



**CITY OF HUTCHINS
ECONOMIC DEVELOPMENT CORPORATION MEETING
AGENDA**

**Thursday, June 11, 2026 at 6:30 PM
City Hall 400 North JJ Lemmon Road**

Board Members

Raymond Elmore, President
Norma Harlin
Artis Johnson
Aurora Madrigal, Vice President
Steve Nichols
Demarcus Odom
Mario Vasquez
Guy Brown, Executive Director

NOTICE OF POSSIBLE CITY COUNCIL QUORUM

A QUORUM OF COUNCIL MEMBERS MAY OR MAY NOT BE PRESENT AT THIS MEETING. HOWEVER, NO OFFICIAL CITY COUNCIL ACTION WILL BE CONSIDERED DURING THIS MEETING.

Pursuant to Section 551 of the Texas Government Code, notice is hereby given that the Board of Directors of the City of Hutchins will meet June 11, 2026 at 6:30 p.m. to conduct a Regular Meeting at the HEDC Office located at 103 West Palestine St, Hutchins, Texas, at which time the following items will be discussed and considered.

As authorized by Section 551.071 of the Texas Government Code, the Board of Directors reserves the right to convene in Executive Session for the purpose of seeking confidential legal advice from the city attorney on any agenda item listed herein.

A. CALL MEETING TO ORDER

1. Roll Call
2. Invocation

B. CITIZEN COMMENTS *The Citizen Comments Portion of the Agenda is an opportunity for the public to address the Board on any subject. However, in accordance with the Texas Open Meetings Act, the Board cannot discuss issues raised or make any decision at this time. Issues raised may be referred to HEDC Staff for research and possible future action.*

C. CONSENT AGENDA: *All items presented in the Consent Agenda require no deliberation by the Board. Each Board member has the opportunity of removing an item from this agenda so that it may be considered separately.*

1. 1. Consideration and action regarding the Minutes Hutchins Economic Development Meeting held on March 19, 2026.

D. PUBLIC HEARINGS

E. REGULAR AGENDA

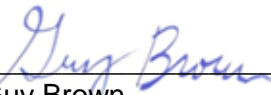
2. Consideration and action approving Resolution 260611-1, a Resolution of the Hutchins Economic Development Corporation Board of Directors recommending HEDC Budget for the 2026 – 2027 Fiscal Year to the Hutchins City Council.
3. Discussion of a Town Center District Plan.

F. EXECUTIVE SESSION

- G. RECONVENE INTO REGULAR SESSION** and take any action necessary as a result of Executive Session.

H. ADJOURNMENT

Certification: I certify that a copy of the June 11, 2026 agenda of items to be considered by the Hutchins Economic Development Corporation was posted on the City Hall bulletin board, a place convenient and readily accessible to the general public at all times, and to the City’s website www.cityofhutchins.org, in accordance with Chapter 551 of the Texas Government Code. Posted on Thursday, June 4, 2026, before 5:00 p.m.



Guy Brown
Executive Director

ACCESSIBILITY STATEMENT

A request for special services must be received at least 24 hours in advance of scheduled meeting. For assistance, please call the HEDC office at 972-225-4449 or email the Executive Director at gbrown@cityofhutchins.org.



Hutchins EDC
Guy Brown
gbrown@cityofhutchins.org
Phone: 972/225-4449
Fax: 972/225-5559

**MINUTES
HUTCHINS ECONOMIC DEVELOPMENT CORPORATION (HEDC)
REGULAR BOARD OF DIRECTORS MEETING
THURSDAY, MARCH 19, 2026 – 6:30 P.M.
HUTCHINS CITY HALL – 400 N JJ LEMMON ROAD
HUTCHINS, TEXAS 75141**

The Hutchins Economic Development Corporation Board of Directors met on March 19, 2026, at 6:30 p.m. to conduct a regular meeting at the Hutchins City Hall located at 400 North JJ Lemmon Road, Hutchins, Texas, 75141 at which time the following items were discussed and considered:

ATTENDANCE:

BOARD MEMBERS

Raymond Elmore, President
Norma Harlin
Artis Johnson
Aurora Madrigal, Vice President
Steve Nichols
Demarcus Odom
Mario Vasquez
Guy Brown, Executive Director

A. Call Meeting to Order

The meeting was called to order at 6:30 p.m. The meeting was held at the Hutchins City Hall located at 400 North JJ Lemmon Road, Hutchins, Texas, 75141.

Roll Call

A quorum of the Board of Directors was established. All roll call, Mr. Vasquez was absent. All other members of the Board were present.

Invocation

Invocation was given by Mr. Johnson.

B. Citizen Comments.

There were no comments from citizens.

C. CONSENT AGENDA: *All items presented in the Consent Agenda require no deliberation by the Board. Each Board member has the opportunity of removing an item from this agenda so that it may be considered separately.*

1. Consideration and action regarding the Minutes Hutchins Economic Development Meeting held on January 15, 2026.

Mr. Nichols made a motion to approve the minutes of January 15, 2026. The motion was seconded by Mr. Johnson and passed unanimously.

D. PUBLIC HEARINGS
NONE.

E. REGULAR AGENDA

- 2. **Consideration and Action regarding Amended and Restated Local Business Grant Agreement for property located at 101 South Interstate 45, Suite 1 in Hutchins.**
Mr. Nichols made a motion to approve an Amended and Restated Local Business Grant Agreement for property located at 101 South Interstate 45, Suite 1 in Hutchins. The Motion was seconded by Mr. Johnson and passed unanimously.
- 3. **Consideration and Action regarding Scope of Service from Dunaway for Planning Services.** Ms. Madrigal made a motion to approve Scope of Service from Dunaway for Planning Services. The Motion was seconded by Mr. Odom and passed unanimously.

F. Executive Session:

- 4. **The Hutchins Economic Development Corporation Board of Directors will hold a closed Executive Session pursuant to the provisions of Chapter 551, Subchapter D, Texas Government Code, in accordance with the authority contained in:**

§ 551.087. Deliberation regarding economic development negotiations (1) to discuss or deliberate regarding commercial or financial information that the governmental body has received from a business prospect that the governmental body seeks to have locate, stay, or expand in or near the territory of the governmental body and with which the governmental body is conducting economic development negotiations; (2) to deliberate the offer of a financial or other incentive to a business prospect described by Subdivision to a business prospect:

1. Project Cedar

At 6:40, Mr. Elmore announced that the HEDC Board of Directors was entering into Executive Session.

G. RECONVENE INTO REGULAR SESSION and take any action necessary as a result of Executive Session:

At 7:00, Mr. Elmore announced that the HEDC Board of Directors had completed Executive Session. No action was taken in Executive Session or as a result of Executive Session.

H. Adjournment.

No further business was conducted; Mr. Johnson made a motion to adjourn the meeting. Mr. Nichols seconded the motion. The Board, by unanimous vote, adjourned the meeting at 7:02 p.m.

