



EVERMAN COMMUNITY DEVELOPMENT CORPORATION

Thursday, June 04, 2026 at 6:00 PM
213 North Race Street Everman, TX 76140

AGENDA

1. MEETING CALLED TO ORDER
2. INVOCATION
3. PLEDGE OF ALLEGIANCE
4. CONSENT AGENDA
5. CITIZEN'S COMMENTS
6. DISCUSSION ITEMS
 - A. Financial Report - Executive Directors
 - B. Staff Report - Update and Discussion related to Soccer5 USA, LLC
 - C. Staff Report - Update & Discussion related to Retail Strategies & I.C.S.C. Las Vegas
 - D. Staff Report - Update on Opportunity Zone 2.0 Application Process
7. CONSIDERATION AND POSSIBLE ACTION
 - A. RESOLUTION NO. 2026-06-01CDC - A RESOLUTION OF THE EVERMAN COMMUNITY DEVELOPMENT CORPORATION ADOPTING THE EVERMAN COMMUNITY DEVELOPMENT CORPORATION 2026 STRATEGIC PLAN; AUTHORIZING ITS IMPLEMENTATION; AND PROVIDING AN EFFECTIVE DATE.
8. EXECUTIVE SESSION
9. ADJOURN

I hereby certify that this agenda was posted on the City of Everman bulletin board at or before 5:00 p.m. on Friday May 29th, 2026.

/s/ Mindi Parks
City Secretary

Citizens may watch meetings live on YouTube. A link to the City of Everman YouTube channel is provided on the city website at: www.evermantx.us/government/citycouncil/

Pursuant to Texas Government Code Sec. 551.127, on a regular, non-emergency basis, members may attend and participate in the meeting remotely by video conference. Should that occur, a quorum of the members, including the presiding officer, will be physically present at the location noted above on this Agenda.

Pursuant to Section 551.071, Chapter 551 of the Texas Government Code, Boards & Commissions reserve the right to convene into Executive Session(s) from time to time as deemed necessary during this meeting, to receive advice from its attorney on any posted agenda item, as permitted by Law. Additionally, Boards & Commissions may convene into Executive Session to discuss the following:

- A. Section 551.071 - Pending or Contemplated Litigation or to Seek Advice of the City Attorney.
- B. Section 551.072 - Purchase, Sale, Exchange, Lease, or Value of Real Property.
- C. Section 551.073 - Deliberation Regarding Prospective Gift.
- D. Section 551.074 - Personnel Matters.
- E. Section 551.087- Deliberation Regarding Economic Development Negotiations.
- F. Section 551.089 - Deliberations Regarding Security Devices or Security Audits.

According to the City of Everman Policy on Governance Process, individual citizen comments will be restricted to three (3) minutes unless otherwise determined by a majority vote of the Council. The Presiding Officer of the Board or Commission is responsible to enforce the time limit. Citizens may address the Board or Commission either during the Citizen Comments portion of the meeting or during deliberation of a listed agenda item. Members of the Board or Commission are only permitted by Law to discuss items that are listed on the agenda. Citizens wishing to make comments should notify the City Secretary as soon as possible.

City Hall is wheelchair accessible. Parking spaces for disabled citizens are available. Requests for sign interpretative services must be made 48 hours prior to the meeting. To make arrangements, call 817.293.0525 or TDD 1.800.RELAY TX, 1.800.735.2989.

EVERMAN COMMUNITY DEVELOPMENT CORPORATION STRATEGIC PLAN 2026

Section 7, Item A.



EVERMAN, TEXAS
"Best Little City in Texas"

SERVICE,
COMMUNICATION,
COMMUNITY

ACKNOWLEDGEMENTS

We would like to thank the following individuals and organizations for their support and participation in the development of this strategic plan.

CITY OF EVERMAN MAYOR & CITY COUNCIL

- Ray Richardson; *Mayor*
- Susan Mackey; *Mayor Pro-Tem*
- Linda Sanders; *Place 1*
- Carolyn Renfro; *Place 2*
- Johnnie Allen; *Place 3*
- Judy Sellers; *Place 5*
- Miriam Davila; *Place 6*

EVERMAN COMMUNITY DEVELOPMENT BOARD OF DIRECTORS

- Ray Richardson; *President*
- Miriam Davila; *Board Member*
- Johnnie Allen; *Board Member*
- Jim Bauer; *Board Member*
- Richard Isarraraz; *Board Member*
- Michelle Hudson; *Board Member*
- Anthony Grissett; *Board Member*
- Burl Hollingsworth; *Retired Board Member*

CITY OF EVERMAN STAFF

- C. W. Spencer; *City Manager & Executive Director*
- Susanne Helgesen; *Assistant City Manager & Executive Director*
- Mindi Parks; *City Secretary*
- Victoria Thomas; *City Attorney – Nichols Jackson*

SPECIAL THANKS TO

- ZacTax Consulting Firm
- Retail Strategies Consulting Firm
- Local Business Owners, Investors, Partners, and the Public



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EXECUTIVE SUMMARY

The Everman Community Development Corporation (CDC) Strategic Plan establishes a clear, actionable framework to guide economic development efforts and strategic investment over the coming years. Developed through a combination of data analysis, stakeholder engagement, and organizational assessment, this plan positions Everman to capitalize on its strengths while addressing key challenges that impact economic vitality and quality of life.

Everman is at a pivotal moment. Located within one of the fastest-growing regions in the nation, the City is uniquely positioned to attract new investment, expand its commercial base, and enhance opportunities for residents. At the same time, the community faces challenges common to many small cities, including limited retail options, aging infrastructure in targeted areas, and the need to diversify and strengthen its economic base. This Strategic Plan provides a roadmap to navigate these opportunities and challenges with intention and focus.

Through this process, four Strategic Priorities have been identified to guide the CDC’s efforts. These priorities focus on strengthening retail recruitment and retention, supporting redevelopment and revitalization efforts, enhancing infrastructure and site readiness, fostering business growth and entrepreneurship, and improving community identity and engagement. Each priority is supported by specific goals and initiatives designed to produce measurable outcomes and long-term impact.

A key component of this plan is the identification of specialized geographic focus areas, including redevelopment zones, targeted retail corridors, and the downtown district. By concentrating resources and efforts within these areas, the CDC can maximize its impact, encourage private investment, and catalyze visible transformation within the community.

Implementation of this Strategic Plan is supported by a structured framework that includes an initiative matrix, defined timelines, and identification of necessary resources and funding strategies. The plan also establishes clear accountability measures, ensuring that progress is regularly tracked, evaluated, and communicated. Performance measurement will be driven by defined key performance indicators (KPIs), supported by consistent data collection and an annual review process to assess progress and adjust strategies as needed.

Ultimately, this Strategic Plan reflects a commitment to proactive, transparent, and results-driven economic development. It provides the Everman CDC with the tools and direction necessary to make informed decisions, prioritize investments, and foster sustainable growth.

By working collaboratively with community stakeholders, regional partners, and the private sector, Everman is well-positioned to build a stronger, more vibrant economy—one that supports local businesses, attracts new opportunities, and enhances the overall quality of life for its residents.

Mission Statement

“To foster sustainable economic development, enhance neighborhood vitality, and improve the quality of life for Everman residents by investing in strategic opportunities that grow our local economy and strengthen our community.”

Vision Statement

“A thriving, inclusive, and resilient Everman where strategic investment, strong partnerships, and community pride drive continued growth and prosperity.”

