. The impact of the coronavirus will not be fully realized for years to come. Despite the uncertainties of the coronavirus paired with staff transition the department proved able to continue following the five-year economic development plan and the new comprehensive land use plan. Throughout the year the development department continued working hard in ensuring our city was a community our residents were proud to call home and businesses desired to continue to be located.

The course of smart growth for the future of Clayton was set in 2016 and we've continued to follow this outline throughout 2020. Maintaining a dedicated vision for the future and successfully following through with specific benchmarks has given staff a clear direction of where to dedicate their time and resources. The results of these efforts continued to grow in 2020, despite significant challenges. Meeting these challenges head on and following the core values of the department permitted the department to have a successful year. This success bodes well for both the short and long-term future of Clayton.