Approved:

Raymond Elmore, President



STAFF REPORT

MEETING DATE: June 11, 2026

MEETING TYPE: Hutchins EDC

SUBMITTED BY: Guy Brown

AGENDA CAPTION: Consideration and action approving Resolution 260611-1, a Resolution of the Hutchins Economic Development Corporation Board of Directors recommending HEDC Budget for the 2026 – 2027 Fiscal Year to the Hutchins City Council.

Background Information

The Hutchins Economic Development Corporation (HEDC) anticipates conventional sales tax proceeds of \$1,650,000 and interest income of \$150,000 for the next fiscal year. The Executive Director forecasts that the HEDC will have approximately \$3,300,000 in its accounts on October 1, 2026. Therefore, the Hutchins Economic Development Corporation anticipates \$ 5,100,000, in available funds for fiscal year 2026-2027.

Contained in this packet is a line-item budget of general and capital expenditures for the Hutchins Economic Development Corporation. In the next fiscal year, the proposed budget will assign \$1,201,964. If all budgeted monies are expended, the Hutchins Economic Development Corporation will hold \$3,898,036 in available funds at the end of the 2026-2027 fiscal year.

Budget Implications

Funds expended from the HEDC 2026 - 2027 Budget will come entirely from half-cent sales taxes dedicated to Economic Development and will not directly impact the City of Hutchins General Fund.

Operational Impact

The Budget will impact every aspect of the HEDC efforts to develop the Community in a manner consistent with the City of Hutchins' Policies and Comprehensive Plan.

Legal Review

This item has not been reviewed by the City Attorney.

Staff Recommendation

The Executive Director recommends that the Board review the budget, approve the attached resolution and recommend budget to the City Council.

Hutchins EDC
June 11, 2026

Hutchins Economic Development Corporation
PROPOSED Budget Summary
FY 2026-2027

The Hutchins Economic Development Corporation (HEDC) anticipates conventional sales tax proceeds of \$1,650,000 and interest income of \$150,000 for the next fiscal year. The HEDC forecasts the HEDC will have approximately \$3,300,000 in its accounts on October 1, 2026. Therefore, the Hutchins Economic Development Corporation anticipates \$ 5,100,000, in available funds for fiscal year 2026-2027.

Contained in this packet is a line-item budget of general and capital expenditures for the Hutchins Economic Development Corporation. In the next fiscal year, the proposed budget will assign \$1,201,964. If all budgeted monies are expended, the Hutchins Economic Development Corporation will hold \$3,898,036 in available funds at the end of the 2026-2027 fiscal year.

The following is a brief explanation for each line item contained in the Hutchins Economic Development Corporation budget.

REVENUES

Beginning Balance - This represents the amount of unencumbered funds the HEDC is expected to have on October 1, 2026. It serves as the starting point for financial planning and provides a baseline for assessing the HEDC's financial position.

Sales Tax - The HEDC receives half a cent or 0.5% of the local sales tax rate. This revenue source is important for the HEDC's operations as it contributes to funding economic development initiatives and programs aimed at promoting business growth within the community.

Interest Income - This is the interest earned on HEDC assets. By generating interest income, the HEDC can augment its financial resources and allocate the additional funds towards supporting various economic development projects and activities.

EXPENSES

Advertising - Expenditures for marketing purposes or items that promote the HEDC to external markets. Advertising efforts play a crucial role in attracting businesses, investors, and developers to the area, fostering economic growth and enhancing the visibility of the City of Hutchins.

Administrative Costs - These costs are a reimbursement for essential administrative services provided by the City of Hutchins to support the HEDC. They include functions such as Human Resources Management, City Secretary, Finance, and Management, which are necessary for the smooth operation of the HEDC.

Annual Audit and Accounting - The annual audit and accounting service ensures transparency and accountability in the HEDC's financial operations. It provides an independent assessment of the HEDC's financial statements and helps maintain compliance with legal and regulatory requirements.

Automobile - The cost of automobile expenses related to HEDC business, including gas and routine maintenance. These expenses are necessary for Staff and Board Members to travel to meetings, site visits, and other business-related activities, enabling effective communication and engagement with stakeholders.

Business Retention Efforts - Expenditures for activities aimed at promoting the retention and expansion of existing businesses. These efforts help create a supportive environment for local businesses, encouraging their growth and sustainability, which in turn contributes to the economic vitality of the community.

Causality and Liability Insurance - Liability insurance provides protection for the HEDC and the City of Hutchins against potential legal liabilities. It safeguards the organization's interests and mitigates financial risks associated with potential lawsuits or claims.

Community Events - Expenditures to promote and support community activities that encourage visitors to Hutchins. These events enhance community engagement, boost tourism, and contribute to the local economy by attracting visitors and promoting a positive image of the area.

Computer and Office Supplies - These expenditures cover the procurement of general consumable office supplies required for the day-to-day business functions of the HEDC.

Lease Agreements/Computer Expenses - Expenses related to the maintenance of the HEDC computer system, lease of software, and services provided by Baxter IT. These costs are necessary to maintain a reliable and secure technology infrastructure, enabling efficient operations and data management.

Dues and Subscriptions - Dues to organizations and subscriptions for publications relevant to the HEDC's mission, such as TML, NCTCOG, Best Southwest Partnership, Inland Port Chamber, Texas Economic Development Council, International Economic Development Council, and Dallas Area Economic Development Association. These memberships and subscriptions provide valuable resources, networking opportunities, and access to industry expertise.

Promotion - This item will be used for promotional activities such as Team Texas, DFW Marketing Team, Dallas Regional Chamber and participation in trade shows and targeted industry events. Expenditures of HEDC proceeds for publicity and public relations purposes or items that promote the HEDC to internal and external markets including catering, meals and other promotional activities of HEDC Stakeholders and Clients including Developers, Local Business Representatives, Citizens, HEDC Board Members, City Council and City Employees in the context of HEDC business.

Building Maintenance and Lawn Care - These expenses relate to the aesthetic upkeep of HEDC real property. Maintaining the appearance and functionality of City owned buildings contributes to the overall appeal of the area, attracting businesses and enhancing the local environment.

Miscellaneous - This budget item accounts for unexpected or unbudgeted items necessary for the operation of the HEDC. It provides flexibility to address unforeseen needs or emergent opportunities that arise during the fiscal year.

Office Building Insurance and Security - Property and liability insurance through TML Risk Management Insurance. This coverage safeguards the City's assets and provides protection against potential property damage, theft, or liability claims, ensuring the organization's financial security.

Printing and Mailing - These expenditures cover shipping costs, correspondence handling, and the production and printing of materials. Efficient printing and mailing services are essential for effective communication with stakeholders and maintaining the HEDC's professional image.

Repair and Maintenance - Funds allocated to repair and maintain the HEDC office and real property. These expenses are necessary to ensure a safe and functional working environment, prolong the lifespan of assets, and address any maintenance issues that may arise.