Core Values

Stewardship

We are committed to the responsible and transparent management of public resources entrusted to the CDC. Through thoughtful planning, strategic investment, and accountability, we ensure that every decision maximizes long-term value and benefits for the Everman community.

Revitalization

We prioritize the renewal and enhancement of existing assets, corridors, and neighborhoods to stimulate economic activity and community pride. By encouraging reinvestment and redevelopment, we aim to transform underutilized areas into vibrant, productive spaces that serve current and future generations.

Resilience

We strive to build a local economy that is adaptable, diverse, and prepared to withstand economic fluctuations and unforeseen challenges. By strengthening infrastructure, supporting local businesses, and planning for long-term sustainability, we position Everman for continued stability and growth.

Empowerment

We believe in creating opportunities that enable residents, businesses, and stakeholders to actively participate in and benefit from economic development. Through engagement, partnerships, and resource support, we foster an environment where individuals and organizations can succeed and contribute to the community’s progress.

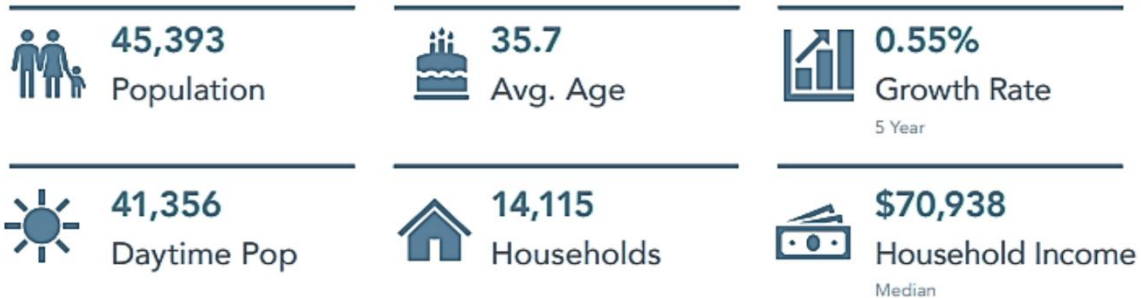
Creativity

We embrace innovative thinking and forward-looking approaches to economic development. By encouraging new ideas, flexible strategies, and unique solutions, we enhance our ability to attract investment, solve challenges, and differentiate Everman as a dynamic and opportunity-rich community.



COMMUNITY & ECONOMIC PROFILE

Demographics (10-minute drive time)



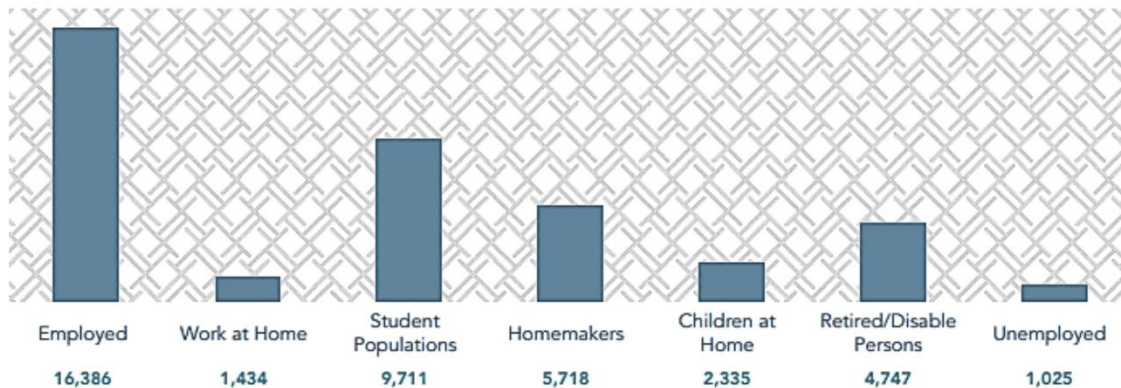
Peer Analysis

The Peer Analysis, developed by Retail Strategies and Tetrad, identifies retail areas with similar demographics and retail characteristics. It uses data from a 5 or 10 minute drive time from major comparable retail corridors across the country.

Peer Trade Areas

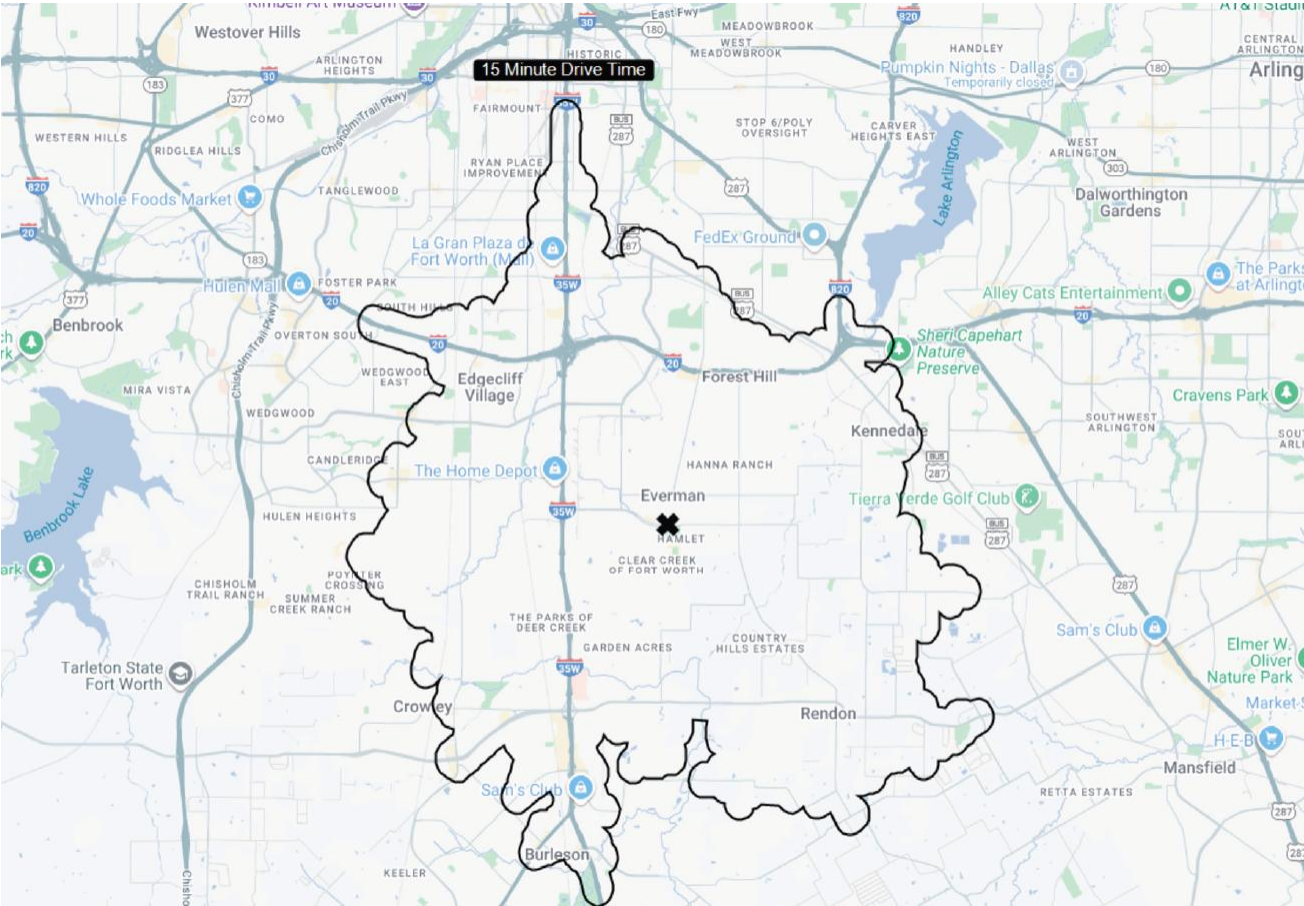
La Marque, TX	2020 Highway 3
Texas City, TX	1320 34th St N
Woodville, TX	6520 US Highway 69 S
Waxahachie, TX	600 N Highway 77 Ste A
Pharr, TX	7608 S Cage Blvd
Tuscola, TX	135 Remington Rd
Beaumont, TX	7185 Tram Rd
Conroe, TX	12266 Highway 105 E
New Caney, TX	19620 FM 1485 Rd

Daytime Population (10-minute drive time)



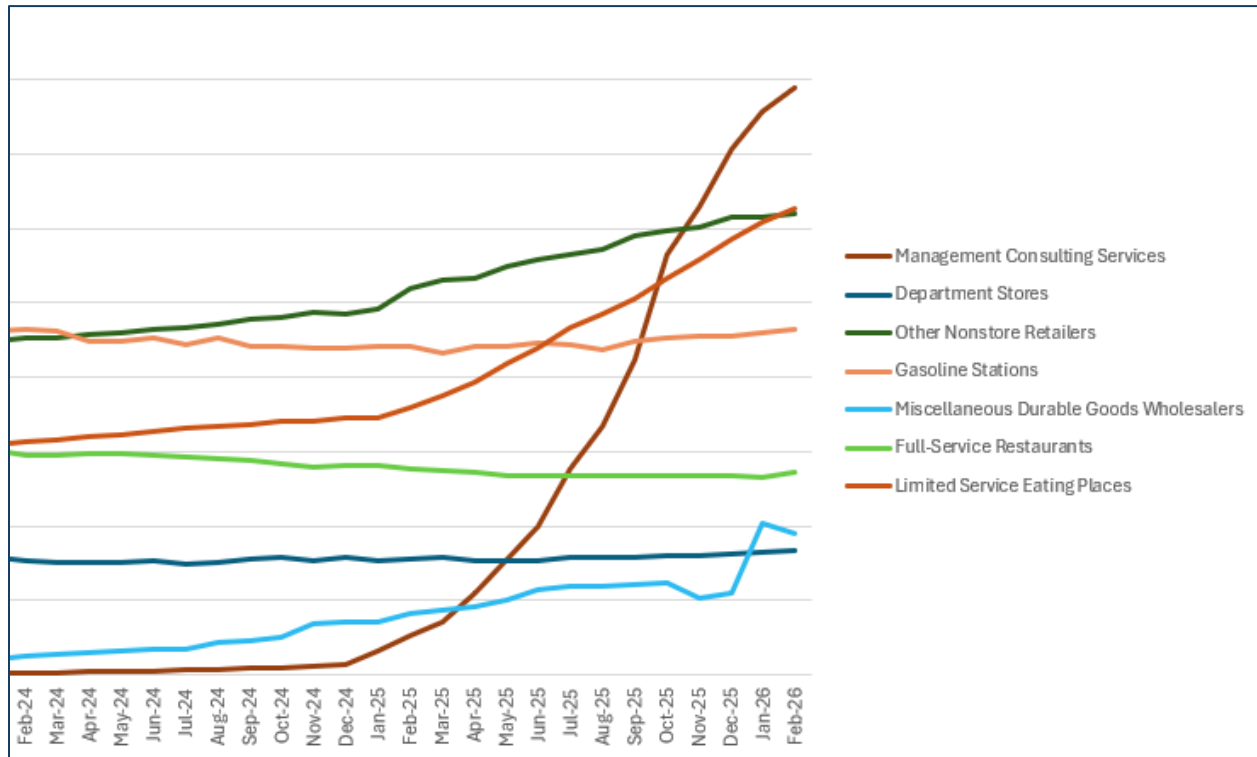
*DATA ANALYSIS CONDUCTED AND PROVIDED BY RETAIL STRATEGIES, LLC

GREATER EVERMAN TRADE AREA



Distance	3 Miles	5 Miles	5 Minutes	10 Minutes	15 Minutes
2024 Est. Pop	44,228	180,337	10,028	45,393	189,313
Daytime Pop	36,770	151,633	13,847	41,356	161,154
Median HH Income	\$72,116	\$70,475	\$64,167	\$70,938	\$71,065
Households	13,697	57,497	3,063	14,115	60,690

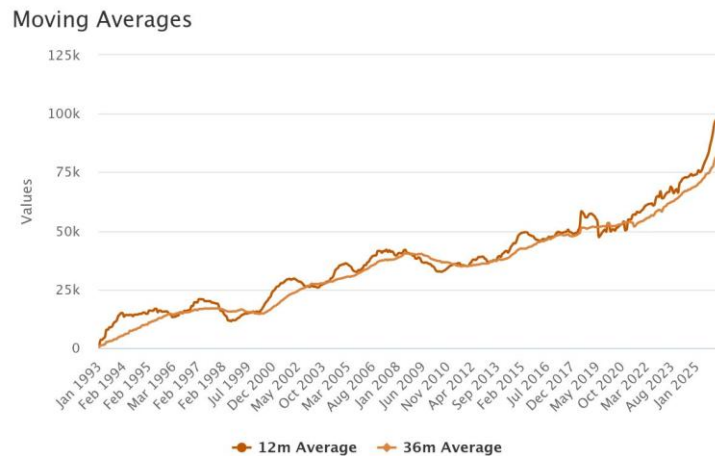
2-Year Industry Performance Trendlines in Everman Proper



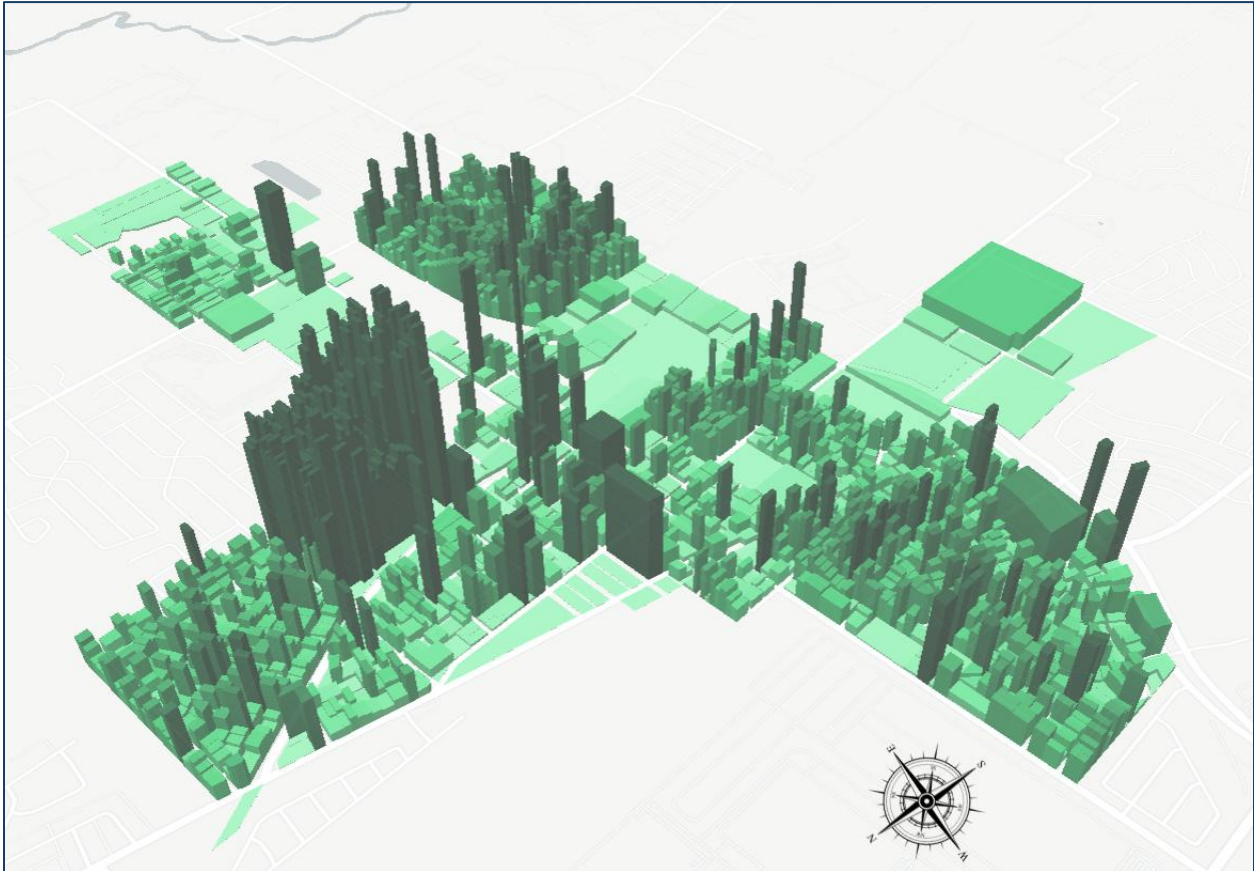
Sales Tax Collection Moving Averages (12m/36m)