Salaries - Wages paid to the Executive Director, including benefits.

Telephone & Communications - This expense includes office phone, cell phone, and internet services. Reliable communication services are essential for effective internal and external communication, facilitating collaboration, and supporting efficient business operations.

Education, Transportation, and Lodging - Expenses for training seminars, schools, and professional development opportunities for HEDC and City personnel and board members. These expenditures contribute to enhancing the knowledge and skills of staff members, enabling them to better serve the community and support economic development initiatives.

Utilities - The cost of electric service for the HEDC building. This expenditure covers the essential utility needs of the HEDC office, ensuring a conducive working environment and supporting day-to-day operations.

Professional Services - Services provided by professionals such as accounting, legal, and engineering services. Engaging professionals in these areas ensures expertise and compliance with applicable regulations, contributing to the effective functioning and legal compliance of the HEDC.

Audio Visual and Computer Equipment - Purchase of audio-visual and computer equipment for the purpose of the HEDC. Investing in modern technology infrastructure enables efficient communication, data management, and presentation capabilities, enhancing the HEDC's effectiveness.

Furniture - Purchasing furniture for the HEDC office. This expense ensures a comfortable and functional workspace for staff members and creates a professional atmosphere for meetings with stakeholders.

Remodeling and Repair - Expenditures allocated for physical improvements to HEDC property. Remodeling and repair efforts help maintain and enhance the functionality and attractiveness of HEDC-owned facilities, supporting the organization's overall goals and objectives.

Local Business Development Program – A program of the HEDC to improve the visual appearance of local businesses.

Small Business Development Program - A program of the HEDC to assist locating local small businesses in Hutchins.

Star Transit Agreement – The HEDC will pay half of the cost related to an agreement between Star Transit and the City of Hutchins for workforce and citizen transportation services.

Town Square Design –Project to plan and design approximately 8 acres of Property located on Lancaster Hutchins Road adjacent to the proposed Hutchins Recreation Center.

Lancaster Hutchins Project – Application of \$660,000 for the reconstruction of Lancaster Hutchins Road.

**Hutchins Economic Development Corporation
Resolution NO. 260611 - 1**

A RESOLUTION OF THE HUTCHINS ECONOMIC DEVELOPMENT CORPORATION(HEDC) BOARD OF DIRECTORS RECOMMENDING HEDC BUDGET FOR THE 2026 – 2027 FISCAL YEAR TO THE HUTCHINS CITY COUNCIL.

WHEREAS, the Executive Director of the Hutchins Economic Development Corporation has prepared and submitted to the Hutchins Economic Development Corporation Board of Directors a Budget Estimate of expenditures and revenues for the fiscal year beginning October 1, 2026, and ending September 30, 2027:

NOW, THEREFORE, BE IT RESOLVED BY THE HUTCHINS ECONOMIC DEVELOPMENT CORPORATION:

Section 1. That the above recitals are hereby found to be true and correct and incorporated herein for all purposes.

Section 2. That for the purpose of providing the funds necessary and proposed to be expended in the Budget of the Hutchins Economic Development Corporation for the fiscal year beginning October 1, 2026 and ending September 30, 2027, the Budget heretofore prepared by the Executive Director and submitted to the Hutchins Economic Development Corporation for its consideration and approval, said Budget for the different funds of the Hutchins Economic Development Corporation are hereby fixed as follows:

The above said budget is hereby approved for a total expenditure of \$1,2019,641 and the available resources and revenues of the Hutchins Economic Development Corporation for said fiscal year be and the same are hereby appropriated and set the various activities set forth in said Budget, and the appropriations shall be strictly applied for the uses and purposes of the activities as provided for in said Budget.

Section 3. That the said Budget for the fiscal year beginning October 1, 2026, and ending September 30, 2027, approved herein, shall be attached hereto as Exhibit “A” and made a part of this resolution the same as if copied in full herein.

Section 4. That the expenditures during the fiscal year beginning October 1, 2026, and ending September 30, 2027, shall be made in accordance with the Budget approved by this resolution unless otherwise authorized by duly enacted resolution of the Hutchins Economic Development Corporation.

DULY PASSED AND APPROVED on first reading by the Hutchins Economic Development Corporation, on this the 11th day of June 2026.

Raymond Elmore, President
Hutchins Economic Development Corporation

ATTEST:

Guy Brown, Executive Director
Hutchins Economic Development Corporation

HUTCHINS ECONOMIC DEVELOPMENT CORPORATION
 Economic Development Corporation 2025-26 Budget
 HEDC Resolution #26 06 11 - 1

EXHIBIT A

**Proposed
Budget
FY 2027**

| | | |
|-----------------------|-------------------------|------------------|
| 30-4310-01-00 | Sales Tax | 1,650,000 |
| 30-4900-01-00 | Interest Income-TEXPOOL | 150,000 |
| TOTAL REVENUES | | 1,800,000 |

| | | |
|------------------------------------|-----------------------|-------------------|
| 30-5010-01-00 | Salaries | 143,113 |
| 30-5210-01-00 | FICA | 10,948 |
| 30-5310-01-00 | TMRS | 12,341 |
| 30-5320-01-00 | Health/Life Insurance | 12,344 |
| 30-5450-01-00 | Workers Comp | 587 |
| Total Salaries and Benefits | | \$ 179,333 |

GENERAL EXPENDITURES:

| | | |
|-----------------------------------|--|-------------------|
| 30-5775-01-00 | Advertising (Website, Video, Print Ads) | 15,000 |
| 30-5755-01-00 | Annual Audit & Accounting | 5,150 |
| 30-5810-01-00 | Automobile Maintenance, Gas and Ins | 2,000 |
| 30-5831-01-00 | Business Retention Efforts | 6,000 |
| 30-5410-01-00 | Casualty and Liability Insurance | 2,040 |
| 30-5830-01-00 | Community Events | 1,500 |
| 30-5540-01-00 | Copy, Printing, Binding | 200 |
| 30-5985-01-00 | Computer Equipment/Maint | 760 |
| 30-6200-01-00 | Lease Agreements/Computer Expense | 240 |
| 30-5730-01-00 | Dues and Subscriptions | 13,500 |
| 30-5776-01-00 | Promotion/Trade Shows/Team Texas/DFW MT | 35,000 |
| 30-5910-01-00 | Building Maintenance/Lawn | 2,500 |
| 30-5800-01-00 | Miscellaneous | 1,000 |
| 30-5510-01-00 | Office Supplies | 1,500 |
| 30-5520-01-00 | Postage | 200 |
| 30-5960-01-00 | Repair and Maintenance-Vehicles | 1,500 |
| 30-5710-01-00 | Legal | 6,000 |
| 30-5740-01-00 | Travel and Training | 10,000 |
| 30-5610-01-00 | Electricity | 1,500 |
| 30-5640-01-00 | Telephone Internet | 9,500 |
| 30-5641-01-00 | Educational Donations Paul Q UNT | 12,000 |
| 30-5700-01-00 | Professional Services (Legal, Engineering, Demographics) | 30,000 |
| Total General Expenditures | | \$ 157,090 |