The analysis of 12-month and 36-month moving averages for sales tax collections demonstrates a strong and sustained upward trend in the City’s economic performance over time. The current positioning of the 12-month average above the 36-month average indicates positive momentum and accelerating growth, reflecting increased commercial activity and consumer spending within the community.

While this trend highlights a period of significant strength, particularly in recent years, it is important to recognize that a portion of this growth may be influenced by external factors such as inflation and broader regional economic conditions. As such, continued focus should be placed on diversifying the local economy, expanding the commercial tax base, and pursuing strategic development opportunities that ensure long-term stability and resilience in revenue generation.



Land Value Per Acre Assessment



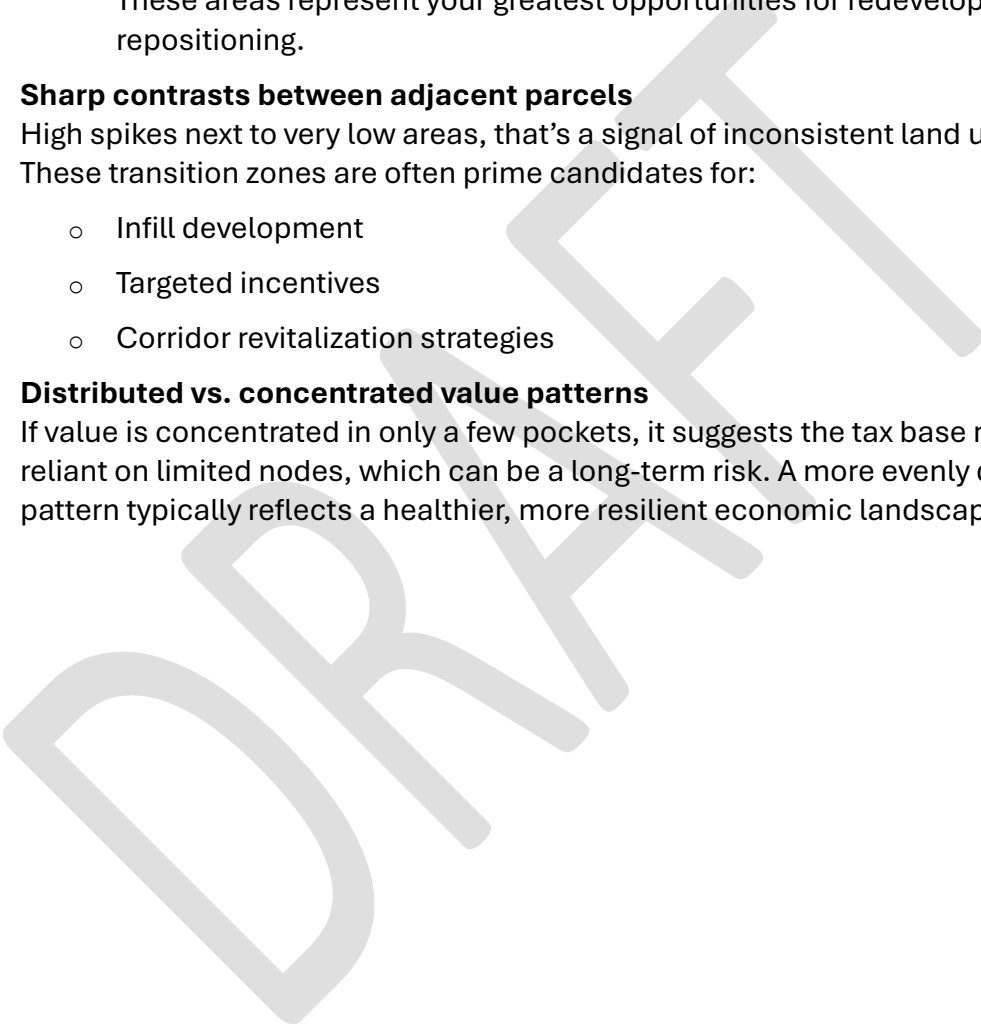
A Land Value per Acre assessment is a critical tool in guiding strategic economic development decisions, as it provides a clear, data-driven visualization of how efficiently land is being utilized across the community. By analyzing the relative productivity of parcels, the City can identify areas that are underperforming, underdeveloped, or no longer aligned with the community’s long-term vision. This allows decision-makers to prioritize redevelopment efforts, target infrastructure investments, and implement policies that encourage higher-value uses in key corridors and sites. Additionally, this analysis helps ensure that limited public resources are deployed where they can generate the greatest return, ultimately strengthening the tax base, supporting sustainable growth, and enhancing overall community vitality.

General Analysis of the Map

- **Clusters of tall structures (high value per acre)**
These indicate the most productive areas—likely commercial corridors, higher-density development, or sites with strong economic activity. These areas are

generating significant tax value relative to their footprint and should be viewed as anchors of your local economy.

- **Large, flat or low-height areas (low value per acre)**
These are underperforming parcels; often characterized by:
 - Vacant or underutilized land
 - Low-density uses in high-visibility corridors
 - Aging or functionally obsolete propertiesThese areas represent your greatest opportunities for redevelopment and repositioning.
- **Sharp contrasts between adjacent parcels**
High spikes next to very low areas, that's a signal of inconsistent land use intensity. These transition zones are often prime candidates for:
 - Infill development
 - Targeted incentives
 - Corridor revitalization strategies
- **Distributed vs. concentrated value patterns**
If value is concentrated in only a few pockets, it suggests the tax base may be over-reliant on limited nodes, which can be a long-term risk. A more evenly distributed pattern typically reflects a healthier, more resilient economic landscape.



STAKEHOLDER ENGAGEMENT

A core component of the Everman Community Development Corporation’s strategic planning process was a comprehensive and intentional stakeholder engagement effort. Recognizing that sustainable economic development must be grounded in the needs, perspectives, and experiences of those who live, work, and invest in the community, the CDC prioritized broad and meaningful outreach throughout the development of this plan.

To ensure diverse input, the CDC utilized multiple engagement methods, including an online community survey, one-on-one meetings with local business and property owners, coordination with community partners, and hosted business luncheons. These efforts provided valuable opportunities to gather feedback on current conditions, identify barriers to growth, and better understand the community’s priorities and aspirations for the future.

The insights gained through this engagement process directly informed the development of a comprehensive SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. This analysis serves as a foundational element of the Strategic Plan, helping to identify internal capabilities and challenges, as well as external factors that may influence the City’s economic trajectory. More importantly, it ensures that the strategies and initiatives outlined in this plan are not developed in isolation, but instead reflect real-world conditions and stakeholder-informed perspectives.

Stakeholder engagement is not only critical in the development of the Strategic Plan but will remain essential throughout its implementation. Continued collaboration with businesses, residents, developers, and regional partners will enable the CDC to remain responsive, adapt to changing conditions, and refine strategies over time. By maintaining open lines of communication and fostering strong partnerships, the CDC will be better positioned to advance projects, leverage opportunities, and achieve long-term economic success for the Everman community.

S.W.O.T. Analysis

<p style="text-align: center;">S</p> <p style="text-align: center;">STRENGTHS</p>	<p style="text-align: center;">W</p> <p style="text-align: center;">WEAKNESSES</p>
<ul style="list-style-type: none"> • The CDC benefits from close coordination with City leadership, ensuring projects align with broader community goals, infrastructure planning, and long-term growth. • The CDC understands Everman’s unique character, needs, and opportunities. That local insight builds trust with residents, businesses, and developers and leads to better tailored projects. • Expedited permitting process and flexibility provide greater opportunities for developers and yield a higher interest. • Growing regional visibility! Everman’s improving infrastructure, public safety performance, and leadership stability enhance the CDC’s credibility with regional partners, site selectors, and developers. 	<ul style="list-style-type: none"> • Competition for limited development dollars. Everman competes with nearby cities that may have larger incentives, established commercial corridors, or stronger market recognition. • Flood-prone areas and limited mitigation infrastructure can reduce the feasibility, timing, or attractiveness of redevelopment and private investment in targeted growth areas. • Underdeveloped branding and marketing. The CDC may lack consistent brand presence that tells Everman’s economic development story to developers, site selectors, and partners. • Limited youth programs and recreational activities reduce the city’s appeal to families and workforce households. • Portions of the city’s roadway network are aging and in need of rehabilitation or reconstruction, impacting mobility, safety, and development readiness.
<p style="text-align: center;">O</p> <p style="text-align: center;">OPPORTUNITIES</p>	<p style="text-align: center;">T</p> <p style="text-align: center;">THREATS</p>
<ul style="list-style-type: none"> • Strategic investment in drainage and flood mitigation can unlock currently constrained properties, reduce development risk, and make key areas more attractive to private investment. • Investment in parks, recreation facilities, after-school spaces, and youth activity centers can address current gaps while improving family attraction and retention. • Several centrally located or highly visible areas of the city present opportunities for targeted redevelopment that can improve aesthetics, stimulate private investment, and strengthen the tax base. • Coordination with neighboring cities, councils of governments, and regional agencies can strengthen grant competitiveness and expand project scale. • Proactive outreach to developers and site selectors can better communicate Everman’s readiness, incentives, and long-term vision. 	<ul style="list-style-type: none"> • Inflation, labor shortages, and material costs increase project expenses, potentially delaying or reducing the feasibility of redevelopment projects. • As roadways and drainage systems continue to age, the cost of repair and replacement may outpace available funding. • Limited youth amenities and recreational opportunities may encourage families to relocate to communities with stronger quality-of-life offerings. • State and federal infrastructure and economic development funding programs are highly competitive and increasingly oversubscribed.



Business Attraction & Retention

STRATEGIC PRIORITY 1

GOAL: Expand the local economy by attracting neighborhood-serving businesses and retaining existing employers.

OBJECTIVES:

- Recruit at least 3 new essential businesses (grocery, hardware, medical, etc.) within 5 years.
- Conduct Quarterly “Business Recruitment & Expansion” (BRE) visits with at least 10 existing businesses annually to monitor needs and retention.
- Market at least 3 priority development sites annually to brokers, developers, and site selectors.
- Launch a Façade/Small Business Grant program by Year 2, awarding a minimum of 5 projects per year.

A strong and sustainable local economy begins with a healthy mix of new business investment and the continued success of existing employers. Business Attraction and Retention is a foundational priority for the Everman Community Development Corporation, as it directly influences job creation, access to goods and services, and the overall strength of the City’s tax base. By focusing on neighborhood-serving businesses—such as grocery, hardware, and medical services—the CDC aims to meet daily needs within the community, reduce economic leakage, and improve quality of life for residents.

Equally important is the intentional support and retention of existing businesses, which serve as the backbone of Everman’s economy. Through regular Business Retention and Expansion (BRE) outreach, the CDC will proactively identify challenges, connect businesses to resources, and foster long-term relationships that encourage stability and growth. In tandem, targeted marketing of priority development sites and the implementation of incentive programs, such as façade and small business grants, will position Everman as a competitive and attractive destination for investment.

Together, these efforts create a balanced and strategic approach to economic development—one that not only attracts new opportunities but also strengthens and sustains the businesses that have already chosen to invest in the community.

Target Business Recruitment Strategy:

Meeting Community Needs & Driving Local Growth

As part of the Everman Community Development Corporation’s commitment to strengthening the local economy and enhancing quality of life, the CDC has identified a focused list of priority business types to actively recruit to the community. These targets are not personal selections—they are rooted in stakeholder feedback, market analysis, and a clear understanding of the everyday needs of Everman residents.

Top 10 Business Type Targets	
Grocery/Supermarket	Dry Cleaning Services
Entertainment/Family Fun	Senior Services
Youth Recreation	Medical/Family Medicine
Coffee Shop/Café	Hardware/Agricultural Supply
Quick Service & Sit Down Dining Options	Bank/Financial Institution

Together, these business types represent essential services and amenities that contribute to a well-rounded, self-sustaining community.

Currently, many residents must leave Everman to access several of these goods and services, resulting in economic leakage and missed opportunities to capture local spending. By intentionally recruiting these business types, the CDC aims to keep more dollars circulating within the community while improving convenience and access for residents. This approach not only supports local households but also strengthens the City’s sales tax base—one of the primary funding sources for community improvements and services.

In addition to meeting daily needs, these targeted businesses play a critical role in shaping Everman’s identity and appeal. Family entertainment venues, cafés, and dining options contribute to a more vibrant and active community, while services such as healthcare, financial institutions, and senior-focused businesses provide stability and long-term support for residents at all stages of life. Youth recreation and programming, in particular, address a key community priority identified through stakeholder engagement and are essential to fostering a safe, engaged, and connected population.

The CDC will take a proactive approach in recruiting these businesses by marketing priority development sites, building relationships with brokers and site selectors, and leveraging incentive tools where appropriate. By aligning recruitment efforts with clearly defined community needs, Everman is positioning itself for strategic, intentional growth—one that enhances quality of life, supports existing residents, and creates new opportunities for economic development.

Through this targeted strategy, the CDC is not simply pursuing growth for growth’s sake, but rather cultivating a stronger, more complete community where residents can live, work, and thrive.