CAPITAL EXPENDITURES

| | | |
|-----------------------------------|-------------------------------------|-----------------|
| 30-8170-01-00 | Audio Visual and Computer Equipment | 2,000 |
| 30-8106-01-00 | Furniture | 1,500 |
| 30-8225-01-00 | Remodeling & Repair | 3,000 |
| Total Capital Expenditures | | \$ 6,500 |

| | |
|---|----------------|
| TOTAL CAPITAL & GENERAL EXPENDITURES | 342,923 |
|---|----------------|

SPECIAL PROJECT COSTS

| | | |
|-------------------------------|--|----------------|
| 30-9120-01-00 | TOWN SQUARE DESIGN & ENGINEERING | 80,000 |
| 30-9103-01-00 | LOCAL BUSINESS IMPROVEMENT PROGRAM | 40,000 |
| 30-9104-01-00 | SMALL BUSINESS DEVELOPMENT PROGRAM | 40,000 |
| 30-8120-01-00 | STAR TRANSIT AGREEMENT | 18,000 |
| 30-8117-01-00 | LANCASTER HUTCHINS | 660,000 |
| 30-9852-01-00 | CITY OF HUTCHINS ADMIN COST (Transfer to GF) | 21,041 |
| *SPECIAL PROJECT COSTS | | 859,041 |

| | |
|-----------------------------------|------------------|
| TOTAL FUND 30 EXPENDITURES | 1,201,964 |
|-----------------------------------|------------------|

| | |
|-----------------------------------|-----------|
| <i>Revenues over Expenditures</i> | 598,036 |
| <i>Beginning Cash/Investments</i> | 3,300,000 |
| <i>Ending Balances</i> | 3,898,036 |

*Special Project Costs are covered under fund balance

* Opening Balance Estimate as of 6/30/2026

HUTCHINS ECONOMIC DEVELOPMENT CORPORATION
 Economic Development Corporation 2025-26 Draft Budget
 HEDC Resolution #25 06 26 - 1

EXHIBIT A

| | | Current Budget FY 2026 | Increase/ Decrease | Proposed Budget FY 2027 | % Increase |
|---|--|------------------------------|-----------------------|-------------------------------|---------------|
| 30-4310-01-00 | Sales Tax | 1,500,000 | 150,000 | 1,650,000 | 9% |
| 30-4900-01-00 | Interest Income | 150,000 | | 150,000 | 0% |
| TOTAL REVENUES | | 1,650,000 | 150,000 | 1,800,000 | 8% |
| | | | | | |
| 30-5010-01-00 | Salaries | 138,945 | 4,168.35 | 143,113 | 3% |
| 30-5210-01-00 | FICA | 10,629 | 318.87 | 10,948 | 3% |
| 30-5310-01-00 | TMRS | 11,982 | 359.46 | 12,341 | 3% |
| 30-5320-01-00 | Health/Life Insurance | 11,984 | 359.52 | 12,344 | 3% |
| 30-5450-01-00 | Workers Comp | 570 | 17.10 | 587 | 3% |
| Total Salaries and Benefits | | \$ 174,110 | \$ 5,223 | 179,333 | 3% |
| GENERAL EXPENDITURES: | | | | | |
| 30-5775-01-00 | Advertising (Sponsorship, Website, Video, Print Ads) | 15,000 | - | 15,000 | 0% |
| 30-5755-01-00 | Annual Audit & Accounting | 5,150 | | 5,150 | 0% |
| 30-5810-01-00 | Automobile Maintenance, Gas and Ins | 2,000 | | 2,000 | 0% |
| 30-5831-01-00 | Business Retention Efforts | 3,000 | 3,000 | 6,000 | 100% |
| 30-5410-01-00 | Casualty and Liability Insurance | 2,040 | - | 2,040 | 0% |
| 30-5830-01-00 | Community Events | 1,500 | - | 1,500 | 0% |
| 30-5540-01-00 | Copy, Printing, Binding | 200 | - | 200 | 0% |
| 30-5985-01-00 | Computer Equipment/Maint | 760 | - | 760 | 0% |
| 30-6200-01-00 | Lease Agreements/Computer Expense | 240 | - | 240 | 0% |
| 30-5730-01-00 | Dues and Subscriptions | 13,500 | - | 13,500 | 0% |
| 30-5776-01-00 | Promotion/Trade Shows/Team Texas/DFW MT | 35,000 | | 35,000 | 0% |
| 30-5910-01-00 | Building Maintenance/Lawn | 2,500 | - | 2,500 | 0% |
| 30-5800-01-00 | Miscellaneous | 1,000 | | 1,000 | 0% |
| 30-5510-01-00 | Office Supplies | 1,500 | - | 1,500 | 0% |
| 30-5520-01-00 | Postage | 200 | - | 200 | 0% |
| 30-5960-01-00 | Repair and Maintenance-Vehicles | 1,500 | - | 1,500 | 0% |
| 30-5710-01-00 | Legal | 6,000 | | 6,000 | 0% |
| 30-5740-01-00 | Travel and Training | 8,000 | 2,000 | 10,000 | 25% |
| 30-5610-01-00 | Electricity | 1,500 | - | 1,500 | 0% |
| 30-5640-01-00 | Telephone Internet | 9,500 | | 9,500 | 0% |
| 30-5641-01-00 | Educational Donations Paul Q UNT | 12,000 | - | 12,000 | 0% |
| 30-5700-01-00 | Professional Services (Engeneering, Demographics) | 30,000 | | 30,000 | 0% |
| Total General Expenditures | | \$ 152,090 | \$ 5,000 | \$ 157,090 | 3% |
| CAPITAL EXPENDITURES | | | | | |
| 30-8170-01-00 | Audio Visual and Computer Equipment | 2,000 | - | 2,000 | 0% |
| 30-8106-01-00 | Furniture | 1,500 | - | 1,500 | 0% |
| 30-8225-01-00 | Remodeling & Repair | 3,000 | - | 3,000 | 0% |
| Total Capital Expenditures | | \$ 6,500 | \$ - | \$ 6,500 | 0% |
| TOTAL CAPITAL & GENERAL EXPENDITURES | | 332,700 | \$ 10,223 | 342,923 | 0 |
| | | | | | |
| SPECIAL PROJECT COSTS | | | | | |
| 30-9103-01-00 | LOCAL BUSINESS IMPROVEMENT PROGRAM | 40,000 | | 40,000 | 0% |
| 30-9104-01-00 | SMALL BUSINESS DEVELOPMENT PROGRAM | 40,000 | | 40,000 | 0% |
| 30-9120-01-00 | TOWN SQUARE DESIGN & ENGINEERING | 80,000 | | 80,000 | 0% |
| 30-8120-01-00 | STAR TRANSIT AGREEMENT | 18,000 | | 18,000 | 0% |
| 30-8117-01-00 | LANCASTER HUTCHINS | 660,000 | | 660,000 | 0% |
| 30-5777-01-00 | CITY OF HUTCHINS ADMIN COST | 21,041 | | 21,041 | 0% |
| *SPECIAL PROJECT COSTS | | 859,041 | - | 859,041 | 0% |
| | | | | | |
| Debt Service | | - | - | - | |
| TOTAL FUND 30 EXPENDITURES | | 1,191,741 | 10,223 | 1,201,964 | 1% |
| <i>Revenues over Expenditures</i> | | | | 598,036 | |
| <i>Beginning Cash/Investments</i> | | | | 3,300,000 * | |
| <i>Ending Balances</i> | | | | 3,898,036 | |

*Special Project Costs are covered under fund balance

* Opening Balance Estimate as of May 30, 2026

HUTCHINS TOWN CENTER DISTRICT

EDC Board Report, Development Strategy, and Implementation Program

City-Owned 8-Acre Site at Lancaster-Hutchins Road and J.J. Lemmon Street

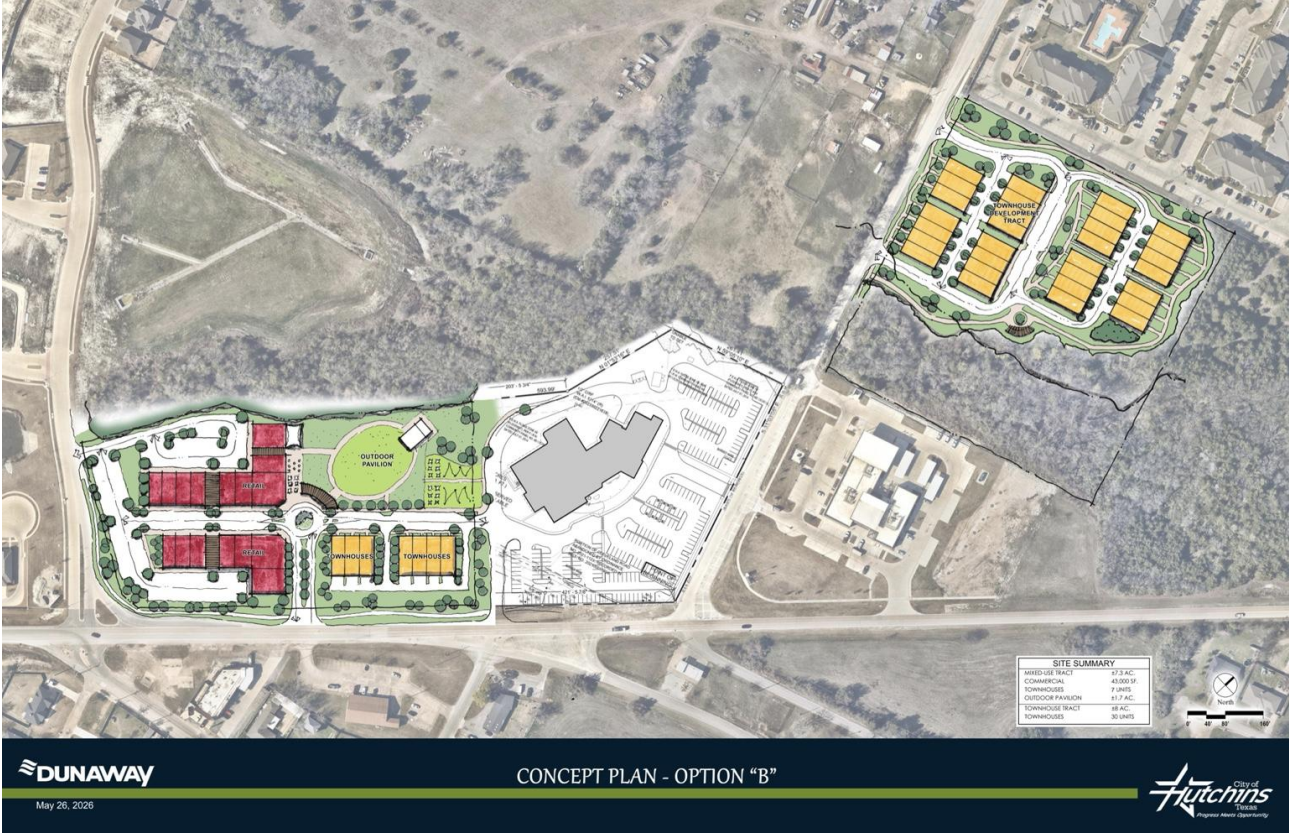


Figure 1. Conceptual town center site plan provided for discussion purposes.

Summary

The City of Hutchins has an opportunity to convert an 8-acre city-owned property at Lancaster-Hutchins Road and J.J. Lemon Street into a civic-focused Town Center District. The concept is anchored by a Recreation Center and Library now under construction and could be supported by a 2-acre Town Green with a pavilion or bandshell, approximately 40,000 square feet of retail and restaurant space, and flexible residential opportunities including townhomes and residential units above retail.

This report recommends that the City and EDC proceed with a Town Center implementation program. The recommended approach is to use public investment to create a high-quality public space and solicit private development. The City should build the place; the private sector should build and operate the buildings. However, the City and EDC should be prepared to develop the initial mixed-use space if needed.

The current level of public investment is substantial. The Recreation Center and Library is under construction at a project cost of approximately \$21 million. The EDC has approximately \$8 million available to support public improvements such as streetscape, landscaping, signage, lighting, parking, the town green, and the pavilion/bandshell. Together, these commitments represent an approximate \$29 million City of Hutchins commitment before private development begins.

The surrounding residential reinforces the case for retail and restaurant development. Approximately 750 single-family homes are being constructed to the south, approximately 30 townhomes are anticipated to the north, and additional residential development is occurring in the broader area.