Catalyst Sites & Corridor Development

STRATEGIC PRIORITY 2

GOAL: Unlock key parcels and corridors as anchors for long-term economic growth

OBJECTIVES:

- Work with property owners to develop a concept plan for large undeveloped commercial tracts by Year-2
- Support at least 2-corridor redevelopment projects (façade, site reuse, or new development) within 5 years
- Install gateway signage and corridor branding on at least 2 major corridors by Year 3
- Align at least \$2 million in infrastructure investment with catalyst site development over 10 years.

Strategic investment in key sites and corridors is essential to shaping Everman’s long-term economic trajectory. Catalyst sites—highly visible, underutilized, or strategically located parcels—represent opportunities to spark transformative development that can elevate surrounding areas, attract private investment, and redefine the community’s economic identity. By proactively planning for these areas and aligning public and private efforts, the CDC can help overcome barriers to development and position these sites as anchors for sustained growth.

Corridors serve as the primary gateways and commercial spines of the community, influencing both perception and economic activity. Targeted redevelopment, enhanced aesthetics, and cohesive branding along these corridors will improve marketability, increase investor confidence, and create a stronger sense of place. Through collaboration with property owners, strategic infrastructure investments, and intentional design improvements such as gateway signage and façade enhancements, the CDC will work to create momentum in key areas that can generate ripple effects throughout the city.

By focusing resources and attention on catalyst sites and corridors, Everman can maximize the impact of its investments, encourage higher-quality development, and create vibrant, economically productive areas that support long-term community prosperity.

Community Image, Branding, & Quality of Place

STRATEGIC PRIORITY 3

GOAL: Position Everman as a vibrant, business-friendly community with a strong identity and appeal

OBJECTIVES:

- Launch a CDC branding campaign (“Invest in Everman”) within 18 months
- Implement corridor beautification projects (landscaping, lighting, signage) on at least 2 corridors by Year 3
- Track and increase social media/marketing reach by 15% annually
- Facilitate at least 1 public art/placemaking project per year (murals, sculptures, pocket park, etc)

A community’s image and identity play a critical role in its ability to attract investment, support local businesses, and foster civic pride. For Everman, strengthening its brand and enhancing the overall quality of place are key to positioning the city as a vibrant, business-friendly destination within the region. A clear and consistent identity—supported by intentional messaging, visual branding, and storytelling—will help communicate Everman’s strengths, opportunities, and vision to residents, developers, and site selectors alike.

Beyond branding, the physical environment significantly influences perception and experience. Strategic investments in corridor beautification, public art, and placemaking initiatives will enhance aesthetics, create welcoming gateways, and reinforce a sense of community character. These improvements not only elevate the visual appeal of key areas but also contribute to increased foot traffic, business activity, and community engagement.

By aligning marketing efforts with tangible enhancements to the built environment, the CDC will create a cohesive and authentic image for Everman—one that reflects its momentum, highlights its potential, and supports long-term economic growth and community pride.

Quality of Life & Workforce Supportive Projects

STRATEGIC PRIORITY 4

GOAL: Invest in amenities that strengthen workforce stability and make Everman more attractive for residents and businesses.

OBJECTIVES:

- Partner with Everman ISD and nonprofits to deliver at least 2 new youth/rec programs per year.
- Complete feasibility and design for a Community/Youth Recreation Center by Year 3, with a construction target within 10 years.
- Support development or rehab of at least 50 workforce housing units within 10 years (through partnerships, grants, or incentives).
- Formalize at least 2 workforce development partnerships (e.g. TCC, job training providers) by Year 2.

A strong local economy is directly tied to the quality of life experienced by its residents and the stability of its workforce. For Everman to remain competitive and attractive to both businesses and families, it must invest in amenities and programs that support daily living, workforce readiness, and long-term community well-being. Enhancing quality of life not only improves resident satisfaction but also plays a critical role in business retention, talent attraction, and overall economic resilience.

This priority focuses on creating opportunities for youth engagement, expanding access to recreation, and addressing workforce needs through strategic partnerships and targeted investments. By collaborating with Everman ISD, nonprofits, and regional workforce development organizations, the CDC can help build pathways for education, job training, and career advancement. At the same time, advancing projects such as a future community or youth recreation center and supporting workforce housing initiatives will ensure that residents have access to the amenities and living options necessary to thrive.

Through these efforts, Everman will strengthen its foundation as a community where people want to live, work, and raise families—ultimately supporting a more stable workforce, attracting new employers, and fostering sustainable economic growth.



Identification of Specialized Zones

As part of the implementation of this Strategic Plan, the Everman Community Development Corporation has identified a series of Specialized Zones to guide targeted investment, redevelopment, and economic activity. These zones are designed to focus resources, align policy decisions, and create a more strategic and place-based approach to economic development. By concentrating efforts within defined geographic areas, the CDC can maximize impact, create visible progress, and support long-term community transformation.

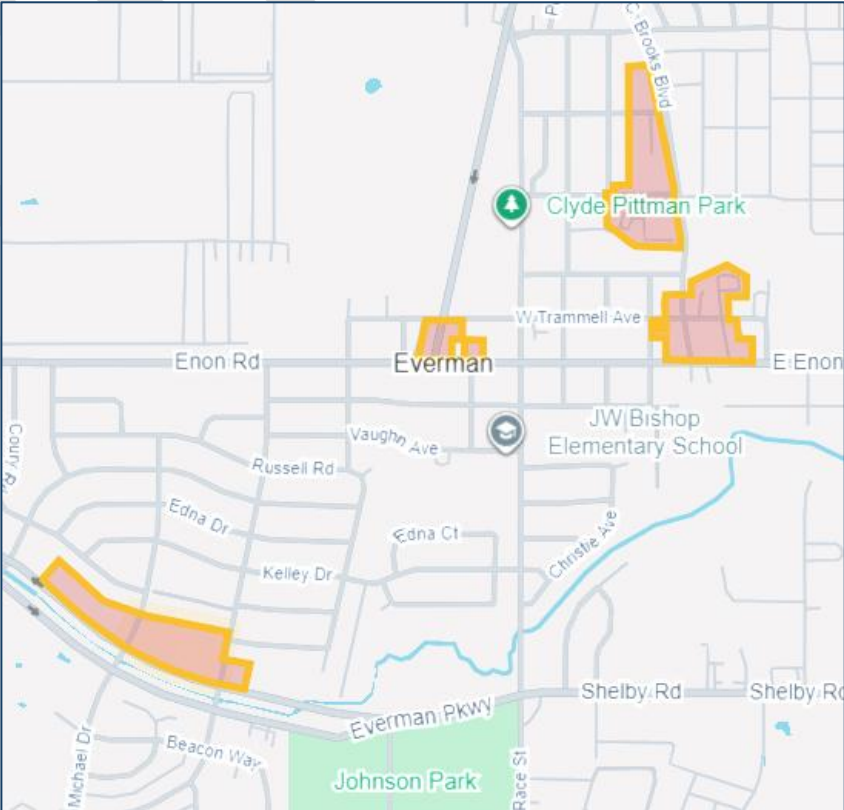
These Specialized Zones include the establishment of a Downtown District, the designation of key Redevelopment Zones, and the identification of priority Retail Corridors. Each plays a distinct role in advancing the City’s economic development goals while supporting a cohesive and intentional growth strategy.

Redevelopment Zones

The CDC has identified four Redevelopment Zones consisting of underutilized, aging, or strategically located areas with strong potential for transformation. These zones represent key opportunities to reposition land for higher-value uses, stimulate private investment, and address existing development challenges.