This project is a 10-year economic development initiative, not as a single-site real estate transaction. The aspiration is creating a lasting civic and economic center for Hutchins that improves quality of life and establishes a *recognizable community identity*.

| Recommendation | Rationale | Action |
|---|--|--|
| Proceed with a formal Town Center Master Plan | A concept plan is not sufficient for public investment or developer solicitation. | Authorize consultant RFQ and planning budget. |
| Invest EDC funds for site readiness | Public spaces, streetscape, lighting, parking, and signage increase the value of every development parcel. | Reserve approximately \$8M for eligible catalytic improvements. |
| Use a two-step developer procurement process | RFQ first identifies capacity; RFP later tests project-specific proposals. | Issue RFQ after master plan, market study, and preliminary design. |
| Phase retail delivery | 40,000 SF is plausible given nearby growth, but should be delivered as demand and tenants emerge. | Allow phased retail and mixed-use construction. |
| Create a long-term operating plan | Town centers require maintenance, programming, and business recruitment after construction. | Establish annual operations, marketing, and event budgets. |

PROJECT DEFINITION

| Item | Description |
|---|--|
| Project Name | Hutchins Town Center District |
| Location | Lancaster-Hutchins Road and J.J. Lemon Street, Hutchins, Texas |
| Ownership | City-owned property |
| Parcel Size | Approximately 8 acres |
| Civic Anchor | Recreation Center and Library under construction |
| Local Recreation Center Cost Assumption | Approximately \$21 million, based on City-provided project information |
| EDC Funding Capacity | Approximately \$8 million for project assistance and public improvements |
| Open Space Program | Approximately 2-acre Town Green with pavilion/bandshell |
| Commercial Program | Approximately 43,000 SF retail and restaurant space |
| Residential Context | 750 single-family homes under construction to the south; approximately 30 townhomes and additional residential planned development to the north (Madrigal Tract) |

RESEARCH BASIS AND DEVELOPMENT RATIONALE

The recommended strategy is consistent with common economic development and town center best practices: create a strong civic/public realm framework, reduce developer uncertainty, align zoning and infrastructure, recruit private investment, and establish ongoing place management.

Public Investment as a Catalyst

The Texas Comptroller describes Type B economic development corporations as eligible to fund broader quality-of-life projects in addition to Type A projects, including land, buildings, facilities, targeted infrastructure, and improvements for authorized purposes. The Hutchins EDC is identified by the City as a nonprofit entity funded by 4B sales tax proceeds. This supports the policy justification for using EDC funds for public improvements that create economic development value, subject to local legal review and statutory compliance.

Placemaking and Economic Development

Research consistently links successful town centers and downtown districts to public space quality, walkability, programming, and ongoing management. Conventional guidance emphasizes understanding the community, creating attractive walkable places, diversifying economic uses, financing projects, and establishing ongoing place management. Project for Public Spaces describes public places as contributors to attachment and economic growth, and notes a relationship between social offerings, openness, beauty, community attachment, and local GDP growth.

Green Space

The proposed 2-acre Town Green should be treated as economic infrastructure. For Hutchins, the Town Green and pavilion can support retail demand by generating repeat visitation through concerts, farmers markets, food truck events, and seasonal programming.

Walkability, Streetscape, and Complete Streets

The Federal Highway Administration maintains Complete Streets case studies to support safe and complete pedestrian, bicycle, and transportation networks. The relevance to Hutchins is practical: if the Town Center is intended to serve nearby subdivisions and the recreation center/library, it must be safe and comfortable to walk between parking, civic uses, retail, and open space. Sidewalks, crossings, lighting, shade, and wayfinding are core project infrastructure.

VISION AND GUIDING PRINCIPLES

Vision: Establish Hutchins Town Center as the civic, cultural, and commercial heart of the community: a walkable destination anchored by the Recreation Center and Library, activated by a 2-acre Town Green and pavilion, and completed by restaurants, retail, residential uses, and community events.

- Build a destination.
- Use the Recreation Center and Library as an anchor that creates daily and weekly visitation.
- Use the Town Green and pavilion as the signature civic space.
- Phase private development to match market demand and reduce vacancy risk.
- Allow mixed-use density, including residential units above retail, where feasible.
- Create a public/private structure that protects City investment and requires developer performance.
- Track progress quarterly through measurable milestones and economic outcomes.

RECOMMENDED DEVELOPMENT PROGRAM

| Component | Recommended Program | Purpose |
|-----------------------------|---|--|
| Recreation Center / Library | Approximately \$21M public civic facility under construction; Fall 2027 expected opening. | Primary civic anchor and daily activity generator. |
| Town Green | Approximately 2 acres, designed as flexible open lawn with shade, seating, lighting, public art, and event utilities. | Community gathering space and retail foot-traffic generator. |
| Pavilion / Bandshell | Covered stage, lighting, power, sound infrastructure, storage, and supporting event utilities. | Supports concerts, movie nights, civic events, festivals, and seasonal programming. |
| Retail / Restaurant Space | Approximately 43,000 SF, phased based on tenant demand. | Sales tax generation, services for nearby residents, destination dining, and small business development. |
| Residential Opportunities | 7 townhomes in initial concept; allow higher density, apartments over retail, live-work units, and | Extends activity beyond business hours and supports retail. |

| | | |
|----------------------------|--|--|
| | potential future mixed-use residential. | |
| Streetscape / Public Realm | Sidewalks, crossings, trees, planting, irrigation, decorative lighting, signage and parking. | Transforms the site into a walkable district and protects public investment quality. |

PUBLIC/PRIVATE RESPONSIBILITY FRAMEWORK

The EDC Board should clearly distinguish between public responsibilities and developer responsibilities. Public funds should create value and protect long-term public benefit. Private developers should finance, construct, lease, and operate private buildings.

| Responsibility | City | EDC | Developer | Consultant Team |
|----------------------------------|--|--|--------------------------|---------------------|
| Master plan | Lead / adopt | Fund/support | Comment | Prepare |
| Market analysis | Procure/manage | Fund/support | Provide feedback | Prepare |
| Zoning and development standards | Lead/adopt | Support | Comply/comment | Draft/support |
| Town Green | Own/maintain | Fund capital improvements | Benefit/coordinate | Design |
| Pavilion/bandshell | Own/maintain | Fund capital improvements | Program coordination | Design |
| Streetscape/lighting/signage | Own/maintain or assign | Fund capital improvements | Comply/connect | Design/engineer |
| Retail buildings | No direct construction except extraordinary gap case | Incentivize and construct if necessary | Finance/build/operate | Review concepts |
| Residential buildings | Entitle/approve | Possible incentive | Finance/build/lease/sell | Review concepts |
| Developer procurement | Lead | Co-lead | Respond | Prepare RFQ/RFP |
| Development agreement | Approve | Approve if funding involved | Execute/perform | Support negotiation |

7. Financial Strategy

The financial strategy should be based on leverage. The City and EDC should use public investment to unlock a larger amount of private investment. A reasonable target is a 3:1 to 6:1 private-to-EDC investment leverage ratio over the full implementation period. With approximately \$8 million in EDC assistance, the target private investment range should be approximately \$25 million to \$50 million over time.

| Public Investment Item | Estimated Amount | Purpose |
|-------------------------------------|----------------------------------|---|
| Recreation Center / Library | \$21.0M local project assumption | Civic anchor; under construction. |
| EDC Town Center Public Improvements | \$8.0M | Town Green, pavilion, streetscape, lighting, parking, signage, landscaping, and related project assistance. |
| Total Public Platform | \$29.0M+ | Creates the base for private investment and long-term district identity. |

| Potential Private Investment | Illustrative Range | Notes |
|-------------------------------------|--------------------|--|
| Retail / restaurant buildings | \$11M-\$16M | 43,000 SF at broad-order vertical construction assumptions; actual cost depends on shell vs. turn, finish-out, and tenant mix. |
| Upper-story residential / mixed-use | \$5M-\$15M | Depends on unit count, building height, structured costs, and market feasibility. |
| Townhomes / future residential | \$2M-\$8M | Depends on unit count and product type. |
| Total target private investment | \$25M-\$50M+ | Target range for performance measurement and developer solicitation. |