Among these, the Everman Parkway Redevelopment Zone has been identified as the City’s highest priority. Due to its visibility, access, and development potential, this corridor is uniquely positioned to serve as a catalyst for broader economic growth. Focused efforts in this zone will include site planning, infrastructure alignment, developer engagement, and targeted incentives to encourage quality redevelopment.

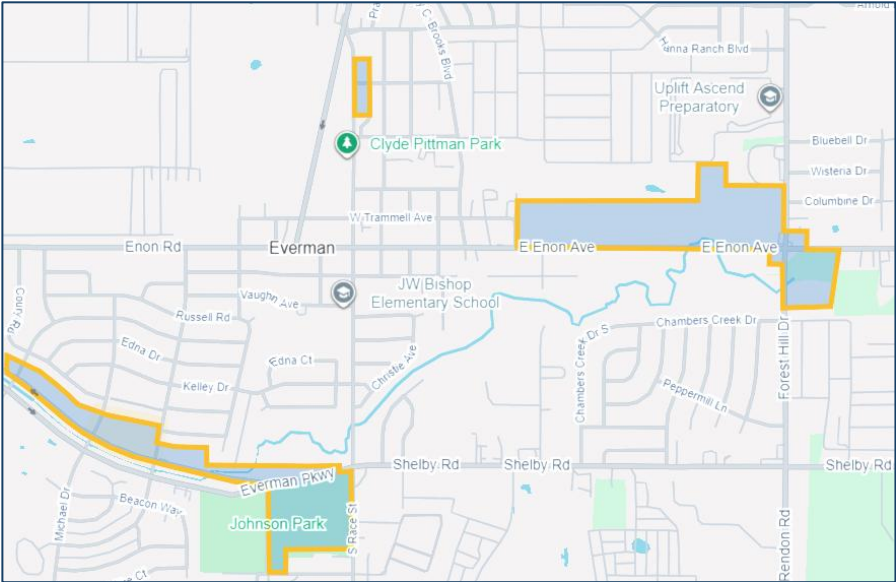
The remaining redevelopment zones will also be advanced through strategic partnerships, infrastructure improvements, and proactive engagement with property owners. Collectively, these areas will play a critical role in increasing land productivity, enhancing aesthetics, and expanding the City’s commercial base.



Retail Corridors

In addition to redevelopment zones, the CDC has identified three key Retail Corridors that serve as primary commercial arteries within the community. These corridors are essential to both economic activity and community perception, as they often represent the first impression for visitors and investors.

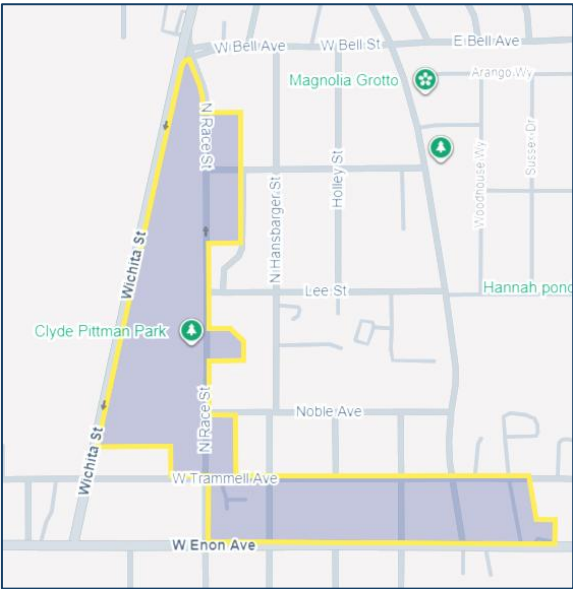
Efforts along these corridors will focus on business recruitment, façade and site improvements, enhanced signage and branding, and corridor beautification initiatives such as landscaping and lighting. Strengthening these corridors will not only improve the visual character of the City but also create more attractive and competitive environments for new and existing businesses.



Downtown District

The Downtown District will serve as the civic and cultural heart of Everman, representing the community’s identity, history, and sense of place. This area will be prioritized for placemaking, small business development, public gathering spaces, and community-focused events. Strategic efforts within the Downtown District will focus on enhancing walkability, supporting local entrepreneurs, encouraging adaptive reuse of existing structures, and creating a vibrant environment that attracts both residents and visitors.

Investment in the Downtown District directly supports the City’s goals related to community image, branding, and quality of place, while also creating opportunities for small-scale commercial growth and local business development.





PRIORITY 1: Business Attraction & Retention Initiative Matrix

Initiative	Description	Lead	Partners	Timeline	Resources Required	Funding Source	Key Performance Indicators
Business Retention & Expansion (BRE) Program	Conduct structured outreach to existing businesses to identify needs, risks, and opportunities	CDC Directors	City Staff	Q3 2026 – Ongoing	Staff time, outreach materials	CDC	# of business visits, retention rate, expansion projects
Target Industry Recruitment Strategy	Identify and actively recruit businesses in key sectors	CDC	Retail Consultant, Brokers	Q2 2026 – Q4 2027	Market analysis, incentives	CDC, Incentives	# of new businesses, jobs created
Small Business Support Program	Provide resources, training, and potential grant programs for local entrepreneurs	CDC	Local Partners	Q4 2026 – Ongoing	Program funding, training resources	CDC, Grants	# of businesses assisted, startups launched
Incentive Policy Development	Create a clear, competitive incentive policy aligned with community goals	CDC	City Council, Legal	Q3 2026	Legal, financial modeling	CDC	Policy adoption, deals supported

PRIORITY 2: Catalyst Sites & Corridor Development Initiative Matrix

Initiative	Description	Lead	Partners	Timeline	Resources Required	Funding Source	Key Performance Indicators
Catalyst Site Identification & Activation	Identify key redevelopment sites and prepare them for investment (assemblage, planning, marketing)	CDC	City, Developers, Retail Consultants	Q2 2026 – Q4 2028	Planning, land acquisition	CDC, TIF	# of sites activated, private investment leveraged
Corridor Revitalization Program	Focus on priority corridors to improve aesthetics, infrastructure, and economic activity	CDC	Public Works, Code Compliance	2026–2029	Streetscape, infrastructure	TIF, Grants	Property value increase, occupancy rates
Development Readiness Initiative	Streamline permitting, zoning, and development processes to attract investment	City	Permitting, Engineer	Q3 2026 – Q2 2027	Staff coordination, policy updates	City	Reduced permitting time, developer satisfaction
Infrastructure Gap Analysis	Identify infrastructure barriers (roads, utilities, drainage) impacting development	City	Engineers, CDC	2026–2027	Engineering studies	Grants, Bonds	Projects identified and funded

PRIORITY 3: Community Image, Branding, & Quality of Place Initiative Matrix

Initiative	Description	Lead	Partners	Timeline	Resources Required	Funding Source	Key Performance Indicators
Community Branding Initiative	Develop a cohesive brand identity and messaging for Everman	CDC	City Staff, Retail Consultants	Q2 2026 – Q1 2027	Branding consultant	CDC	Brand adoption, awareness metrics
Gateway & Entryway Enhancements	Improve major entry points with signage, landscaping, and visual identity elements	CDC	City	2026–2028	Design, construction	CDC, Grants	# of gateways improved
Downtown/District Identity Development	Establish a recognizable district identity for key areas (signage, design standards)	CDC	Property Owners	2026–2027	Planning, design	CDC	Increased visitation, business activity
Community Engagement Campaign	Increase communication and engagement with residents and businesses	CDC	City	Ongoing	Marketing, events	CDC	Engagement rates, event participation