7.1 Recommended EDC \$8 Million Allocation

| Category | Budget | Purpose | Notes |
|------------|-------------|--|--|
| Town Green | \$1,500,000 | 2-acre civic lawn, landscaping, seating, irrigation, event utilities | Refine through schematic design and cost estimating. |

| | | | |
|------------------------|-------------|--|---|
| Pavilion / Bandshell | \$1,000,000 | Covered performance structure, power, lights, sound readiness, storage | Can be scaled based on design and operations budget. |
| Streetscape | \$2,500,000 | Streets, Sidewalks, crossings, paving, tree wells, pedestrian zones | Highest-value investment for walkability and development quality. |
| Decorative Lighting | \$750,000 | Street lights, pedestrian lights, accent lights, event/festival lighting | Coordinate maintenance standards. |
| Signage and Wayfinding | \$250,000 | Gateway signs, district identity signs, pedestrian wayfinding | Should follow branding package. |
| Parking and Site Work | \$1,000,000 | Shared parking, access, grading, drainage, public parking areas | Coordinate with recreation center parking. |
| Design and Engineering | \$500,000 | Landscape architecture, civil engineering, construction documents | May require adjustment depending on scope. |
| Contingency | \$500,000 | Cost escalation and design development contingency | Should be protected until bid stage. |
| Total | \$8,000,000 | EDC catalytic public improvement program | Subject to legal eligibility review and formal authorization. |

DETAILED IMPLEMENTATION PROGRAM

The following schedule assumes a start date following Council authorization. The sequence is structured so that the City reduces market and entitlement uncertainty before asking developers to commit capital.

Phase 1: Project Authorization and Governance

Timeline: Months 0-3

Objective: Create the project management structure and authorize consultant procurement.

Proposed Actions:

- Council and EDC endorse Town Center initiative as a strategic economic development priority.
- Confirm project boundary, parcel ownership, frontage, known constraints, and decision-making authority.
- Authorize RFQ for consultant team.
- Decision points / measures:
- Project charter adopted
- RFQ issued

- Consultant selected

Phase 2: Master Plan, Market Study, and Feasibility

Timeline: Months 3-9

Objective: Convert the concept into a development-ready master plan and market-based program.

Proposed Actions:

- Complete site survey and existing conditions analysis.
- Evaluate access from Lancaster-Hutchins Road and J.J. Lemon Street.
- Complete market analysis for retail, restaurants, residential, and mixed-use.
- Analyze support from 750 homes south, townhomes north, recreation center/library users, and broader trade area.
- Develop at least three plan alternatives: base concept, enhanced mixed-use, and full town center scenario.
- Prepare preferred master plan, cost estimate, phasing plan, and economic impact assumptions.
- Decision points / measures:
 - Market study complete
 - Preferred plan selected
 - Council/EDC adoption

Phase 3: Entitlements, Standards, and District Rules

Timeline: Months 6-15

Objective: Create certainty before developer solicitation.

Proposed Actions:

- Draft Town Center zoning or planned development district.
- Allow retail, restaurants, civic uses, townhomes, mixed-use buildings, and residential above retail.
- Adopt design standards for architecture, storefronts, signage, parking, lighting, landscaping, and streetscape.
- Create shared parking and event parking strategy.
- Confirm utility, drainage, fire access, and traffic requirements.
- Decision points / measures:
 - Zoning adopted
 - Design standards adopted
 - Parking strategy approved

Phase 4: Public Realm Design and 30%-100% Construction Documents

Timeline: Months 12-18

Objective: Design the improvements that will be funded by the EDC and establish a reliable cost basis.

Proposed Actions:

- Prepare 30%, 60%, 90%, and final construction documents for Town Green, pavilion/bandshell, streetscape, lighting, parking, landscaping, and signage.
- Develop operations plan for event lawn and pavilion.

- Coordinate with recreation center/library construction schedule and parking/access plan.
- Prepare final probable cost and bid package.
- Decision points / measures:
 - 30% design complete
 - Final construction documents complete
 - Bid-ready package complete

Phase 5: Developer RFQ/RFP and Market Outreach

Timeline: Months 15-24

Objective: Recruit private development capacity after the City has a credible plan and public improvement commitment.

Proposed Actions:

- Issue RFQ to identify qualified town center, retail, restaurant, mixed-use, and residential developers.
- Conduct broker, restaurant operator, and developer outreach.
- Shortlist 3-5 development teams.
- Issue RFP to shortlisted teams with site plan, design standards, infrastructure commitments, and preferred deal structure.
- Evaluate proposals based on capacity, design quality, financial terms, schedule, and economic impact.
- Decision points / measures:
 - Minimum 10 developer contacts
 - 3-5 teams shortlisted
 - Preferred developer selected

Phase 6: Development Agreement and Land Strategy

Timeline: Months 21-30

Objective: Convert the selected proposal into enforceable obligations.

Proposed Actions:

- Determine land sale, ground lease, master development agreement, or phased parcel disposition strategy.
- Define minimum private investment, construction milestones, design compliance, default remedies, and reversion rights.
- Require clear schedule for retail delivery, restaurant recruitment, mixed-use/residential components, and public/private interface improvements.
- Ensure incentives are performance-based and tied to measurable outcomes.
- Decision points / measures:
 - Development agreement approved
 - Land terms approved
 - Performance schedule adopted

Phase 7: Public Improvement Construction

Timeline: Months 24-36

Objective: Build the public assets that establish the Town Center identity.

Proposed Actions:

- Bid and construct Town Green, pavilion/bandshell, sidewalks, crossings, lighting, landscaping, signage, parking, and event infrastructure.
- Coordinate construction phasing with recreation center/library operations and developer schedule.
- Create interim programming even before full buildout where feasible.
- Decision points / measures:
 - Town Green complete
 - Pavilion complete
 - Streetscape substantially complete

Phase 8: Private Vertical Development

Timeline: Months 30-60

Objective: Deliver commercial and residential buildings in phases.

Proposed Actions:

Construct first-phase retail and restaurant buildings based on tenant demand.

Construct residential or mixed-use components where feasible.

- Encourage upper-story residential above retail if market and financing support it.
- Monitor pre-leasing before releasing later retail phases.
- Decision points / measures:
 - First vertical construction started
 - First certificate of occupancy issued
 - Retail occupancy milestones met

Phase 9: Activation, Management, and Long-Term Expansion

Timeline: Years 4-10

Objective: Operate the Town Center as an active district, not a static capital project.