PRIORITY 4: Quality of Life & Workforce Supportive Projects Initiative Matrix

Initiative	Description	Lead	Partners	Timeline	Resources Required	Funding Source	Key Performance Indicators
Youth & Recreation Program Expansion	Develop new youth programs, leagues, and recreational opportunities	City	Schools, Nonprofits	2026–2027	Staff, program funding	CDC	Participation rates, program growth
Workforce Development Partnerships	Partner with regional organizations to provide job training and workforce pipelines	CDC	Colleges, Employers	2026–Ongoing	Program coordination	Grants, CDC	Job placements, training completions
Community Amenities Investment	Enhance parks, trails, and public gathering spaces	City	CDC	2026–2029	Capital improvements	CDC, Grants	Usage rates, resident satisfaction
Public Safety & Livability Support Projects	Invest in projects that improve safety and overall livability (lighting, accessibility, etc.)	City	CDC	Ongoing	Capital funding	CDC	Crime reduction trends, community feedback



Funding Models

Building a Sustainable Investment Framework

The Everman Community Development Corporation (CDC) will implement a diversified and strategic funding approach to advance economic development, infrastructure investment, and quality of life improvements. This framework ensures that public resources are leveraged effectively to maximize return on investment, attract private capital, and deliver long-term community impact.

THE EVERMAN FUNDING TOOLBOX

Core Funding Sources Driving Implementation

Sales Tax Revenue (Primary Source)

The foundation of CDC funding, supporting business attraction, infrastructure improvements, and community-driven projects.

→ Focus: Reinvestment to grow the tax base

Tax Increment Financing (TIF)

Targeted funding tool for redevelopment and infrastructure within strategic zones.

→ Focus: Catalyst projects and redevelopment areas

Grants (State, Federal, Private)

External funding to expand local capacity and accelerate key initiatives.

→ Focus: Parks, infrastructure, workforce, and resiliency

Public-Private Partnerships (P3s)

Collaboration with private developers to deliver high-impact projects.

→ Focus: Shared risk, leveraged investment

Bonds & Capital Financing

Debt financing for large-scale, transformational projects.

→ Focus: Major facilities and infrastructure

Interlocal & Regional Partnerships

Collaboration with ISDs, counties, and regional partners.

→ Focus: Shared services and program delivery

STRATEGIC ALIGNMENT OF FUNDING

Strategic Priority	Primary Funding Tools	Investment Focus
Business Attraction & Retention	Sales Tax, P3, Incentives	Business recruitment, small business support
Catalyst Sites & Corridor Development	TIF, Bonds, P3	Redevelopment, infrastructure, site readiness
Community Image & Branding	Sales Tax, Grants	Beautification, placemaking, identity
Quality of Life & Workforce Projects	Sales Tax, Grants, Partnerships	Parks, recreation, youth programs

GEOGRAPHIC INVESTMENT STRATEGY

Funding will be intentionally concentrated to maximize impact and visibility:

- **Downtown District**
Placemaking, small business growth, and community identity
- **Everman Parkway (Priority Zone)**
High-impact redevelopment and catalytic commercial investment
- **Redevelopment Zones**
Infrastructure upgrades and reinvestment in aging areas
- **Retail Corridors**
Business recruitment, façade improvements, and corridor activation

OUR 5 FUNDING PRINCIPLES



Accountability & Reporting

IMPLEMENTATION & ACCOUNTABILITY

To ensure responsible stewardship and execution:

- Annual funding allocations tied to the Initiative Matrix
- Active grant tracking and application pipeline
- Performance-based incentive and partnership agreements
- Ongoing financial monitoring and reporting to the CDC Board

STRATEGIC FOCUS MOVING FORWARD

The CDC will prioritize:

- Leveraging TIF and P3 partnerships in the Everman Parkway Priority Zone
- Reinvesting sales tax revenues into retail and business growth
- Expanding grant funding for quality-of-life and youth initiatives
- Aligning all funding decisions with measurable outcomes and community impact

ANNUAL REVIEW & PROGRESS REPORTING PROCESS

The CDC will establish a structured annual review process to evaluate performance and adjust strategies as needed.

Quarterly Monitoring

- Internal review of KPI progress
- Financial performance updates
- Project and initiative status tracking

Annual Strategic Review

- Comprehensive evaluation of all KPIs
- Assessment of progress toward Strategic Priorities
- Identification of challenges, gaps, and emerging opportunities
- Adjustment of priorities, timelines, or funding strategies as needed

Annual Report to the Board & Community

An annual report will be developed and presented to the CDC Board and shared with the public, including:

- Summary of key accomplishments
 - KPI performance dashboard
 - Financial overview and funding allocations
 - Major projects and milestones achieved
 - Strategic adjustments moving forward
-

CONTINUOUS IMPROVEMENT FRAMEWORK

The CDC recognizes that economic development is dynamic and requires adaptability. This Strategic Plan will serve as a living document, supported by:

- Ongoing performance evaluation
- Data-driven decision making
- Flexibility to respond to market conditions and opportunities
- Regular engagement with stakeholders and community partners

SUCCESS DEFINED

Success will not be measured by plans alone, but by tangible outcomes:

- A growing and diversified tax base
- Revitalized corridors and development activity
- Increased business and resident confidence
- Enhanced quality of life for Everman residents



RESOLUTION NO. 2026-06-01CDC

A RESOLUTION OF THE EVERMAN COMMUNITY DEVELOPMENT CORPORATION ADOPTING THE EVERMAN COMMUNITY DEVELOPMENT CORPORATION 2026 STRATEGIC PLAN; AUTHORIZING ITS IMPLEMENTATION; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the Everman Community Development Corporation ("Corporation") is authorized pursuant to Chapters 501 and 505 of the Texas Local Government Code to undertake projects and activities that promote economic development and improve the quality of life within the City of Everman; and

WHEREAS, the Corporation has undertaken a strategic planning process to establish a framework for guiding future economic development activities, investments, programs, and initiatives; and

WHEREAS, the Board of Directors has reviewed the proposed Everman Community Development Corporation 2026 Strategic Plan, attached hereto as Exhibit A and incorporated herein for all purposes; and

WHEREAS, the Board of Directors finds that adoption of the Strategic Plan is in the best interests of the Corporation and will provide guidance for future decision-making and resource allocation.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE EVERMAN COMMUNITY DEVELOPMENT CORPORATION THAT:

SECTION 1. FINDINGS.

The foregoing recitals are hereby found to be true and correct and are incorporated herein as findings of the Board of Directors.

SECTION 2. ADOPTION OF STRATEGIC PLAN.

The Everman Community Development Corporation 2026 Strategic Plan, attached hereto as Exhibit A, is hereby approved and adopted as the official strategic planning document of the Corporation.

SECTION 3. IMPLEMENTATION.

The Executive Director is authorized and directed to implement the Strategic Plan and pursue the goals, objectives, and initiatives contained therein, subject to applicable law and subsequent Board approval of projects, expenditures, agreements, and programs as may be required.

SECTION 4. ANNUAL REVIEW.

The Strategic Plan shall serve as a living document and may be reviewed, updated, amended, or replaced by the Board of Directors as deemed necessary to address changing conditions, opportunities, and community priorities.

SECTION 5. EFFECTIVE DATE.

This Resolution shall take effect immediately upon its adoption.

PASSED AND APPROVED by the Board of Directors of the Everman Community Development Corporation on this 4th day of June, 2026.

APPROVED:

Ray Richardson, President/Mayor

ATTEST:

Mindi Parks, City Secretary

APPROVED AS TO FORM:

Victoria Thomas, City Attorney