Proposed Actions:

- Establish annual event calendar.
- Fund maintenance for landscaping, lighting, irrigation, pavilion, and public space assets.
- Create business recruitment and tenant support program.
- Evaluate later-phase residential density, retail expansion, and district management tools.
- Decision points / measures:
 - 24-40 annual events
 - 90% retail occupancy target
 - Annual economic impact reporting

IMPLEMENTATION TIMELINE SUMMARY

| Workstream | Active Period | Primary Milestone |
|------------------------------|---------------|--|
| Governance / project charter | Months 0-3 | Charter adopted and steering committee established |
| Consultant RFQ and selection | Months 0-3 | Consultant contract executed |
| Market study and master plan | Months 3-9 | Preferred master plan adopted |
| Zoning and design standards | Months 6-15 | Town Center zoning and standards adopted |
| Public realm design | Months 12-18 | Construction documents complete |
| Developer RFQ/RFP | Months 15-24 | Preferred developer selected |
| Development agreement | Months 21-30 | Agreement approved and executed |
| Public improvements | Months 24-36 | Town Green, pavilion, and streetscape substantially complete |
| Private vertical development | Months 30-60 | First certificates of occupancy issued |
| Programming and operations | Years 4-10 | 24-40 events annually and annual district reporting |

ACCOUNTABILITY

The EDC Board and Council will receive a quarterly Town Center update.

| Category | Metric | Target / Measure | Frequency |
|-----------------------|------------------------------|---|---------------------------|
| Planning | Master plan progress | Adopted by Month 12 | Monthly until complete |
| Entitlements | Zoning and standards | Adopted by Month 15 | Monthly until complete |
| Financial | EDC budget variance | Within authorized budget or formally amended | Quarterly |
| Developer recruitment | Qualified developer contacts | 10+ before RFQ close | During procurement |
| Private investment | Committed private dollars | \$25M-\$50M long-term target | Quarterly after selection |
| Retail | Retail square footage built | 43,000 SF total program phased | Quarterly during buildout |
| Retail | Occupancy | 90% within three years of final phase opening | Quarterly after opening |
| Residential | Units delivered | 20-50+ encouraged through mixed-use/townhomes | Quarterly during buildout |

| | | | |
|-----------------|-----------------------|--|--------|
| Activation | Annual events | 24-40 events annually | Annual |
| Economic impact | Sales tax growth | Annual positive trend after opening | Annual |
| Economic impact | Property value growth | Annual positive trend in district and nearby parcels | Annual |

RISK ASSESSMENT AND MITIGATION

| Risk | Potential Impact | Mitigation |
|--|--|--|
| Overbuilding 43,000 SF retail too early | Vacancy, weak rents, negative perception | Phase retail; require pre-leasing thresholds; allow temporary activation. |
| EDC funds spent before developer alignment | Public improvements may not match market needs | Complete market study and 30% design before final allocation; coordinate public improvements with RFQ/RFP. |
| Infrastructure cost escalation | \$8M budget may be insufficient | Use early cost estimating, bid alternates, contingency, and phased construction. |
| Weak developer response | Delayed private investment | Reduce uncertainty through zoning, design, utility review, and clear public commitments. |
| Public space not programmed | Town Green becomes passive and does not support retail | Fund annual programming and assign operating responsibility. |
| Maintenance burden underestimated | Declining appearance and asset quality | Adopt operations and maintenance plan before construction. |
| Traffic/parking conflict during events | Resident and visitor frustration | Shared parking study, event parking plan, and wayfinding. |
| Retail tenant mix underperforms | Sales tax and destination value weaker than expected | Recruit restaurants and service retail intentionally; use business attraction incentives selectively. |

RECOMMENDED CONSULTANT SCOPE OF WORK

The City should procure a multidisciplinary team. The Consulting Team should be experienced in town center planning, public/private development, civil engineering, market analysis, and developer solicitation.

Task 1: Project management and Council/EDC presentations.

Task 2: Existing conditions, ownership, utilities, drainage, transportation, parking, and frontage analysis.

- Task 3:** Market study for retail, restaurants, residential, and mixed-use development.
- Task 4:** Economic and fiscal analysis, including private investment targets and tax revenue assumptions.
- Task 5:** Master plan alternatives and preferred illustrative master plan.
- Task 6:** Town Green, pavilion/bandshell, streetscape, lighting, and signage concepts.
- Task 7:** Cost estimates and phasing strategy.
- Task 8:** Zoning and design standards support.
- Task 9:** Developer RFQ/RFP package and evaluation support.
- Task 10:** Final implementation manual and quarterly dashboard template.

RFP Required Submittals

- Proposed development program and phasing schedule.
- Conceptual site plan.
- Retail and restaurant leasing strategy.
- Residential program, including any upper-story units or mixed-use concepts.
- Financial proposal, land terms, incentive request, and public/private responsibilities.
- Preliminary sources and uses of funds.
- Construction schedule and performance milestones.
- Long-term ownership, operations, and maintenance approach.
- Exceptions to City design standards or proposed modifications.

RECOMMENDED EDC BOARD ACTION

Staff will request that the EDC Board support the following Proposed Actions:

- Recognize the Hutchins Town Center District as a strategic economic development priority.
- Authorize staff to prepare a consultant RFQ for a Town Center Master Plan, market study, implementation plan, and developer solicitation support.
- Reserve approximately \$8 million for eligible catalytic public improvements, subject to future board approvals, legal review, final design, and cost estimates.
- Direct staff to return with a formal scope of work, consultant selection schedule, and planning budget.
- Establish quarterly reporting to the EDC Board and City Council using the dashboard format in this report.
- Coordinate with City Council to align land use, zoning, public improvements, and developer procurement into a single implementation program.

Conclusion

The Hutchins Town Center District will be a deliberate public/private economic development initiative. The City owns the land, the Recreation Center and Library are under construction, adjacent residential growth is already creating a customer base, and the EDC can fund public improvements.

The project can create a lasting civic center, attract restaurants and retail, support nearby residents, expand the tax base, and establish a recognizable public identity for Hutchins over the next decade.

Appendix A: Staff Work Plan Checklist

| Month | Staff Action | Output |
|-------|---|-----------------------------------|
| 0 | Confirm EDC/Council direction and project objective | Board/Council consensus direction |
| 2 | Draft project Town Center Report and Rationale | Project charter |
| 3 | Select Planning consultant and execute agreement | Professional services agreement |
| 5-6 | Complete market demand analysis | Market study |
| 9 | Adopt preferred master plan | Adopted plan |
| 10-12 | Draft zoning and design standards | Draft ordinance/standards |
| 24 | Prepare developer RFQ | RFQ issued |
| 24-27 | Shortlist and select developer | Preferred developer |
| 27-33 | Negotiate development agreement | Executed agreement |
| 36 | initiate public improvements | Substantial completion |
| 30-60 | Coordinate private construction | Certificates of occupancy |